



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 421

### GENERAL SESSION

Tuesday, November 10, 2015  
1:00 p.m.

Haileybury Campus Boardroom  
and Videoconference

---

#### **PRESENT:**

**Board:** G. Kemp (Chair)  
G. Pirie (Governor at Large)  
F. Gibbons (President)  
A. Klooster  
A. Rondeau  
B. Allan  
C. LeClerc  
C. Shih  
D. Rizzuto  
G. Waghorn  
L. Kozak  
M. Miller  
P. McConnell  
S. Munroe

**Guest:** V. Patterson, Student Shadow Member

**Staff:** P. Fortier, Executive Assistant, Office of the President and Board of Governors  
M. Baker, V.P., Finance, Administration & Aboriginal Services  
A. Penner, V.P., Academic & Student Success  
L. Berthiaume, Executive Director, Student Services, Institutional Research & Registrar  
C. Heavens, Executive Director, Community, Business Development & Employment Services

**Regrets:** A. Spacek  
D. Seary  
R. Foy

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

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

Chair Kemp called the meeting to order at 1:05 p.m.

**(b) CHAIR'S REMARKS**

Chair George Kemp welcomed Governor Kozak to her first meeting as well as Victoria Patterson, our Student Shadow Member. The Chair shared a Traditional Territory Acknowledgement.

**2. AGENDA**

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

Item 7 (h) Performance Dashboard was added to the agenda.

**(b) ADOPTION**

Moved by: D. Rizzuto	Motion
Seconded by: C. LeClerc	83-11-15
THAT the agenda for the Meeting No. 421 of the Board of Governors of Northern College of Applied Arts & Technology dated November 10, 2015 be adopted as amended.	
	Carried

**3. CONFLICT OF INTEREST – DECLARATIONS**

The Chair called for disclosures of actual, potential, or perceived conflict of interest. A potential conflict was noted for Governor LeClerc with item 7 (c) Investments Report.

**4. COMMENTS/PRESENTATIONS**

Ms. Lynn Berthiaume made a presentation on 2015 College Enrolment. Chair Kemp thanked Ms. Berthiaume for her presentation. It is also saved in the Presentations folder on the Board portal.

**5. BUSINESS ARISING**

**(a) Participation at the 2015 Higher Education Summit**

All arrangements have been made for participation at the conference and as approved by the Board at the September Board meeting, seven Governors and the Board Chair will attend various orientation and conference events.

**(b) Update on Leaders of Tomorrow Campaign**

President Gibbons shared that our campaign has netted approximately \$82K to date. The newly reconstituted committee will be meeting in the near future to look at Phase 2 of the campaign. An internal staff appeal raised \$2400 and a very successful “Walk/Run” event was held, engaging the community, college staff and students, raising additional funds and developing some community profile for the campaign. Additional information will be provided after the committee has met to strategize on the second phase of the campaign, and an update will be provided to the Board in January.

Other fundraising has occurred over the past few months in the form of bequests and donations to the college totaling close to \$612K to be allocated to scholarships and bursaries.

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 420**  
(Meeting Held September 11, 2015)

Moved by: D. Rizzuto	Motion
Seconded by: P. McConnell	84-11-15
THAT the minutes of Meeting No. 420 dated September 11, 2015 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 420, dated September 11, 2015 follow.

<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: A. Spacek</i>	<i>79-09-15</i>
<i>THAT the Committee of the Whole Agenda No. 420 dated September 11, 2015 be adopted as presented.</i>	
	<i>Carried</i>

<i>Moved by: F. Gibbons</i>	<i>Motion</i>
<i>Seconded by: A. Spacek</i>	<i>80-09-15</i>
<i>THAT the Committee of the Whole Minutes No. 419 dated June 9, 2015 be approved as presented.</i>	
<i>AND THAT motions 42-06-15 to 48-06-15 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: A. Spacek</i>	<i>Motion</i>
<i>Seconded by: R. Foy</i>	<i>81-09-15</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held May 28, 2015 and Electronic Vote minutes dated June 18 and June 30, 2015.</i>	
	<i>Carried</i>

