



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 420

GENERAL SESSION

Friday, September 11, 2015
9:00 a.m.

Elk Lake Eco Centre
and Teleconference

PRESENT:

Board:

G. Kemp (Chair)
A. Spacek (First Vice-Chair)
R. Foy (Second Vice-Chair)
G. Pirie (Governor at Large)
F. Gibbons (President)
A. Klooster
M. Miller
G. Waghorn
D. Rizzuto
P. McConnell
A. Rondeau
C. Shih

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
M. Baker, V.P., Finance, Administration & Indigenous 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

Regrets:

S. Munroe
C. LeClerc
D. Seary
L. Kozak
B. Allan

1. OPENING PROCEDURES

(a) CALL TO ORDER

Chair Kemp called the meeting to order at 9:00 a.m.

(b) CHAIR'S REMARKS

Chair Kemp welcomed everyone to our first meeting and introduced new governors. The Chair shared a Traditional Territory Acknowledgement.

2. AGENDA

(a) MODIFICATIONS/ADDITIONS/DELETIONS

The agenda was approved with one addition: item 7(j) Contract for Services.

(b) ADOPTION

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| Moved by: A. Spacek | Motion |
| Seconded by: D. Rizzuto | 64-09-15 |
| THAT the agenda for the Meeting No. 420 of the Board of Governors of Northern College of Applied Arts & Technology dated September 11, 2015 be adopted as amended. | |
| | 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 provided a verbal report on September 2015 enrolment, stating that with classes starting this week, enrolment is still dynamic. As of this week, the President was pleased to report that our enrolment is showing some growth, contrary to the provincial trend where college and university enrolment is down. There are increases at the Timmins, Haileybury and Moosonee campuses and a slight decrease in Kirkland Lake. A more stable and comprehensive report on enrolment will be provided at the November meeting.

5. BUSINESS ARISING FROM PREVIOUS MEETING

(a) Leaders of Tomorrow Fundraising Campaign

President Gibbons reported that we have raised just under \$80K in the campaign. A few large contributors and a total of 14 to 15 companies or individuals have contributed up to this point in time. The committee would have expected further donations in the targeted campaign and the President indicated the committee will reconvene and revisit its strategy. The campaign will also be turning internally to college staff with a campaign to help augment the fund through a fun run to be held this October. More information will be shared with the Board about the fun run and additional Board members will be invited to join the fundraising committee. The goal of the campaign is to raise \$250K such that the interest generated allows the college to pay bursaries on a perpetual basis.

6. STANDING ITEMS/BUSINESS ARISING

(a) APPROVAL OF GENERAL SESSION MINUTES NO. 419
(Meeting Held June 9, 2015)

| | |
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| Moved by: G. Pirie | Motion |
| Seconded by: F. Gibbons | 65-09-15 |
| THAT the minutes of Meeting No. 419 dated June 9, 2015 be adopted as presented. | Carried |

Motions from the Committee of the Whole minutes of Meeting No. 419, dated June 9, 2015 follow.

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| <i>Moved by: G. Kemp</i> | <i>Motion</i> |
| <i>Seconded by: J. Collins</i> | <i>42-06-15</i> |
| <i>THAT the Committee of the Whole Agenda No. 419 dated June 9, 2015 be adopted as presented.</i> | <i>Carried</i> |

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| <i>Moved by: T. Rosko</i> | <i>Motion</i> |
| <i>Seconded by: G. Kemp</i> | <i>43-06-14</i> |
| <i>THAT the Committee of the Whole Minutes No. 418 dated May 5, 2015 be approved as presented.</i> | |
| <i>AND THAT motions 26-05-15 to 33-05-15 be recorded in the General Session of the minutes.</i> | <i>Carried</i> |

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| <i>Moved by: G. Pirie</i> | <i>Motion</i> |
| <i>Seconded by: R. Pineault</i> | <i>44-06-15</i> |
| <i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held April 22, 2015.</i> | <i>Carried</i> |

