



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 422

### GENERAL SESSION

Tuesday, January 12, 2016  
1:00 p.m.

Timmins Campus Boardroom  
Video and Teleconference

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#### **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  
A. Rondeau  
B. Allan  
G. Waghorn  
L. Kozak  
M. Miller  
P. McConnell  
S. Munroe  
D. Seary

##### **Guest:**

K. Creditor, CEO, Ontario College Application Service

##### **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:**

C. Shih  
C. LeClerc  
D. Rizzuto

## **1. OPENING PROCEDURES**

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

Chair Kemp called the meeting to order at 1:10 p.m.

**(b) CHAIR'S REMARKS**

Chair George Kemp welcomed everyone to the meeting and thanked Ms. Karen Creditor, CEO with the Ontario College Application Service for joining the Board today. The Board Chair shared a Traditional Territory Acknowledgement.

**2. AGENDA**

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

There were no additions to the agenda.

**(b) ADOPTION**

Moved by: M. Miller	Motion
Seconded by: G. Pirie	01-01-16
THAT the agenda for the Meeting No. 422 of the Board of Governors of Northern College of Applied Arts & Technology dated January 12, 2016 be adopted as presented.	
	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**

**(a) Karen Creditor, CEO, Ontario College Application Service**

President Gibbons welcomed and introduced Ms. Karen Creditor, CEO with the Ontario College Application Service. Ms. Creditor made a presentation to the Board of Governors about opportunities, trends and issues, and the various services OCAS now provides. A presentation deck provided in the Board package is also saved in the Board portal's Presentations folder. Ms. Creditor looks forward to the opportunity to return and visit each of our campuses.

On behalf of the Board, Chair Kemp thanked Ms. Creditor for the presentation and the valuable information shared with the Board.

**(b) January Enrolment Report**

President Gibbons provided a report on January 2016 enrolment which is very dynamic as students may register until January 17<sup>th</sup>. The college is seeing a downward trend in its full-time student enrolment for January, relative to previous years. We currently have 23 full-time students, down from 54 last year. Part-time enrolment is slightly higher at 7 students vs. 5 last year. On-site International enrolment is also down with 3 students; in contrast our mid-shore partner (PURES) has in excess of 60 students registered, which is encouraging.

**(c) China Partnerships Presentation**

The President provided a presentation on China Partnerships with 5 active partners as of September 2015. Our objective is to establish partnerships with 10 institutions to license our curriculum and achieve 1000 students in China. The President elaborated on a new model of partnership with a high-school for student direct entry to study at one of our campuses. Northern College has now become the largest Ontario college licensing curriculum in China. The presentation is saved on the Board portal, in the Presentations folder.

**5. BUSINESS ARISING**

**(a) Feedback from Participants at the 2015 Orientation/Higher Education Summit**

Chair Kemp invited governors who participated in those events to share any comments. All who attended felt it was a very worthwhile opportunity for learning and networking. Attending on behalf of the Indigenous Council, Governor Miller attended the Indigenous Peoples' Education Council meeting and was interested in seeing what other colleges are doing in terms of Aboriginal programs and services. V.P. Baker added that our college is doing very well in this area, relative to some other colleges, and many who have not signed-on to the Indigenous Education Protocol.

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

President Gibbons was pleased to confirm that we raised an additional \$20K in corporate and staff donations since our last meeting. Also, the college received a donation from the Heritage Education Foundation in the amount of \$45,000 to be allocated to the Leaders of Tomorrow Campaign, as well as a donation from the Masonic Foundation for a final total of \$162,500 raised to date. The Board was encouraged with this figure, which puts us over the half-way mark. The college will be launching Phase II – a public campaign with the goal of completing the remaining fundraising by June. The President will ask that a committee meeting be convened in February.

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 421  
(Meeting Held November 10, 2015)**

Our Board Shadow member's last name was corrected to Patterson.

Moved by: P. McConnell	Motion
Seconded by: G. Pirie	02-01-16
THAT the minutes of Meeting No. 421 dated November 10, 2015 be adopted as amended.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 421, dated November 10, 2015 follow.

