



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 450

Tuesday, September 15, 2020  
1:00 p.m.

Multi-Campus  
Videoconference

### **PRESENT:**

**Board:** D. Walsh (Chair)  
C. Ellis (Governor-at-Large)  
A. Penner (President)  
L. Kozak  
J. Harrington  
H. Studholme  
J. Molyneaux  
G. Waghorn  
M. Metatawabin  
C. Reasbeck  
L. Howe  
D. Lessard  
P. McConnell  
M. Fahimian

**Staff:** P. Fortier, Executive Assistant, Office of the President and Board of Governors  
G. MacDougall, Acting V.P. Academic & Student Success  
M. Dumas, V.P. Corporate Services  
C. McEachern, Ex. Director, Student Services, Institutional Research & Registrar  
C. Heavens, Ex. Director, Community, Business Dev. & Employment Services  
S. Hunter, Director, Marketing, Communications and External Relations

**Regrets:** L. Trapper  
D. Rizzuto  
C. Stringer (First Vice-Chair)

### **1. CALL TO ORDER**

#### **1.1 Remarks from the Chair**

Chair Doug Walsh, called the meeting to order and welcomed everyone. On behalf of the Board, Chair Walsh congratulated Dr. Audrey J. Penner on her appointment as President & CEO. The Chair welcomed Ms. Cindy Reasbeck, Ms. Helene Studholme and Ms. Laura Howe, our newest members on the Board. Mr. Walsh also acknowledged Mr. Glenn MacDougall, Acting V.P. Academic & Student Success.

The Chair looks forward to the year ahead and thanked everyone for their participation in the planning session this morning.

## **1.2 Acknowledgment of Territory**

The Chair acknowledged the lands of the Ojibway, Cree, Algonquin and Metis Peoples that our campuses occupy. The First Nation communities now located on these lands include Beaverhouse, Flying Post, Wahgoshig, Taykwa Tagamou, Mattagami, Matachewan, Temagami, Timiskaming, Moose Cree, Fort Albany, Kashechewan, Attawapiskat and Weenusk.

## **2. DECLARATION OF CONFLICT OF INTEREST**

Chair Walsh called for disclosures of actual, potential, or perceived conflict of interest. Governor John Harrington declared a conflict with items 5.8 – Approval for Extension of Audit Services and 5.13 – Approval for Kirkland Lake Campus Curtain Wall Replacement Contractor.

## **3. AGENDA**

Item 5.13 – Approval for Kirkland Lake Campus Curtain Wall Replacement Contractor was added to the agenda.

Moved by: L. Kozak Motion  
Seconded by: J. Harrington 61-09-20  
THAT the agenda for Meeting No. 450 of the Board of Governors of Northern College of Applied Arts & Technology dated September 15, 2020 be adopted as amended.  
Carried

## **4. 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.

- 4.1 Approval of Minutes
- 4.2 Receive Board Committee Minutes
- 4.3 Program Advisory Appointment
- 4.4 Program Advisory Meeting Schedule
- 4.5 Correspondence and Information Report

Moved by: G. Waghorn Motion  
Seconded by: C. Reasbeck 62-09-20  
THAT Consent Agenda items be approved, including all applicable motions.

### **4.1 Approval of Minutes**

THAT the Board of Governors approve minutes of meeting #449 held June 18, 2020.

### **4.2 Receive Board Committee Minutes**

THAT Board Committee Minutes be received.

Carried.

**5. DISCUSSION ITEMS**

**5.1 Reaffirmation of Northern College Vision and Mission**

Further to discussion during the planning meeting, an Ad-hoc committee will be struck to review the Vision-Mission statements.

**5.2 Approval for Board of Governors' Statement of Purpose**

The Ad-hoc committee will also conduct a more in-depth review of this statement.

**5.3 Approval for Delegation of Duties to the Board Executive Committee**

Moved by: J. Harrington Motion  
Seconded by: J. Molyneaux 63-09-20  
THAT the Board of Governors approve delegation of duties to the Executive Committee as presented. Carried

**5.4 Approval for 2020-2021 Board of Governors' Work Plan**

President Penner reviewed proposed modifications to work plan items. The Work Plan is a dynamic document with items requiring adjustments or changes on an annual basis.