<i>Moved by: G. Pirie</i>	<i>Motion</i>
	<i>82-09-15</i>
<i>THAT the meeting be adjourned.</i>	<i>Carried</i>
<i>Time noted at 12:15 p.m.</i>	

---

**(b) FINANCE REPORT**

V.P. Mike Baker presented the finance report for the period ended September 30, 2015. Mr. Baker reviewed changes to our budget over the period, which resulted in a further \$26K reduction of the projected deficit to \$435K. We continue to have positive discussions with the Ministry about sustainability funding, for the next fiscal period.

**7. NEW BUSINESS**

**(a) APPROVAL OF BOARD POLICIES**

President Gibbons reviewed policy changes being recommended by the Policy Review Committee.

Moved by: A. Rondeau	Motion
Seconded by: A. Klooster	85-11-15
THAT the Board of Governors approve the following policies, as presented:	
A-1 Vision and Mission	
B-8 Board Agendas: General Session and Committee of the Whole	
B-11 Occupational Health and Safety	Carried

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

President Gibbons presented the annual report which included Joint Health and Safety Committees' AGM minutes and a new Occupational Health & Safety Policy Statement.

Moved by: L. Kozak	Motion
Seconded by: G. Pirie	86-11-15
THAT the Board of Governors receive the report of the Joint Health and Safety Committee; and	
THAT the Occupational Health and Safety Policy Statement be approved as presented.	
	Carried

**(c) QUARTERLY REPORT ON INVESTMENTS**

Due to a potential conflict of interest, Governor LeClerc remained present but abstained from participating in the discussion.

V.P. Baker presented the quarterly investment report for the period ended September 30, 2015. Mr. Baker explained that although returns for the period are down, this was not unexpected and the college is still doing well with its investments and is not out of sync with the current market. A question was raised and it was suggested it might be worth for the college to look into investing its reserve funds.

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

V.P. Penner presented a summary report on program reviews, presented annually at the November Board meeting. Program review falls under the college's quality assurance and is an important element of the College Quality Assurance Accreditation Program (CQAAP).

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

The annual report is provided in the Board package. The EEFHT is a fully funded family health team clinic, located at the Timmins Campus. President Gibbons indicated if the Board had any questions or requests for clarification, we could invite the Lead Administrator, Ms. Darlene Landriault to join us at the January meeting, to be held in Timmins. President Gibbons is a member of the clinic's Advisory Council and provided clarification on Dr. Houston's leave indicating that should the Doctor not return to the clinic, the college would post and recruit for a new family physician. There were no other questions.

**(f) PROGRAM APPROVALS:**

President Gibbons provided information on each of the proposed programs and motions.

**(i) Diamond Driller Assistant Common Core Program**

Moved by: B. Allan	Motion
Seconded by: C. LeClerc	87-11-15
THAT the Board of Governors approve the Northern College Diamond Driller Assistant Common Core Program.	Carried

**(ii) Amend Motion #55-06-15 re: Information Systems Program**

Moved by: D. Rizzuto	Motion
Seconded by: P. McConnell	88-11-15
THAT the Board of Governors approve an amendment to motion #55-06-15 replacing "Information Systems Management" for Information Systems Business Analysis and adding for submission to MTCU for Funding.	
	Carried

Revised motion #55-06-15 will now read:

*THAT the Board of Governors approve the Information Systems Business Analysis Ontario College Graduate Certificate for submission to the Credential Validation Service (CVS) and to the Ministry of Training, Colleges and Universities (MTCU), for funding.*  
*Carried*

**(iii) Approval for Program Submissions to MTCU**

Moved by: D. Rizzuto	Motion
Seconded by: L. Kozak	89-11-15
THAT the Board of Governors approve that the Event Management and Mobile Application Development 1-year Graduate Certificate programs be submitted to the Ministry of Training, Colleges and Universities for funding, pending market research.	
	Carried