Moved by: D. Rizzuto	Motion
Seconded by: A. Klooster	93-11-15

*THAT the Committee of the Whole Agenda No. 421 dated November 10, 2015 be adopted as presented.* *Carried*

*Moved by: D. Rizzuto* *Motion*  
*Seconded by: C. Shih* *94-11-15*

*THAT the Committee of the Whole Minutes No. 420 dated September 11, 2015 be approved as presented.*

*AND THAT motions 79-09-15 to 82-09-15 be recorded in the General Session of the minutes.* *Carried*

*Moved by: P. McConnell* *Motion*  
*Seconded by: S. Munroe* *95-11-15*  
*THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held September 2, 2015.* *Carried*

*Moved by: P. McConnell* *Motion*  
*Seconded by: C. LeClerc* *96-11-15*  
*THAT the meeting be adjourned.* *Carried*

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## **(b) FINANCE REPORT**

V.P. Mike Baker presented the finance report for the period ended November 30, 2015. Mr. Baker reviewed changes to the budget over the period indicating the projected deficit was further reduced by \$71K over the period, bringing it down to \$364K. We continue to work with MTCU on future cost avoidance funding and monitoring mid-shore international enrolment. As we undertake the 2016-17 budget development process and continue to monitor 2015-16 activity, college staff continues to work diligently to bring the 2015-16 budget to balance by March 31, 2016.

## **7. NEW BUSINESS**

### **(a) PROTOCOL AGREEMENT – COMPULSORY ANCILLARY FEES**

President Gibbons presented the annual process which has resulted in a decrease in ancillary fees.

*Moved by: R. Foy* *Motion*  
*Seconded by: A. Spacek* *03-01-16*  
*THAT the Board of Governors approve the Ancillary Fees Schedule for 2016-17 and the Protocol Agreement for Compulsory Ancillary Fees, as presented.* *Carried*

### **(b) APPROVAL OF BOARD POLICIES**

President Gibbons reviewed policy changes being recommended by the Policy Review Committee. Chair Kemp also reviewed some of the changes to the By-Law.

Moved by: P. McDonnell

Motion

Seconded by: G. Waghorn

04-01-16

THAT the Board of Governors approve the following policies, as presented:

A-6 Student Success

A-7 Our Communities

A-8 Our Staff

D-6 Naming of Facilities

By-Law No. 1 – Conduct of the Affairs of the Board

Carried

**(c) APPLIED RESEARCH STRATEGIC PLAN**

Vice-President Audrey Penner presented a recently developed Strategic Plan for the Integration of Applied Research, Entrepreneurship and Innovation. The plan was developed in consultation with Deans, Associate Deans, faculty and staff, and Senior Management. We are the first college in Ontario to bring these three key areas together under one umbrella. Definitions are provided and will continue to be added to the dynamic document. Next, we will develop implementation and tactical steps for each of the directions and develop protocols around tracking and managing our projects.

**(d) APPROVAL OF DRAFT NORTHERN COLLEGE 2016-2020 STRATEGIC PLAN**

President Gibbons was pleased to introduce the new draft 2016-2020 Strategic Plan, developed in consultation with over 500 individuals. In the development of this plan, we also took into account our Strategic Mandate Agreement, Strategic Enrolment Management Plan and new Applied Research, Entrepreneurship and Innovation Plan.

The President invited members of the Executive Team to present the plan, describing and providing examples on nine broad objectives in support of our strategic directions.

Further to a recommendation, broad objective #9 was amended to include: “...*while taking guidance from the Truth and Reconciliation Commission Report.*”

Moved by: B. Allan

Motion

Seconded by: L. Kozak

05-01-16

WHEREAS the Board of Governors of Northern College has a duty to set the college's vision, strategic directions, and overall goals;

AND THAT the Board has been presented with a draft strategic plan prepared through a consultative process;

AND THAT the Board of Governors has reviewed this Strategic Plan;

THEREFORE be it resolved that the Board of Governors approves the 2016-2020 Strategic Plan, as amended;

AND THAT this amended document be taken forward to MTCU and shared with communities we serve.

Carried

## **8. ROUTINE ITEMS**

### **(a) CORRESPONDENCE**

President Gibbons referred to correspondence from the Assistant Deputy Minister which clarifies that changes to the Colleges Act effected in 2006 in no way affect the authority or power of the Board of Governors.