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| <i>Moved by: S. Munroe</i> | <i>Motion</i> |
| <i>Seconded by: A. Adamo</i> | <i>45-06-15</i> |
| <i>THAT the Board of Governors receive minutes of the Board Policy Review Committee meetings held April 14, 2015 and May 25, 2015.</i> | <i>Carried</i> |

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| <i>Moved by: G. Kemp</i> | <i>Motion</i> |
| <i>Seconded by: T. Rosko</i> | <i>46-06-15</i> |
| <i>THAT the Board of Governors approve the recommendation that President Fred Gibbons' performance be rated as exceptional;</i> | |
| <i>AND THAT the President's salary be adjusted as recommended and in accordance with Compensation Levels for College Presidents;</i> | |
| <i>AND THAT the Board of Governors offer their congratulations to President Gibbons for a job well done.</i> | <i>Carried</i> |

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| <i>Moved by: T. Rosko</i> | <i>Motion</i> |
| <i>Seconded by: C. LeClerc</i> | <i>47-06-15</i> |
| <i>THAT the Board of Governors approve the President's 2015-2016 Performance Objectives as presented.</i> | <i>Carried</i> |

Moved by: J. Collins

Seconded by: D. Nankervis

THAT the Board move into the General Session, time noted at 3:50 p.m.

Motion

48-06-15

Carried

(b) FINANCE REPORT

V.P. Mike Baker presented the finance report for the period ended July 31, 2015 indicating that the projected deficit has been further reduced by \$115K since our last report presented as at May 31st. Mr. Baker responded to questions from members and indicated that we are focusing on revenue generation to eliminate the deficit by the end of the fiscal year, and to start to create surpluses.

7. NEW BUSINESS

(a) REAFFIRMATION OF NORTHERN COLLEGE VISION AND MISSION

Further to the Board reviewing the Vision and Mission statement during its planning meeting, the following was presented for approval.

Moved by: D. Rizzuto

Seconded by: A. Klooster

THAT the Board of Governors reaffirm the Northern College Vision and approve a revised Mission statement, as follows:

Motion

66-09-15

Vision

Success for all through learning and partnerships.

Mission

Excelling in quality, accessible education through innovative programs, services and partnerships for the benefit of our northern communities.

Carried

(b) APPROVAL OF 2015-16 BOARD GOALS

Board goals prepared during the planning meeting were presented for approval.

Moved by: A. Spacek

Seconded by: R. Foy

THAT the Board of Governors approve the 2015-2016 Board Goals.

Motion

67-09-15

Carried

(c) APPROVAL OF BOARD OF GOVERNORS STATEMENT OF PURPOSE

The Statement of Purpose was reviewed and no changes were proposed.

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| Moved by: D. Rizzuto | Motion |
| Seconded by: P. McConnell | 68-09-15 |
| THAT the Board of Governors approve the Board of Governors Statement of Purpose as presented. | Carried |

(d) REVIEW OF DELEGATION OF DUTIES TO THE EXECUTIVE

No amendments were made to the document identifying delegation of duties to the Executive.

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| Moved by: C. Shih | Motion |
| Seconded by: A. Rondeau | 69-09-15 |
| THAT the Board of Governors approve delegation of duties to the Executive Committee as presented. | Carried |

(e) APPOINTMENT OF MEMBERS TO STANDING COMMITTEES

Board members were invited to volunteer to participate on committees.

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| Moved by: R. Foy | Motion |
| Seconded by: P. McConnell | 70-09-15 |
| THAT the Board of Governors appoint Board members to Standing and Ad-Hoc Committees as follows: | |

1. Board Policy Review Committee:
G. Kemp, F. Gibbons, D. Rizzuto, M. Miller, G. Waghorn, P. McConnell, C. Shih
2. Board Vacancy Nominating Committee:
G. Kemp, F. Gibbons, A. Klooster, R. Foy, A. Spacek
3. Board Scholarship Fundraising Committee:
G. Kemp, F. Gibbons, G. Pirie, B. Allan, P. McConnell, A. Spacek, A. Rondeau
4. Secondary School Advisory Committee:
A. Spacek (lead), G. Kemp, F. Gibbons, R. Foy

Governor Spacek will begin to have conversations with some area school board trustees from DSB-ONE and the Northeastern Catholic District School as well as French school boards, to gauge interest, further to which a meeting of the ad-hoc committee can be convened and next steps can be identified.

