



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 453

Tuesday, March 9, 2021
1:00 p.m.

Zoom Meeting

PRESENT:

Board:

D. Walsh (Chair)
C. Stringer (First Vice-Chair)
D. Rizzuto (Second Vice-Chair)
C. Ellis (Governor at Large)
A. Penner (President & CEO)
L. Kozak
J. Harrington
J. Molyneaux
C. Reasbeck
L. Howe
P. McConnell
D. Lessard
M. Metatawabin

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
D. 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

Guests:

2020 Office Administration-General: Professor and Students
J. DeLaurier, Senior Accountant
M. McAuley, Vice President & Senior Portfolio Manager, TD Wealth
Private Investment Counsel

Regrets:

G. Waghorn
M. Fahimian
H. Studholme
L. Trapper

1. CALL TO ORDER

1.1 Remarks from the Chair

Chair Walsh called the meeting to order at 12:59 p.m. and welcomed everyone. President Penner introduced Ms. Debbie Nankervis, as the new Executive Assistant to the Board who will take over the role upon Ms. Fortier's retirement.

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

The Chair called for disclosures of actual, potential, or perceived conflict of interest. Governor Molyneaux has a conflict with item 6.6 Materials Joining Innovation Centre Annual Report and Governor Harrington is in conflict with item 6.7 Timmins Campus Residence Window Project Contractor.

3. APPROVAL OF AGENDA

There were two additions to the agenda:

6.6 Materials Joining Innovation Centre Annual Report

6.7 Timmins Campus Residence Window Replacement Contractor

Moved by: D. Rizzuto

Motion

Seconded by: L. Kozak

12-03-21

THAT the agenda for the Meeting No. 453 of the Board of Governors of Northern College of Applied Arts & Technology dated March 9, 2021 be adopted as amended.

Carried

4. PRESENTATIONS

4.1 Office Administration-General Experiential Learning Opportunity

Chair Walsh welcomed Professor Jennifer Huggins and Office Administration-General Students joining the Board for an experiential learning opportunity. Ms. Huggins thanked the Board for the opportunity for students to observe proceedings and practice their minute-taking skills during the open session.

4.2 Risk Management Education Session

President Penner introduced Ms. Jodi DeLaurier, Senior Accountant. Having previously joined the Board to present a draft IRM framework, Ms. DeLaurier provided a refresher on risk management with an overview of key terms, the IRM process, risk tolerance and risk analysis elements. The IRM framework will serve to identify, document and manage risks, thereby supporting decision making. Risk monitoring and review will ensure effectiveness of the process and the framework. President Penner thanked Ms. DeLaurier for her presentation, adding we expect to present heat maps to the Board on a semi-annual basis, with a first iteration being presented by next November. The presentation is saved in the Board's Presentations folder on the Board portal.

4.3 Micro Credentials Education Session

President Penner was joined by Executive Director Cam McEachern in presenting on micro credentials, which differ from other current certification processes provided by colleges. Micro certifications or badges will be provided in recognition of tailored, small units of training or courses, and to certify knowledge transfer (e.g. prior learning assessment). It is anticipated there will be many individuals looking for precise training to up-skill or re-enter the workforce – micro credentials would meet this need. Micro credentials will also allow us to respond quickly to industry needs and we are ready with the capacity for design development, delivery and records management. A standard framework is being developed and will be brought to the Board for approval. Northern is well positioned to participate in the fast emerging micro credentials recognition system.

Dr. Penner thanked Executive Director McEachern and Acting V.P. McDougall for their development work on this, and recognized Governor Lessard who is currently leading a Municipal Skills Accelerator micro credentials pilot project. Further to questions from members, clarification was provided on transferability, delivery methods and the pilot project currently underway. The micro credentials presentation is also saved on the Board portal.

Chair Walsh thanked everyone for their participation and presentations.

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 of Meeting #452 held January 26, 2021
- 5.2 Receive Board Committee Minutes
- 5.3 Program Advisory Appointments
- 5.4 Program Advisory Committee Meeting Schedule
- 5.5 2020-21 Board Work Plan
- 5.6 2020-21 Board Goals
- 5.7 Correspondence and Information Report

Moved by: C. Stringer Motion
Seconded by: C. Reasbeck 13-03-21
THAT Consent Agenda items be approved, including all applicable motions.

