



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 423

### GENERAL SESSION

Wednesday, March 9, 2016  
1:00 p.m.

Moosonee Campus  
and Videoconference

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#### **PRESENT:**

**Board:** G. Kemp (Chair)  
A. Spacek (First Vice-Chair)  
G. Pirie (Governor at Large)  
F. Gibbons (President)  
A. Rondeau  
B. Allan  
G. Waghorn  
L. Kozak  
P. McConnell  
S. Munroe  
D. Seary  
D. Rizzuto  
C. Shih

**Guest:** M. Patterson, Executive Director, Magnet

**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:** R. Foy (Second Vice-Chair)  
M. Miller  
C. LeClerc  
Academic Rep

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

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

Chair Kemp called the meeting to order at 1:00 p.m.

**(b) CHAIR'S REMARKS**

Chair George Kemp welcomed everyone to the meeting and thanked Mr. Mark Patterson, Executive Director with Magnet for joining the Board today. The Chair shared a Traditional Territory Acknowledgement.

**2. AGENDA**

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

The agenda was modified as follows:

Item 7(h) ii. Underground Hard Rock Miner Common Core Program Approval – deferred  
Item 7(l) Approval for NOHFC Proposal – Creative Outlet – addition  
Item 8(k) Board Meeting Times - addition

**(b) ADOPTION**

Moved by: G. Pirie	Motion
Seconded by: A. Rondeau	12-03-16
THAT the agenda for the Meeting No. 423 of the Board of Governors of Northern College of Applied Arts & Technology dated March 9, 2016 be adopted as amended.	
	Carried

**3. CONFLICT OF INTEREST – DECLARATIONS**

The Chair called for disclosures of actual, potential, or perceived conflict of interest. There were no conflicts.

**4. PRESENTATION**

Ms. Lynn Berthiaume introduced Mr. Mark Patterson. As Executive Director of Magnet, Mr. Patterson nurtures a network of postsecondary institutions, not-for-profits, government, labour, and industry partners working together to tackle pressing labour market challenges. This is accomplished by leveraging cutting edge technology to match talent to opportunity, while producing real-time labour market information. Mr. Patterson made a presentation about Magnet's data platform and its aim of bringing job seeking graduates together with employers to meet labour market needs. Northern College has approximately 500 graduates/alumni registered on the site thanks to the efforts of our staff to promote the project. Magnet has become a Canada-wide network of over 80,000 individuals, 45 Ontario post-secondary institutions, 170+ labour- and community-based organizations and over 6,000 employers.

Chair Kemp thanked Mr. Patterson for his presentation. The PowerPoint document is saved in our Board Portal Presentations folder.

**5. BUSINESS ARISING**

**(a) LEADERS OF TOMORROW CAMPAIGN UPDATE**

President Gibbons indicated we have raised approximately \$170K towards our goal of raising \$250K for entrance scholarships. Much has been accomplished to move the campaign from a corporate appeal to a public campaign. We will be publishing photos recognizing corporate donors in regional newspapers to raise awareness about the campaign. A new website has been developed with testimonials from past scholarship recipients; it also provides the ability for individuals to make donations online ([www.ncleaders.ca](http://www.ncleaders.ca)).

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 422**

(Meeting Held January 12, 2016)

Moved by: P. McConnell	Motion
Seconded by: G. Pirie	13-03-16
THAT the minutes of Meeting No. 422 dated January 12, 2016 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 422, dated January 12, 2016 follow.