5. Stakeholder Linkage Sub-Committee:
G. Kemp, F. Gibbons, G. Pirie, G. Waghorn

Carried

(f) 2015 GOOD GOVERNANCE PROGRAM AND HIGHER EDUCATION SUMMIT

The Board Executive Committee is recommending that up to seven governors and the Board Chair (or a designate) attend the conference.

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| Moved by: D. Rizzuto | Motion |
| Seconded by: G. Pirie | 71-09-15 |
| THAT the Board of Governors approve that up to seven governors and the Board Chair (or designate) attend the 2015 Good Governance Program and Higher Education Summit in Toronto. | |
| | Carried |

New Governors were asked to confirm their availability with Pierrette by September 16th.

**(g) QUARTERLY REPORT ON INVESTMENTS FOR THE PERIOD
ENDED JUNE 30, 2015**

V.P. Baker presented a quarterly report on investments as at June 30th and elaborated on our investment strategy. Mr. Baker will share Ministry binding policy directives and guidelines on investments at a future meeting.

(h) APPOINTMENT OF EXTERNAL AUDITORS

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| Moved by: P. McConnell | Motion |
| Seconded by: G. Waghorn | 72-09-15 |
| THAT the Board of Governors appoint KPMG as provider of Audit Services for a five (5) year period starting October 1, 2015 and ending September 30, 2020. | |
| | Carried |

(i) PROGRAM APPROVALS

i. Global Business Management Ontario College Graduate Certificate

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| Moved by: D. Rizzuto | Motion |
| Seconded by: C. Shih | 73-09-15 |
| THAT the Board of Governors approve the Global Business Management Ontario College Graduate Certificate program proposal for submission to the Credential Validation Service (CVS) and the Ministry of Training, Colleges and Universities. | |
| | Carried |

ii. Healthcare Management Ontario College Graduate Certificate

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| Moved by: G. Waghorn | Motion |
| Seconded by: A. Klooster | 74-09-15 |
| THAT the Board of Governors approve the Healthcare Management Ontario College Graduate Certificate program proposal for submission to the Credential Validation Service (CVS) and the Ministry of Training, Colleges and Universities. | |
| | Carried |

(j) CONTRACT FOR SERVICE

The President informed the Board about upgrades that have been made to our Kirkland Lake Campus auditorium over the last year. Funds for the project were raised through a successful fundraising campaign and a grant from FedNor. The next improvements required will be in the form of lighting and sound system upgrades and once the RFP process is complete, Board approval will be required for the contract which is expected to be over \$100K. Given that approval will be required prior to our next Board meeting, the President requested that the Board delegate authority to the Board Executive Committee to act on its behalf.

Moved by: A. Spacek

Motion

Seconded by: D. Rizzuto

75-09-15

THAT the Board of Governors delegate authority to the Board Executive Committee to act on its behalf in receiving a recommendation from the RFP committee to approve a contract for service for sound and lighting upgrades to the Kirkland Lake auditorium.

Carried

8. ROUTINE ITEMS

(a) CORRESPONDENCE

Correspondence is provided in the Board package.