5.1 Approval of Minutes

THAT the Board of Governors approve minutes of Board of Governors Meeting #452 held January 26, 2021.

5.2 Receive Board Committee Minutes

THAT Board Committee Minutes be received.

5.3 Program Advisory Committee Appointment

THAT the Board of Governors approve Program Advisory Committee appointments as presented: Ms. Meagan Vander Ploeg and Ms. Tanya Schumacher. Carried

6. DISCUSSION ITEMS

6.1 Approval for Budget Expenditures

V.P. Mitch Dumas requested Board approval for continued operating expenses from April 1 to May 11, when the new budget will be presented. Mr. Dumas has inquired with our Finance Department about adjusting budget process timelines so new budgets can be presented for approval at March Board meetings, rather than in May.

Moved by: J. Molyneaux

Seconded by: D. Lessard

THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2021 to May 11, 2021, not to exceed total expenditures of \$7 million.

Motion

14-03-21

Carried

6.2 Verbal Update on 2021-22 Budget

President Penner reported the 2021-22 budget is in its final stages of development and will be presented for approval at our May Board meeting, once again reflecting a year-end surplus. Dr. Penner identified some of the factors that will result in a somewhat lower projected surplus than the previous year given investments in our digital capacity, academic processes, and additional positions to build on our commitments to decolonizing the institution and to equity, diversity and inclusion.

6.3 Board Certificate Approvals

Executive Director Christine Heavens highlighted unique features of the customized Indigenous Community Paramedic program. Developed in response to the need to incorporate Indigenous knowledge and perspectives, this program will be offered in a community-based format. The additional 300 hours of instruction integrate recommendations from the TRC Calls to Action, the Indigenous Education Protocols and include Indigenous-focused elements such as Indigenous language. Graduates will have earned both an Ontario College Diploma and a Board Certificate. Governor Metatawabin recommended instructors be aware of, and sensitive to language / translation differences, and Ms. Heavens confirmed guidance will be sought from Elders as an essential part of continuous improvement. Governor Howe inquired whether past graduates of the Paramedic diploma program are eligible to pursue this additional certificate. At present, the program does not include this option; however, Ms. Heavens will take this back for further investigation. Governor Stringer was pleased to see specific components of the TRC Calls to Action and Indigenous Education Protocols incorporated in the program and suggested it would be useful to continue to identify these in future reporting.

Acting V.P. Glenn MacDougall presented a one-semester English as a Second Language certificate program, as a new pathway for students from non-Student Direct Stream (SDS) countries to access two year Ontario College diploma programs. The accelerated program will be offered predominantly to international students to enhance their English skills, in an online format.

Moved by: C. Reasbeck Motion
Seconded by: M. Metatawabin 15-03-21
THAT the Board of Governors approve:
the Northern College Indigenous Community Paramedic Certificate;
and
the Northern College English as a Second Language Certificate. Carried

6.4 Approval for Insurance Premium Payment

V.P. Mitch Dumas requested approval for the annual insurance premium payment, estimated at \$370K. The insurance premium has increased by \$90K over last year.

Moved by: C. Ellis Motion
Seconded by: L. Howe 16-03-21
THAT the Board of Governors approve an insurance premium payment to Aon Reed Stenhouse Inc. for a maximum payment of \$370,000 including tax to bind the policies for insurance coverage of Northern College, beginning April 1, 2021. Carried

6.5 Approval for Board Policies

President Penner reviewed policy changes recommended by the Board Policy Review Committee. Further to a question and discussion, it was agreed that Policy C-6 Incidents Involving the College President not be included for approval at this time, so that legal advice may be obtained as pertains to confidentiality in the preparation and presentation of an investigation report.

Moved by: D. Rizzuto Motion
Seconded by: P. McConnell 17-03-21
THAT the Board of Governors approve the following policies, as revised:
B-18 Board Information System
B-19 Board Monitoring System
C-5 Assessing Presidential Performance
D-12 Financial Matters
D-15 Staff Relations Carried

6.6 Materials Joining Innovation Centre (MaJIC) Annual Report

Governor Jeff Molyneaux reported on last year's activities and like many organizations, it has been a difficult year for MaJIC. While the Centre shut down for an initial 2-month period, some work could be done remotely. Mr. Molyneaux stated the Centre has managed well and pivoted effectively; he continues to provide consulting and advising services to companies rather than the usual practical solutions the Centre and its staff could be providing through research. Mr. Molyneaux looks forward to a better 2021. There were no questions from the Board. Mr. Molyneaux abstained from voting on the motion.