<i>Moved by: G. Pirie</i>	<i>Motion</i>
<i>Seconded by: A. Spacek</i>	<i>08-01-16</i>
<i>THAT the Committee of the Whole Agenda No. 422 dated January 12, 2016 be adopted as amended.</i>	<i>Carried</i>

<i>Moved by: P. McConnell</i>	<i>Motion</i>
<i>Seconded by: A. Spacek</i>	<i>09-01-16</i>
<i>THAT the Committee of the Whole Minutes No. 421 dated November 10, 2015 be approved as presented.</i>	
<i>AND THAT motions 93-11-15 to 96-11-15 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: P. McConnell</i>	<i>Motion</i>
<i>Seconded by: B. Allan</i>	<i>10-01-16</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held November 2, 2015 and the minutes of the Board Policy Review Committee meeting held October 14, 2015.</i>	<i>Carried</i>

<i>Moved by: G. Pirie</i>	<i>Motion</i>
<i>Seconded by: P. McConnell</i>	<i>11-01-16</i>
<i>THAT the meeting be adjourned.</i>	

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**(b) FINANCE REPORT**

V.P. Mike Baker presented the finance report for the period ended January 31, 2016. Mr. Baker was pleased to share that the projected deficit now stands at \$95K. Mr. Baker reviewed variances for the period and stated that our persistence with the MTCU has resulted in receiving \$530K towards telecommunications and videoconference improvements to be effected in 2016-17 – this funding represents a cost avoidance for the college. Mr. Baker concluded the report by indicating we are confident we will bring the budget to balance by March 31, 2016.

## **7. NEW BUSINESS**

### **(a) APPROVAL FOR BUDGET EXPENDITURES**

President Gibbons requested the Board's approval for budget expenditures between April 1 and May 10, 2016, until the 2016-17 budget is presented to the Board for approval at the May meeting.

Moved by: L. Kozak	Motion
Seconded by: G. Waghorn	14-03-16
THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2016 to May 10, 2016, not to exceed total expenditures of \$7 million.	

Carried

### **(b) VERBAL UPDATE ON 2016-2017 BUDGET**

President Gibbons explained that during meetings to review fiscal 2015-16 budgets, senior administration and budget holders were concurrently looking at the 2016-17 budget. Initial projections indicate a projected \$2M deficit; however, at this early budgeting stage, key drivers such as international revenue, capital projects, and other initiatives are being analyzed. Work continues and we are confident that the draft 2016-17 budget that will be presented at the May meeting will look better than last year's deficit budget.

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

President Gibbons presented proposed policy changes, for approval by the Board of Governors.

Moved by: P. McConnell	Motion
Seconded by: B. Allan	15-03-16
THAT the Board of Governors approve the following policies, as presented:	

- B-4 External Governor Representation
- B-5 Effective Student Governor Representation
- B-6 Election of Internal Board Members
- B-7 Board and Member Self-Evaluation
- B-13 Presentations to the Board
- B-21 Investment Policy

Carried

**(d) BOARD SECONDARY SCHOOL ADVISORY COMMITTEE**

Governor Spacek reported on the sub-committee's first meeting where members committed to connecting with key leaders from the four area school boards. Members are going through the process of formalizing conversations to discuss a strategy to work collaboratively to increase enrolment from local area high schools.

**(e) ANNUAL REPORT FROM MATERIALS JOINING INNOVATION CENTRE**

As scheduled in the Board Work Plan, a report from the Materials Joining Innovation Centre is provided at the March meeting for information purposes. The President invited questions on the report so we may direct inquiries to Mr. Molyneaux or invite him to join us in Kirkland Lake at our May meeting to provide more information or clarification. There were no questions. Members may also forward questions to Pierrette after the Board meeting.

**(f) PRESENTATION AND QUARTERLY REPORT ON INVESTMENTS**

Mr. Baker made a presentation on our investment policy and reviewed the quarterly report on investments for the period ended December 31, 2015. Mr. Baker clarified that the Total Equities rate on page 2 of the report should be 4.4% (not 6.4%) indicating we are at our target rate.

The Investment Policy Presentation (entitled Finance 102) is saved in our Presentations folder on the Board portal.

**(g) 2016 GRADUATION AND AWARDS CEREMONIES**

Chair Kemp invited the Board to review the schedule of graduations and awards ceremonies and to confirm which events they might attend.