(b) NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION

As Chair of the Northern College Indigenous Council on Education, Governor Miller provided an update on NCICE recent activities and on the Council in general. Governor Miller first indicated that the Council had been renamed to use the term Indigenous instead of Aboriginal effective last March, as a more inclusive term. This term is now used college-wide. Last June, the Council was proud to be a signatory to a national Colleges and Institutes Indigenous Protocol, in an official signing ceremony held in the tipi. In terms of membership, the Council continues to seek a representative to fill a vacancy for the Matawa Tribal Council. Last spring, a trip by BScN students to the Coast provided a great opportunity for cultural exchange; through student surveys and meet and greet luncheons, the Council also tries to be more reflective of students' needs. During the year, NCICE is presented with student demographics and about 14% of the college's student body has self-identified as Indigenous students. Each of the campuses has student advisors and Elders available to support students. Over 4000 copies of "The Feather"—a quarterly newsletter that provides news, information and aims to increase cultural awareness—were distributed around northeastern Ontario. A link to the Northern College Indigenous Website is available on the college's webpage: <http://www.aboriginalportal-northernnc.ca/>. The Council supports and is proud of the annual Pow-wow held in Timmins each April – this event leads off other Pow-wows in the area and participation is always great. The Council also provides input to strategic and business planning processes.

V.P. Audrey Penner wished to recognize and thank Ms. Lillian Trapper, a member of NCICE, for her assistance with an Indigenous program proposal submitted by the college for Shared Online Course funding.

Governor Spacek relayed that approximately 500 individuals from Kashechewan have now established permanent residence in Kapuskasing and expects that more may be moving to Kapuskasing in the future.

(c) PRESIDENT'S REPORT

The President's Report is provided in the Board package. This monitoring report provides insight as to the President's activities with respect to agreed-upon objectives.

President Gibbons acknowledged good work by Colleges Ontario further to the provincial government's spring budget when we found out fiscal health and sustainability funding had been removed - this affects 11 of the 24 colleges. Colleges Ontario's advocacy with the Ministry had resulted in the Minister's office communicating that he would concede and reinstate the funding for this year and commit to including the funds as a budget item next year. However, ministry staff clarified these comments differently, stating the funds were not there. In a teleconference with college staff, the Minister's senior policy advisor committed to arranging meetings with the Assistant Deputy Minister to further discuss sustainability funding with each of the affected colleges. We expect to have this discussion with the ADM in the next few weeks to present a rationale for fiscal sustainability to bridge us until a new funding model is in place.

(d) EXECUTIVE TEAM REPORTS AND BUSINESS PLAN PROGRESS

Audrey Penner, V.P. Academic & Student Success reported on the initiative to establish a yearly cycle of demographic market review and renewal. A working group was convened to define target markets for three years. The group analyzed program enrollment for the past five years, by program and by campus and the top five low enrollment programs were identified for each campus. Market needs and employment prospects as well as any other external forces affecting these programs were factored in. Our top three demographic markets are Indigenous, mature learners and international. The top three program markets, per campus were also identified. In addition to other marketing, our Marketing department can focus on the identified target markets so we can plan and best use resources. The target markets will be reviewed annually for adjustment.

Mike Baker, V.P. Finance, Administration and Indigenous Services shared updates on the initiative from Marketing to define recruitment strategies for four major post-secondary markets, including non-direct mature students, non-direct adult students (without Grade 12 diploma), direct-entry high school students (from traditional Northern College catchment) and direct entry high school students from southern Ontario. These strategies have been completed on time with implementation slated from October through to February 2016. Marketing is also working on the development of a mobile student app to increase the promotion and awareness of student life activities as a recruitment and retention tool. Phase 1 of this program will be launched in mid-September with phase 2, which will increase functionality, being introduced throughout the fall semester. Governor Shih suggested that Marketing speak with NCSA as they have developed their own mobile student application.

Finance is leading an initiative entitled Vehicle Optimization, designed to develop a program for the efficient utilization of vehicles, including leased, owned and personal use vehicles. This will involve reviewing operating costs, utilization scoping, replenishment systems and

branding. The program is to be completed by March 2016 and guiding principles for the initiative have been reviewed internally for approval. The intent is to optimize purchasing power through volume discounts and utilizing community business as much as possible. This is a huge undertaking and is well underway.

Mr. Baker reported on the Haileybury residence indicating 61 of 64 units are filled; we are seeking 3 additional students to round out occupancy. Move-in day was held last week and the welcoming event was a very positive experience for the students.