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

Governor Miller indicated the NCICE has not met since our last Board meeting. The Council will be involved in the Great Moon Gathering (Feb. 11-12) and Annual PowWow (April 23-24) activities.

### **(c) PRESIDENT'S REPORT**

The President's Report is provided in the Board package. President Gibbons was pleased to share that Northern College Timmins Campus will host two interns from the Northern Policy Institute—a collaboration between Laurentian University and Lakehead University—over the summer months. The researchers will also undertake research projects for the college during this time.

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

V.P. Mike Baker reported on a Northern Experience initiative to improve communication and labour relations. Human Resources' planned approach and proactive communications is resulting in improving relationships with the Administrative Association, Support Staff and Faculty Unions.

In achieving the Indigenous Perspective initiative to develop new programs and courses based on Indigenous Ways of Knowing, a working group of Indigenous Advisors as been established to find more ways to ensure Indigenous student success and to safeguard the seven values in the Indigenous Education Protocol that was approved in June 2015. Meetings have been held to identify a mandate and review key documents. Staff has demonstrated great initiative and enthusiasm in mapping out other areas of focus and identifying key action items in support of its mandate.

V.P. Audrey Penner indicated that though the target for completing the development of a program sustainability process to determine viability life cycle is September 2017, this Accessible Education initiative is challenging. This initiative involves two areas: that of existing programs and new programs to be developed. For existing programs an environmental scan is necessary to determine the longevity of the program, while programs that are to be developed will be addressed in policy. We are well on our way to complete the environmental scan by July and will begin the work on a program development policy shortly.

In terms of creating a strategic, international education plan, again under Accessible Education, an internal operations group has been struck to address work flow issues. The creation of an International Program Committee representing both internal and external stakeholders will be initiated by June 2016, with volunteer membership from faculty, admissions, academic leadership and community interests.

Thirdly, V.P. Penner was pleased to update the Board on an increase in the Certification Exam Pass Rate previously reported in the November Scorecard from 66% to 75.6%.

Executive Director Christine Heavens reported on the initiative to develop and map entrance requirements, aligning with pathway planning in support of the Northern Experience. Discussions have already occurred about the development of program maps and flowcharts and the visual document will identify courses per semester, pre-requisites, etc. and will be finalized once work on program synopses has been completed.

The objective to expand current Training Division partnerships, ensuring a broader reach and program delivery aligned to community and employer needs was to create 2 new partnerships by March and this has been completed. In fact, several new partnerships have been created including MOUs signed with a mine and a college in Northern Ireland, the Lac Seul Training Centre of Excellence (North-western Ontario), and with MoCreebec First Nation for Cultural Awareness Training in Moose Factory.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

There were no appointments to approve.

**(f) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

Governor Seary inquired about the role of the Board at the upcoming Great Moon Gathering, to be held on February 11 and 12, 2016. The College will follow-up on this.

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

Noted.

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

As provided in the Board package.

**(j) FUTURE AGENDA ITEMS**

Noted.

**(k) NEXT MEETING**

Moosonee Campus: Tuesday, March 8, 2016: Travel Day  
Dinner with Community Dignitaries

Wednesday, March 9, 2016  
Tour of Community / Organizations  
Lunch at the Moosonee Campus  
1:00 p.m. General Session  
followed by Committee of the Whole

The President invited members to confirm their availability to attend the meeting in Moosonee; the purpose of which is to provide an opportunity for the leadership in the community to meet the leadership of Northern College. The President understands the 2-day commitment we ask of members; however, it would be preferable to find another way and time in which to interface with this community if few Governors are available. Pierrette noted 4 additional Governors will be available and that Governor Foy is away during this time, for a total of 8 Governors currently confirmed and 1 as tentatively confirmed.

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

**11. RECESS / MOVE TO COMMITTEE OF THE WHOLE**

Moved by: M. Miller  
Seconded by: L. Kozak  
THAT the meeting be adjourned.

Motion  
07-01-16  
Carried

Time noted at 4:55 p.m.

P. Fortier,  
Executive Assistant to the Board