May 12 – Kirkland Lake Grad:	Gail Waghorn
May 12 – Timmins Awards:	Bill Allan
May 13 – Timmins A.M. Grad:	Annette Rondeau
May 13 – Timmins P.M. Grad:	[March 4 Update: Domenic Rizzuto]
May 24 – Moosonee Grad:	Donna Seary to confirm availability
May 26 – Haileybury Awards:	George Kemp
May 26 – Haileybury Grads (2):	George Kemp

**(h) PROGRAM APPROVAL – MAINTENANCE MANAGEMENT PROFESSIONAL**

Moved by: G. Pirie	Motion
Seconded by: D. Seary	16-03-16
THAT the Board of Governors approve the Northern College Maintenance Management Professional Certificate program.	Carried

**(i) PERFORMANCE DASHBOARD**

President Gibbons presented our latest performance dashboard and invited feedback from the Board on the document. All of the members find this information useful and suggested a few more indicators be added such as our investment returns vs. the investment benchmark, and progress against our enrolment aspiration of 2,020 students by the year 2020.

**(j) APPOINTMENT OF NEW ACADEMIC REPRESENTATIVE TO THE BOARD**

Further to the resignation from Mr. Aaron Klooster, an election was conducted for a new Academic Representative to the Board, for the remainder of the term, to August 2018. Ms. Johanne Carbonneau was elected and approval for her appointment is requested.

Moved by: P. McConnell	Motion
Seconded by: A. Rondeau	17-03-16
THAT the Board of Governors approve the appointment of Johanne Carbonneau, effective March 2016 to August 31, 2018.	Carried

**(k) APPROVAL FOR CONTRACT WITH INDUSTRIAL TRAINING & SKILLS DEVELOPMENT**

Moved by: D. Rizzuto	Motion
Seconded by: A. Spacek	18-03-16
THAT the Board of Governors approve an additional \$109,100 on the existing purchase order with Industrial Training and Skills Development to provide truck driving and heavy equipment operator training to March 31, 2016, for a maximum amount not to exceed \$1,609,000.	Carried

Moved by: G. Waghorn	Motion
Seconded by: L. Kozak	19-03-16
THAT the Board of Governors approve an amended contract with Industrial Training and Skills Development from April 1, 2016 to March 31, 2018, for a maximum value not to exceed \$720,000.	Carried

**(l) SUPPORT FOR THE CREATIVE OUTLET PROJECT**

Moved by: A. Rondeau	Motion
Seconded by: P. McConnell	20-03-16
THAT the Board of Governors supports an application being made to NOHFC for The Creative Outlet Project to which Northern College will provide a \$31,000 contribution and other in-kind supports;	
AND THAT the Board supports the college's commitment to cover any cost overruns.	Carried

**8. ROUTINE ITEMS**

**(a) CORRESPONDENCE**

As provided in the Board package.

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

In the absence of Governor Miller, Mr. Baker reported that the last meeting of the NCICE was held on November 6<sup>th</sup> and that the next meeting will take place on Friday, April 22<sup>nd</sup>. This precedes the annual PowWow to be held April 23 and 24 at the Timmins Campus. Mr. Baker elaborated on the success of the Great Moon Gathering hosted at our Timmins Campus on Feb. 11 & 12. The College was honoured to receive a gift of an Eagle Staff. Governor Seary added that feedback received from GMG participants was very positive.

**(c) PRESIDENT'S REPORT**

The President's Report is provided in the Board package.

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

Executive Director Christine Heavens reported that the Literacy and Basic Skills division has seen positive effects over the last year thanks to regular meetings between managers and with faculty coordinators across the campuses including sharing and implementation of best practices. We continue to build upon our work with pathway planning, and benefit from foundational relationships that have been established through this project. The connection with students even prior to being a student of our College makes them feel supported as they are making their postsecondary education choices. In addition, the preliminary work and consultation is instrumental to identifying trends and priorities for programs to be offered at our Moosonee campus.