Mr. Baker attended the Moose Cree Education Authority's 20th Anniversary event in Moose Factory where the college presented them with a tamarack circle of life with the Northern College logo. The college occupies the lower level of the MCEA and will soon be installing a brand new sign in a prominent location.

This year's Indigenous Awareness week will be held at all four campuses from September 21 to 25th. Members are encouraged to participate in events and Pierrette will forward a calendar of events as soon as it is available.

Christine Heavens, Executive Director, Community, Business Development and

Employment Services updated the Board on the development of the Moosonee Program plan which has been guided by a pathways project to identify potential programs and preparatory programs. This information feeds into a 3-year plan for the campus and will assist in planning for marketing and view book content. The program plan will be reviewed by the Academic team annually and it is also our intention to track students not only to verify the success of pathway projects but identify the percentage of students who expressed an interest in a program and whether they entered the first year of the program.

Training Division and Marketing have been working closely together in terms of increasing the visibility of the division. A new brand was launched earlier in the spring providing a consistent look on Facebook, Twitter, with banners, posters, brochures and even truck wraps. Christine encouraged members to "like" the Training Division's Facebook page where training opportunities and information on various activities are continually posted. The college is also raising its profile in a number of communities through its Upgrading sites. Signage is being updated and regular mail-outs with program and promotional information will be sent to over 49 locations, including centres in Cochrane, Iroquois Falls, and Hearst.

Lynn Berthiaume, Executive Director, Student Services, Institutional Research and

Registrar reported that one of the initiatives under the Accessible Education strategic direction was to collect and analyze conversion rates for applications to confirmations, from confirmations to registrants and to establish an action plan to address gaps. Three-year data is now circulated weekly for both applications and confirmations and a number of strategies have been implemented which have positively impacted the conversion rates. This resulted in applicants confirming to their program of choice earlier than in previous years, which helps us with planning and preparation.

To support the "Northern Experience" we planned to establish a student life enhancement plan. Best practices were reviewed and part of the enhancement plan included revamping and streamlining Orientation Day at all of our campuses. We wanted to engage students and foster a sense of belonging, connecting them to the Northern Experience. A theme was developed - WOW – Week of Welcome. Each campus hosted activities in partnership with the Student Associations that allowed students to interact with faculty, staff, administrators

and each other, while partaking in fun and engaging activities in the morning prior to attending departmental orientation meetings in the afternoon. Designated staff wore bright orange t-shirts easily identifying them and all staff wore lanyards denoting “Got a question, ask me.” Early indicators show that the day was successful and we will be holding debrief meetings to make improvements as necessary.

Lynn recognized the dedication and work of Dr. Jean Bowles who provided excellent healthcare services to our students at the Haileybury campus over the last two years. Lynn was pleased to share that a local physician and registered nurse will be taking over this service at the campus this week. This is timely given the opening of our student residence.

(e) PROGRAM ADVISORY COMMITTEE APPOINTMENT

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| Moved by: R. Foy | Motion |
| Seconded by: D. Rizzuto | 76-09-15 |
| THAT the Board of Governors approve the appointment of Ms. Kim McEntee to the Developmental Services Worker program advisory committee, as presented. | |
| | Carried |

(f) BOARD REPRESENTATION ON PROGRAM ADVISORY COMMITTEES

Members are invited to express their interest in joining a program advisory committee and may forward their names to Pierrette. Meetings are generally held once or twice per academic year.

(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

Noted

(j) BOARD OF GOVERNORS WORK PLAN

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| Moved by: A. Rondeau | Motion |
| Seconded by: C. Shih | 77-09-15 |
| THAT the Board of Governors approve the 2015-2016 Board of Governors Work Plan, as amended. | |
| | Carried |

(k) FUTURE AGENDA ITEMS

Noted.

(l) NEXT MEETING

Board Meeting: Tuesday, November 10, 2015
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.

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| Moved by: D. Rizzuto | Motion |
| Seconded by: R. Foy | 78-09-15 |
| THAT the Board move into Committee of the Whole, time noted at 11:35 a.m. | |
| | Carried |

P. Fortier,
Executive Assistant to the Board