Moved by: C. Ellis Motion  
Seconded by: J. Molyneaux 64-09-20  
THAT the Board of Governors approve the 2020-2021 Work Plan as amended. Carried

**5.5 Appointment of Members to Standing Committees**

President Penner invited members to express interest in joining a standing committee and the Ad-hoc committee.

Moved by: C. Ellis Motion  
Seconded by: D. Lessard 65-09-20  
THAT the Board of Governors appoint Board members to Standing Committees as follows:

Board Policy Review Committee:

G. Waghorn, L. Kozak, M. Fahimian, C. Reasbeck, D. Walsh, A. Penner

Board Vacancy Nominating Committee:

J. Molyneaux, P. McConnell, C. Ellis, H. Studholme, D. Walsh, A. Penner.

Ad-hoc Committee:

M. Metatawabin, G. Waghorn, J. Harrington, D. Walsh, A. Penner

Carried.

The Executive Assistant will extend an invitation to Governors who were unable to join today, to join a committee.

### **5.6 President Emeritus Designation**

Chair Walsh was honoured to invite the Board to award the title “President Emeritus” to former President & CEO, Dr. Fred Gibbons, in recognition of his outstanding service to the College and the communities we serve.

Moved by: A. Penner  
Seconded by: D. Lessard  
THAT the Board of Governors award the title of “President Emeritus” to Dr. Fred Gibbons.  
Motion  
66-09-20  
Carried

### **5.7 Program Approvals**

- i. Certificate in Occupational Health, Safety and Environmental Systems**
- ii. Certificate in Safety, Health and Environmental Management**

Executive Director Christine Heavens introduced two proposed Board Certificate programs, to be offered online, in partnership with the University of Fredericton. The programs provide a pathway to the Canadian Registered Safety Professional designation. The certificate in Occupational Health, Safety and Environmental Systems is a pre-requisite to the second certificate in Safety, Health and Environmental Management. Ms. Heavens confirmed that these programs are in demand.

Moved by: J. Molyneaux  
Seconded by: L. Kozak  
THAT the Board of Governors approve the Northern College Certificate in Occupational Health, Safety and Environmental Systems; and the Northern College Certificate in Safety, Health and Environmental Management.  
Motion  
67-09-20  
Carried

### **5.8 Approval for External Auditor Extension**

V.P. Mitch Dumas requested approval for a 1-year extension, per the terms of our existing contract with KPMG. With their experience working with postsecondary institutions, KPMG continues to provide the college with effective audit services at a reasonable cost. This is the last extension we may exercise on this contract and a Request for Tender process for audit services will be undertaken next year. Mr. Dumas confirmed we are compliant with BPS requirements; the tender process is open to local audit agencies as well as those located outside our region.

Having declared a conflict, Governor Harrington abstained from voting on this matter.

Moved by: G. Waghorn  
Seconded by: L. Kozak  
THAT the Board of Governors appoint KPMG as provider of Audit Services, for a one-year period starting October 1, 2020 and ending September 30, 2021.  
Motion  
68-09-20  
Carried

### **5.9 Annual Report on Joint Health & Safety / Joint Health & Safety Policy Statement**

V.P. Dumas presented the report and was pleased to note a decline in incidents, as well as a decrease in WSIB costs. A statement was added to the policy statement relative to ensuring safety during a pandemic outbreak.

Moved by: J. Harrington

Motion

Seconded by: D. Lessard

69-09-20

THAT the Board of Governors receive the 2020 report of the Joint Health and Safety Committee and that the Occupational Health and Safety Policy Statement be approved as amended.

Carried

The Board congratulated Mr. Dumas on the downward trend in incidents and positive results.