**(g) APPROVAL OF CONTRACT – KL AUDITORIUM SOUND/LIGHTING**

The college has been working with a Kirkland Lake community committee to refurbish the Dr. Charlewood auditorium at the Kirkland Lake campus. We were also successful securing FedNor funding in the amount of \$500K and received a \$100K contribution from a former resident of Kirkland Lake. Auditorium seats have been replaced and the next phase of the project is to replace lighting and sound systems. Further to the required tendering process, a recommendation is presented to the Board for approval.

Moved by: P. McConnell

Motion

Seconded by: G. Pirie

90-11-15

THAT the Board of Governors approve a contract with Cinemastage in the amount of \$137,948 for Kirkland Lake Auditorium Lighting and Audio Equipment.

Carried

**(h) PERFORMANCE DASHBOARD**

President Gibbons presented a newly developed performance dashboard. This document will be presented at the November, March and June meetings providing key indicators for the specific time period.

The President inquired as to the usefulness of the data so adjustments can be made. The Board did not have any changes to recommend and found the information very useful.

**8. ROUTINE ITEMS**

**(a) CORRESPONDENCE**

No correspondence was received since our last meeting.

**(b) NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION (NCICE)**

Governor Miller reported on the last NCICE meeting held November 6<sup>th</sup>. The Council was informed that the college does not hold back any of the scholarship or bursary funds for sponsored students. While the NCICE continues to work on filling vacancies, they welcomed a new student representative, the president of the Indigenous Student Association, Willie Metat. Dr. Lynn Smith received thanks from the Council for her work embedding Indigenous Culture into curriculum. The Council would like to work with the college to see a mandatory course on Indigenous Awareness for every program. Governor Miller will be completing his term on the Board of Governors as of August 31, 2016. Succession planning is under way for the Indigenous Council to select a new Chair who will then be appointed as a member of the Board of Governors. In closing, Governor Miller informed the Board that the Great Moon Gathering will be co-hosted by the Mushkegowuk Council and Northern College (Timmins Campus) on February 11 and 12, 2016.

**(c) PRESIDENT’S REPORT**

The President’s Report is provided in the Board package. In addition, the President informed the Board about recent advocacy by Colleges Ontario with the Ministry and Premier Wynne which has resulted in a shift and reconsideration for 3-year Nursing degrees being granted by Colleges. More discussions are required with associations and the Council of Ontario Universities. Colleges are hopeful that by the end of the calendar year, we may have a policy from the Ministry to proceed with Nursing degrees. Should a compromise be required, the 5 northern English colleges are prepared to enter into a collaboration to offer the degree.

President Gibbons reported on his trip to China this October. We currently have six partners and as a result of the trip, we could see three more partners if they receive Chinese government approval for September 2016. The President will present a full report on off-shore activity at the January Board meeting.

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

**Executive Director Lynn Berthiaume** reported on the Northern Experience initiative to build more social interaction and engagement opportunities for learners. One of our objectives was to establish a student life enhancement plan and this was achieved by implementing a new and improved student orientation program this past September in collaboration with our student associations. Follow-up student surveys show that anxiety levels were reduced and that students felt better prepared to successfully start their academic year.

A Kirkland Lake Campus Strategic Plan was developed in 2010 with a primary goal to increase full-time enrolment by strengthening the reputation, elevating and expanding the geographical reach of awareness and bringing the campus to the forefront for our target market and their influencers. This was to include both academic experience and student experience outside the classroom. Despite achieving progress with program mix and improving the student experience by engaging the community and the student governing body, our efforts have not resulted in the enrolment growth we were striving for. A Kirkland Lake Campus Steering Committee will soon be re-instated to determine next steps.