Moved by: C. Stringer	Motion
Seconded by: J. Harrington	18-03-21
THAT the Board of Governors receive the 2020 Materials Joining Innovation Centre Annual Report.	Carried

6.7 Timmins Campus Residence Windows Project Contractor

V.P. Mitch Dumas informed the Board about the project and confirmed that funds were set aside in 2019 to cover these costs. Having declared a conflict, Governor Harrington did not vote on the motion.

Moved by: C. Ellis	Motion
Seconded by: P. McConnell	19-03-21
THAT the Board of Governors approve Norwin Contracting Inc. as the contractor for the Timmins Campus Residence Window Replacement project with a bid of \$270,732.00 + HST.	Carried

6.8 March 2021 Performance Dashboard

Executive Director Cam McEachern presented the Winter 2021 dashboard. Enrolment is reported as of the November 1st count and approximately 300 students are studying at one of our campuses while the remaining 1000+ are studying online. Domestic applications and conversion rates reflect different steps in the enrolment process; the conversion rates are closely in line with industry standards. A final statistic reported on the dashboard is a financial measure, reflecting the current budget year-end surplus. There were no questions from the Board.

6.9 2021 Virtual Graduation Update

Mr. McEachern reported that given the ongoing pandemic, the 2021 graduation will be a virtual event, held on Friday, June 11, 2021. The Graduation Standards Committee is meeting and making plans for an improved, more interactive event than last year's with social media integration and more promotion to increase student and college community participation. Mr. McEachern recognized the work of the Marketing and Communications department who have preparations under way. Governor Howe asked what celebrations with peers might look like and Ms. Hunter stated as one example that graduates and their families

will be invited to submit short video clips. Participation is also open to Board members who might wish to share a message with graduates. More information will be provided on how individuals can participate in what we hope will be an interactive experience reflecting the spirit of celebration and connectivity that people are looking for.

6.10 Covid-19 Update

President Penner was happy to report there have been no direct COVID cases with our students or staff. We continue to manage use of facilities according to COVID guidelines, working directly with public health authorities in our regions to assure we are in compliance. Two of our campuses may be used as vaccine centers, and our campus in Moosonee remains at field hospital status. Our Timmins East End Family Health Team may be deployed in a major vaccine initiative and vaccine clinics are scheduled at our Haileybury Campus starting in April. We are waiting to hear whether use of our Kirkland Lake campus will be required. Looking forward to the fall semester, we are organizing our plans, with assurances from the Ministry that we should be able to return to 'normal' delivery.

7. REPORTS AND INFORMATION

Chair Walsh welcomed Mr. Michael McAuley, Portfolio Manager, TD Wealth Private Investment Counsel.

7.1 Finance Reports

7.1.1 Finance Report for the Period Ended January 31, 2021

V.P. Mitch Dumas presented the finance report for the period ended January 31, 2021. Mr. Dumas highlighted a change in the statement of operations resulting in an increase of \$781K to our projected surplus, bringing it to \$15.99M at January 31st. A final reconciliation of enrolment at our partner school in Toronto will soon be complete and necessary adjustments will be made accordingly.

7.1.2 Quarterly Investment Report as at December 31, 2020

Mr. McAuley joined the Board to provide an overview of our portfolio over the long term, its performance over the last year, and results in the fourth quarter. Despite some volatility and a challenging first quarter, we ended the year having outperformed our projections and to date, growth has continued. Mr. McAuley also wanted to speak about alternate investments and diversifying our asset mix, for consideration by the Board. More information will be presented by V.P. Dumas on investments, with a view to providing a recommendation for approval at the June Board meeting. Governor McConnell agreed with Mr. McAuley's outlook and offered to work with V.P. Dumas on presenting more information to the Board. Chair Walsh thanked Mr. McAuley for joining us and for his presentation.

7.2 Northern College Indigenous Council on Education

On behalf of Governor Lillian Trapper, Chair of the NCICE, the President shared that the Council held its latest meeting on March 3rd. The Acknowledgement of Territory is being updated to reflect clearer wording in relation to additional respectful and inclusive language. The acknowledgement is going through final review with Chair Lillian Trapper and the newest NCICE member from Mushkegowuk Council, Ms. Joan Linklater. There are two open seat vacancies as well as the role of Vice-Chair which we hope to fill by the next meeting to be held in April. In closing, the President was pleased to share that additional support is being provided to the Indigenous department with the secondment of an Assistant Manager to assist the committee and support the Indigenous Services Manager.