### **5.10 Strategic Mandate Agreement 3 Update**

President Penner confirmed our third Strategic Mandate Agreement (SMA3) has been submitted and signed off by ourselves and the Ministry. An internal college committee comprised of President Penner, Susan Hunter, Glenn MacDougall, Mitch Dumas, Doug Clark (Dean), Aaron Klooster (Dean), David Rossi (Acting Ex. Director) and Tracey Daoust (Institutional Research) was convened last fall to identify our college's metrics as well as targets and weighting. There are five metrics to be implemented in 2021 including graduate employment; institutional strength; graduate rate; community local impact; and economic impact.

With the current pandemic, one of the challenges presented by this 5-year agreement is that performance is tied to funding; however, the Ministry has agreed status quo will be maintained on funding for the first two years of this agreement and we will be allowed to adjust weightings during this time. We have added a disclaimer to the narrative that given the impacts of Covid, indicators cannot be predicted at this time and though we updated our enrolment numbers, we indicated we cannot guarantee that the numbers would reflect what will actually happen. We strategically forecasted large fluctuations in enrolments over the next year and a half, followed by an upswing – this is the best risk management scenario as it provides for a wider range of variation. Targets will be monitored regardless of there being no penalties the first two years.

The SMA model is not a reward model. It is a measurement model. If we do well, we get 100% performance funding; if we do better, we do not get any additional funds. Evaluation for the first year will be conducted by March. SMA3s will be posted on the Ministry's website by mid-October.

There were no questions from the Board regarding the SMA.

President Penner wanted to acknowledge and thank the working group for their work and their great perspectives as they reviewed performance indicators and weighting values.

### **5.11 PEQAB (Postsecondary Education Quality Assessment Board) Report Update**

President Penner reported that in November 2018, Northern underwent its quality assurance review culminating in a site visit from 3 audit team members – some of our current Board members took part in this site visit. The college received its report in March 2019 citing 5 recommendations and 14 affirmations. With the onset of Covid, some items were not completed; however, we are pleased to report that 4 of the 5 recommendations are 75-100% complete while one is at 80% completion. Of the 14 affirmations, 9 are 100% complete, 4 at 75% and 1 at 50% completion. As the PEQAB Board of Directors is meeting this week, we felt it was best to submit our report with mostly complete recommendations and affirmations; not submitting a report would imply we had made no progress. We await official findings and there will not be any change in our status. President Penner noted staff have been very engaged in the process and thanked everyone involved in quality assurance reporting.

### **5.12 Covid-19 Update**

The President reported that all staff, students and governors have completed Covid Training Modules prior to returning to a campus. Dr. Penner complemented the Executive Team and acknowledged there has very much been a team approach to developing safety protocols, ensuring compliance, and being transparent. College Administration has communicated often with staff and students providing regular updates and clarification as to the impacts of Covid on programming and college operations. Our facilities and Health & Safety groups have been wonderful to work with and administration was complimented by both the Faculty and Support Staff unions for the leadership we have shown.

We now have a pandemic response package as well as protocols for how international students are to quarantine. Our Pandemic Plans are posted to our Intranet and website with regular updates made to the documents.

President Penner also wished to recognize V.P. Mitch Dumas who has led the pandemic planning and response processes and kept in touch with the Ministry and local Health Units. In his role as Purchasing Officer, Governor Harrington has been instrumental with PPE supplies coordination and our Deans have done a wonderful job at the programming level. Our faculty have done a great job transitioning to online delivery.

Governor Waghorn inquired about Ministry support given the impact of the pandemic on college revenues and expenses; the college received some Ministry funding last May which was distributed to all of our full-time students to support them through a difficult time. We continue to track Covid-related expenses and the full impact on revenues is unknown at this time.

The Board congratulated the President and college staff on their work and diligence.

### **5.13 Approval for Kirkland Lake Campus Curtain Wall Replacement Contractor**

Being in conflict with this item, Governor Harrington did not participate in discussion or in the vote.

V.P. Dumas requested approval for a contractor to complete curtain wall replacement work at the Kirkland Lake Campus. This will improve the thermal efficiency of the area and will look similar to the glassed area in our Timmins Campus' H-Wing. Further to a tendering process and evaluation of bids, a contractor is being recommended for this work.