Ms. Berthiaume informed the Board that as part of due diligence and preparedness training, the college will be undertaking its first lockdown drill on November 19<sup>th</sup>, at each of its campuses, followed by debrief sessions with the lockdown committees. Notices have been issued and everyone is aware that the drill will be held. The drill will serve to identify gaps and allow us to make improvements as necessary.

**Vice President Audrey Penner** reported on the college's initiative around mid-shore partnerships and the objective to develop programs from the Signature Program cluster. This has been achieved with the development of a Healthcare Management 1-year Graduate Certificate program by our partner in Toronto. A second initiative was to redevelop and re-submit for approval our Plant Automation and Data Logging program for mid-shore delivery; however, since we have now developed four new programs for mid-shore delivery, redevelopment of this program will be re-examined.

We have developed an academic framework for educational philosophy. Feedback gathered through focus groups indicates students learn best through experiential learning. This will serve us in developing and framing future activity. We have completed work on our academic profile, for example, identifying what other skill sets Northern graduates possess and asked our student associations to provide input and validate findings. This will form the foundation for our future academic plan.

The college has completed its application to the College Quality Assurance Accreditation Process (CQAAP) and have submitted our 18-month status report. We have received no formal feedback yet; however, the next phase would be an accreditation visit.

**Vice-President Mike Baker** reported on an Accessible Education initiative by our Marketing department to define recruitment strategies for 4 major post-secondary markets, including non-direct mature students, non-direct adult students (without Grade 12 Diploma), direct-entry high school students (from the traditional Northern College catchment) and direct entry high school students from southern Ontario. The definition of these strategies was completed on time and the implementation of the first strategy for non-direct adult students was completed as scheduled this October. Work on the next strategy for non-direct mature students is progressing as expected and will be completed in January 2016.

Under the Northern Experience, Finance is leading an initiative entitled Vehicle Optimization to develop a program for the efficient utilization of college vehicles including leased, owned and personal-use (e.g. rental) vehicles. This will include a review of operating costs, utilization scoping, replenishment systems and branding. The program is to be completed by March 2016.

One of our Indigenous Perspectives initiatives will see the Indigenous Services group establish a working group of Indigenous advisors to find more ways to ensure Indigenous student success and to safeguard the seven values in our Indigenous Education protocol, signed this past June 2015.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

Moved by: D. Rizzuto

Seconded by: G. Pirie

THAT the Board of Governors approve program advisory appointments, as presented.

Motion

91-11-15

Carried



**(f) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

Chair George Kemp reported on attending the Law Clerk Program Advisory Committee meeting; he also mentioned there is good representation on the committee and that members continue to provide great feedback and direction to the college on program content.

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

Governor Rondeau informed the Board that the Haileybury Campus Bursary Awards event will take place on November 11<sup>th</sup> at 1:30 p.m.

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

As provided in the Board package.

**(j) FUTURE AGENDA ITEMS**

Noted.

**(k) NEXT MEETING**

Tuesday, January 12, 2016 – Timmins Campus  
10:45 a.m. – Tour of the Campus  
11:30 a.m. – Meet & Greet with Staff  
12:00 p.m. – Lunch and Generative Discussion Presentation  
1:00 p.m. General Session followed by Committee of the Whole

**9. BOARD EDUCATION: PROGRAM DEVELOPMENT PROCESS**

V.P. Audrey Penner made a presentation on the program development process. Chair Kemp thanked Audrey for her presentation. The presentation is also saved on our Board Portal, in the Presentations folder.

**10. INFORMATION REPORT**

As provided in the Board package.

**11. PROPOSED MOTIONS**

As recorded in the minutes.

**12.    MOVE TO COMMITTEE OF THE WHOLE**

Moved by:     D. Rizzuto

Seconded by: S. Munroe

THAT the Board of Governors move into Committee of the Whole.

Motion

92-11-15

Carried

Time noted at 4:05 p.m.

P. Fortier,  
Executive Assistant to the Board