7.3 President's Report

The President's Activity Report is provided in the Board package. President Penner also highlighted opportunities for partnering with DSB-ONE with two meetings held recently. The first was a meeting of Chairs/Vice-Chairs on February 16th to discuss strategic plans and identify commonalities and ideas for partnerships moving forward. This was a very successful meeting and the President thanked Governors Lillian Trapper and Mike Metatawabin for attending on short notice to bring their perspectives to this group. Outcomes of that meeting include three areas of potential growth and collaboration. On March 2nd, the executive teams of both institutions met to again compare notes on strategic planning and potential partnerships going forward. There was great discussion with these two groups including opportunities to explore shared experiences. Key areas identified for collaboration include (1) supporting pathways for students who identify as Indigenous; (2) staff professional learning in the area of cultural awareness; (3) children of international students—DSB-ONE wants to be the school of choice; and (4) students with special needs: what supports does Northern have. We plan to have another meeting of Chairs/Vice Chairs in May.

7.4 Executive Team Reports and Business Plan Progress

The monitoring report on 2020-21 Initiatives was provided in the Board package. Discussion followed on the very successful "Tax Clinic" initiative completed in spring 2020; this initiative is not planned for 2021; however, Governor Lessard will relay the positive feedback to faculty who led the project and who were recognized at the fall 2020 Employee Recognition for their innovative initiative. The Business faculty are looking at something different for the upcoming 2021 tax season, expanding the service to local seniors' homes.

7.5 Reports from Board Advisory Committee Representatives

There were no reports from members; however, the Chair noted there are program advisory committee meetings scheduled over the next few months.

7.6 Board Member Community-Related Updates

Governor Laura Howe participated in a recent Student Executive Committee meeting where she shared information from the Board. Ms. Howe reported that despite some online offerings, participation in student association activities was lower this year. Executive Director McEachern indicated the College continues to explore ways in which to support the student association; each campus association has different levels of participation and operate as independent entities. Ms. Howe inquired about the student governor selection process and Mr. McEachern was pleased to confirm the process is under way – applications have been received and interviews will soon take place.

Governor Carly Stringer shared that she sits as a resource person on the President's Equity, Diversity and Inclusion task force and that things are going well so far. Governor Stringer was invigorated by the last meeting in particular. There has been a lot of preparations to start, including establishing terms for the group and she is pleased that things will be progressing. Ms. Stringer looks forward to sharing more tangible information with the Board in the future. Dr. Penner pointed out that the task force is co-chaired by a student and that has been a wonderful addition.

Prior to moving in-camera, Chair Walsh thanked Professor Huggins and the Office Administration-General students for joining us. Our guests then left the meeting.

8. MOVE TO IN-CAMERA MEETING

Moved by: J. Molyneaux	Motion
Seconded by: D. Rizzuto	20-03-21
THAT the Board of Governors move in-camera at 3:15 p.m.	Carried

9. REPORT FROM IN-CAMERA MEETING

Moved by: D. Rizzuto	Motion
Seconded by: P. McConnell	21-03-21
THAT the Board resume the open session at 3:46 p.m.;	
AND THAT matters discussed proceed as presented.	Carried

Approval for Lease with Canadian Mental Health Association

Moved by: P. McConnell	
Seconded by: C. Ellis	
THAT the Board of Governors approve a 5-year Lease Agreement with the Canadian Mental Health Association for facilities located at 330 Second Avenue, Suite 104 (Main Office), effective April 1, 2021 to March 31, 2026;	
AND	
THAT the Board of Governors approve a 1-year Lease Agreement with the Canadian Mental Health Association for additional space, located at 330 Second Avenue, effective April 1, 2021 to March 31, 2022.	Carried

10. NEXT MEETING

10.1 Date and Location:

Tuesday, May 11, 2021 – details to follow.

10.2 Future Agenda Items

Noted.

11. ADJOURNMENT

Moved by: L. Kozak
THAT the meeting be adjourned.
Time noted at 3:47 p.m.

Motion # 22-03-21

Carried

P. Fortier,
Executive Assistant to the Board