Moved by:	J. Molyneaux	Motion
Seconded by:	H. Studholme	70-09-20
THAT the Board of Governors approves Designed Roofing Ltd. as the contractor for the Kirkland Lake Campus Curtain Wall Replacement project with a bid of \$133,400.00 + HST.		
		Carried

## **6. REPORTS AND INFORMATION**

### **6.1 Financial Reports**

#### **6.1.1 Verbal Finance Report for the period ended July 31, 2020**

V.P. Mitch Dumas presented the Finance Report as at July 31, 2020 and reviewed changes in the Statement of Operations resulting in an increased projected surplus to \$14M. The budget approved by the Board did reflect estimated decreases in enrolment; however, there will be further adjustments in revenues based on final enrolment numbers.

#### **6.1.2 Investment Report as at June 30, 2020**

V.P. Dumas reviewed the quarterly investment report as at June 30<sup>th</sup>, showing the portfolio grew by \$471K during the past quarter. As well, our equity and fixed asset mix remains within our long term range and approximates our neutral targets, with equities at 35.9% and fixed income at 64.1%. Over the last 3 months, we earned a 7.792% return versus 8.79% return in our benchmark. Since inception, the market value of the investments has grown by \$1.35M or a return of 4.003% which is slightly below the 4.40% target we established with the investment manager. The return on investment mentioned here takes into consideration those months of significant losses which has affected our earnings percentage and brings it below the target of 4.40%. Mr. Dumas concluded by stating we have made a full recovery and our investments continue to move in the right direction.

## **6.2 Quarterly Report on Risk Management**

Mr. Dumas indicated our Integrated Risk Management (IRM) working group's work was stalled over the spring/summer months as attention from the group was shifted to completing our pandemic readiness plans. The committee will now resume its work to evaluate the 10 remaining risks. The creation of a template to evaluate risks is a key item to be completed as well. This will help assess risk for any future endeavor the college looks to undertake to ensure risk is mitigated. An update on IRM will be presented in November.

Governor Waghorn inquired whether the IRM group had identified any trends or high risk areas the Board needs to be aware of. V.P. Dumas will bring the inquiry forward and report back to the Board at our next meeting Acting V.P. MacDougall cybersecurity as a risk, noting the significant increase in phishing attacks over the last several months, which, thanks to our college firewall and security systems, we have been able to manage.

## **6.3 Verbal Report on September 2020 Enrolment**

President Penner commended Executive Director McEachern and Admissions staff for their tremendous work in keeping track of and increasing enrolments over the last few weeks.

Mr. McEachern reported that as of September 10<sup>th</sup>, first-year domestic student enrolment was at 586 and returning learners stand at 444 for a total 1,030 students, representing about 75 fewer domestic, first-year students than at this time last year. International returning students are at 388 which falls in line with those enrolling through the year up to January 2020. Where we see a large decrease is with incoming international students which stood at 80 as of last week. Most international students are studying online, still in their home country. A few dozen who have arrived in Canada are currently in quarantine in various places and taking part in their online learning.

Overall, we are at 1,498 students, 150 fewer than last year. In early June, our acceptances and confirmations were down 30%. In that light, we've done quite well to bring numbers up to approximately 11% less than last year. The pandemic has presented an enrolment problem for us; however, we seem to have held on to the growth we had achieved domestically; and to an extent, internationally as well. A number of students we had expected to enroll have asked for deferrals; conversely, in his role as Registrar, Mr. McEachern is seeing many fewer requests for withdrawals which tells us the students we do have with us have high confidence in what we are doing. The semester formally started on September 9 and after "day 10" we will have more firm numbers.

Chair Walsh inquired whether any data was available to indicate whether students from our area who had planned to study at another college might have decided to stay within the region and study at our college. Over the next six weeks, we will be conducting analysis and looking at system-wide data to determine what areas students are coming from. Additionally, transfer credit requests would provide an indication of individuals transferring from other institutions. In response to a further inquiry as to how Northern is doing compared to other colleges, we looked at provincial reports on confirmations and registrations and see that northern colleges normally tend to see more challenging numbers and more of a reduction in enrolment. This year our numbers are down yet at a large



southern college, their enrolment is also down and some other colleges are up even 10%. Many factors such as demographics, programs, and location impact college choice and Mr. McEachern will have a detailed enrolment presentation for the Board at our November meeting.

#### **6.4 Summary Report on Program Reviews**

President Penner presented the annual report on program reviews, noting that this element of quality assurance is an indirect form of risk management. The program review cycle included seven formative reviews and two summative reviews. Formative reviews are done approximately every two years and are not as rigorous as summative reviews which occur every five years, are very in-depth, and involve program standards as well. Programs offered via our Northern Training Division also undergo program reviews and per the report, some of the reviews were deferred as the programs had not been offered. We are in our second year of utilizing our program viability framework, incorporated as an adjunct to the review process. All recommendations have been reviewed with the Vice-President Academic to establish which recommendations can be completed through routine operations and which would be included in the upcoming Business Plan. All recommendations are entered into a master tracking document. A chart of programs scheduled for review over the 2020-2021 academic term was provided in the Board package. The President advised the Board that given how different this academic year has been, some of the scheduled program reviews may need to be deferred to next fall.

#### **6.5 Northern College Indigenous Council on Education**

On behalf of NCICE Chair Lillian Trapper, Executive Director Cam McEachern informed the Board that at their next upcoming meeting, the Indigenous Council will be selecting a Co-Chair. NCICE's last meeting was held this winter with rich dialogue, focusing on the Indigenous Strategic Plan. Mr. McEachern noted we are indebted to the Council for their key contributions to this plan, which is being finalized. The document will be taken back to NCICE to identify priorities they wish to see the college advance. The final plan will also be shared with the Board. Looking forward, NCICE would like to see integrating Indigenous content in curriculum and the development of pedagogical innovations to match learning styles to content. NCICE will be playing a role in providing support and direction to this.

#### **6.6 President's Report**

The President's report is provided in the Board package. Chair Walsh noted that our new President has been very busy in her first month, already having achieved many of the objectives she had set out to do in her first 90-days on the job. President Penner thanked the Board Chair for his comments and the Board and the selection committee for putting their faith in her and allowing her this great opportunity. Dr. Penner stated Northern is a wonderful institution; there is much we are capable of doing – leadership is going to be tough for the next few years; as literature suggests, things will change rapidly post-Covid. The President also recognized the wonderful work and solid foundations Dr. Gibbons put in place. The Senior Management Team is a great team and Dr. Penner looks forward to the future.

## **6.7 Executive Team / Business Plan Progress Report**

President Penner invited members of the Executive Team to report on progress being made on Business Plan Initiatives.

V.P. Mitch Dumas reported on progress made on capital projects. The Board was informed about larger projects to be completed over the year at the June meeting and many of the projects are complete including Moosonee re-roofing, Haileybury site work, and Timmins site work. Our Kirkland Lake campus re-roofing project is 80% complete. Phase II renovation work on the Timmins Campus' Innovation hub is well under way. Two smaller projects remain at the design phase and slightly behind schedule with tenders being prepared to be issued. Two projects at the Timmins Campus will be put on hold including the Residence kitchen update and the Quanset hut mezzanine project.

Executive Director Christine Heavens reported on the Accessibility initiative to develop a marketing plan to re-brand the Hard Rock Miner and Diamond Driller Assistant Common Core programs. This project is nearing completion and has provided the opportunity to look at historical trends and complete an environmental scan of the mining forecasted trends. Analysis of feedback obtained from meetings with industry partners is helping to identify where opportunities exist to enhance our programming to ensure our graduates remain best prepared for work in the mining sector. Through this process, new mining program opportunities have presented themselves and are also being explored. We are on-track for successful completion of this project this fall, and have expanded this initiative to ensure it too, meets the need for summative reviews.

Acting V.P. Academic and Student Success, Glenn MacDougall updated the Board on our Signature Program initiative to define how micro-credentials will be developed. We have tied this project to our Skills Catalyst Project whose aim is to work with municipalities to offer training municipal employees. The partnership with other colleges and municipalities will see us looking at core skills such that, as an example, a traditional 45-hour course might be broken into 15-hour modules or levels. Completion of a level would provide a micro-credential. We are working on a platform to track and maintain records.

Director Susan Hunter updated the Board on Northern Experience initiatives. We are on target with our initiative to introduce and implement Phase 1 of our Strategic Marketing plan, including our digital marketing strategy. In addition, we are progressing well with the initial phase of our Communications plan by establishing a culture for planned and aligned college communications. We are intentional with our outreach to provide communications to students, staff, faculty and administrators and have received positive feedback on our regular communications during Covid. With regards to student communications, we are implementing a digital app for just-in-time information for domestic and international students. Finally, on the initiative to grow opportunities for formalized approaches to our external partners, we are in the initial audit discovery phase. We have activated more intentional, formalized outreach with partners, synthesized the list of connections and assembled a list of 4000 contacts. Our goal is to be seamless as we move forward with communications externally and working more closely internally so our brand is strong and more aligned.

Executive Director Cam McEachern reported on the initiative to create a graduate profile. A key piece of Strategic Enrolment Management (SEM) is to develop a graduate profile in order to conduct good analysis and develop a picture or multiple pictures on what our graduates should look like as they leave this college and go into the workforce. A graduate profile also tells us a lot about what messages to put in the marketplace to attract students. We have conducted a number of studies internally and externally, and a most recent study was completed by the Northern Policy Institute. The next stage of development includes examining these findings with a view to completing the graduate profile by the October deadline.

President Penner indicated a broader report on any impact Covid may have on our ability to complete Business Plan initiatives would be presented at our November Board meeting.

### **6.8 Reports from Board Advisory Committee Representatives**

There have been no meetings of Program Advisory Committees since last spring, due to the pandemic. However, the Executive Assistant will circulate a list identifying vacancies on program advisory committees so that governors with an interest may join a committee as a Board representative.

### **6.9 Board Member Community-Related Updates**

The Chair explained this is a standing item on the Board agenda and provides an opportunity for governors to share updates or any information they feel would be of benefit to other governors and to the college. There were no information updates at this time.

## **7. MOVE TO IN-CAMERA MEETING**

Moved by: L. Kozak	Motion
Seconded by: C. Ellis	71-09-20
THAT the Board of Governors move in-camera at 2:47 p.m.	Carried

The Board Chair reminded members that all discussions and information shared in the in-camera portion of the Board meeting were confidential and not to be shared.

## **8. REPORT FROM IN-CAMERA MEETING**

Moved by: G. Waghorn	Motion
Seconded by: J. Molyneaux	72-09-20
THAT the Board resume the open session at 3:45 p.m.;	
AND THAT matters discussed proceed as presented.	

### Approval for Minutes of Board Meeting dated July 2, 2020

THAT the Board of Governors approve the Board Special Meeting minutes dated July 2, 2020 as presented.

Receive Board Executive Committee Meeting Minutes

THAT the Board of Governors receive Board Executive Committee meeting minutes dated July 15 and July 21, 2020.

Approve President's 2020-2021 Performance Objectives

THAT the Board of Governors approve the President's 2020-2021 performance objectives as presented.

Carried

**9. NEXT MEETING**

**9.1 Date and Location:**

Tuesday, November 10, 2020 – details to be confirmed

**9.2 Future Agenda Items**

There were no requests; however, governors may forward any requests via the Board office.

Members commented they found this meeting format worked well as an alternative to meeting in person. The Board Chair thanked everyone for attending and for their participation.

**10. ADJOURNMENT**

Moved by: H. Studholme  
THAT the meeting be adjourned.

Motion  
73-09-20  
Carried

Time noted at 3:50 p.m.

P. Fortier,  
Executive Assistant to the Board