Our success at creating and nurturing partnerships was also evident during the Prospectors and Developers Annual Conference (PDAC) these last few days, with several people seeking us out – they know our reputation for working with Indigenous communities; particularly in northwestern Ontario, where we are becoming their College of Choice! While at PDAC we met with a company from Toronto –an international organization- with interest in our Heavy Equipment Operator program. We discussed the potential to offer courses to a group from Jamaica at our campus this summer such as AZ License, a unique program for English as a Second Language, Beginner's Driver's Education and Employability Skills. This organization works with a number of countries and already has a list of students interested in studying with us. Another example is a mining company from Temiskaming Shores who sought us out to explore working with them and developing a training centre in northwestern Ontario, in the Ring of Fire region. We are continuing conversations with contacts in Peru for training and finally, we received inquiries from a company in Ecuador who is considering sending a student to our Glencore Underground Hard Rock Miner Common Core Program. We look forward to continuing those conversations.

V.P. Audrey Penner reported on two areas that were to be completed by March 31<sup>st</sup> but will be completed in the upcoming fiscal year. The first is replacing traditional laptops with tablet technology to provide a more digitized environment in support of our “Bring Your Own Device” initiative; this will provide more options for flexible delivery models. This project is financially driven. The second initiative “Build partnerships to offer collaborative program pathways and establish financial models for flexible and hybrid models” is also near complete; though we have achieved the essence of the initiative to build strong partnerships with other colleges in the region, programs will be up and running in the next academic year. Vice-President Penner wanted to recognize Deans and Associate Deans who have been instrumental in building the partnerships; already, three other institutions have approached Northern looking for ways to collaborate. Mr. Aaron Klooster, new Associate Dean of Trades and Technology has been a wonderful addition to academic leadership team. Ms. Penner also shared that a new Manager of Applied Research, Entrepreneurship and Innovation will be announced next week.

V.P. Mike Baker reported that the Accessible Education initiative to define and implement recruitment strategies for the four student categories comprised of non-direct mature students; non-direct adult students (without Grade 12 diploma); direct-entry high school students (traditional Northern catchment area); and direct-entry high school students (southern Ontario) has been achieved. Strategies included a summer concert series in Timmins, Junior A hockey sponsorship in Timmins and Kirkland Lake, revised Algoma University promotional literature, revised branding, logo and additional signage for the Training Division and Access Centers, a new View Book, the Study North Initiative, the College Information Program tours of the province, a special GTA promotion and in-person tour and finally, coastal Indigenous student recruitment tours, which for the first time included both side of the James Bay coast. Improvements have already been developed for this coming year such as a redirection from the summer concert series in Timmins to the Annual Kayak challenge. In the Haileybury campus area, we are working to be visible during the Biker’s reunion.

Based on feedback from our communities, we have improved the branding of various operations to increase our profile in communities such as our Training Division and our new Entrepreneurship department (AERI). Another example of this is our college vehicles that will have identical promotional decals; both of the vehicles are leased to reduce rental costs for staff travel to our multiple sites, and will be noticeable on the highways, at specific/local events that are not necessarily college-driven. In addition, you will soon see two transports, two dump trucks and two half-ton trucks logoed through the Training Division advertising our courses and our partnership with Day Construction.

Executive Director Lynn Berthiaume was pleased to report that our Emergency Management & Business Continuity framework will be available on our Intranet by the end of the month. The first step was to develop a policy which served as a guide following which sub-groups met and developed documents to support the framework. We will continue to work on developing additional plans to support the framework into the upcoming fiscal year.



The initiative to establish a Student Life Enhancement Plan is intended to provide student activities and experiences both academically and socially to improve and round out students' holistic experience at Northern College – to create a sense of belonging. It encompasses the life cycle of the student from applicant to student to graduate and then Alumni. Components of the plan include Academic Engagement, Social/Community, Health & Wellness and Career/Life Development. Ms. Berthiaume confirmed a college-wide working group with cross functional representation (students/alumni) will be established to develop a dynamic plan where gaps will be identified and recommendations made to ensure student engagement is a fundamental part of all components of the student life cycle.

President Gibbons added to the progress reports, indicating the college was invited to submit an RFP to provide training solutions to current and future employees of the Bruce Power Nuclear Plant. We are hosting a visit from a team from Bruce Power in Haileybury on March 22<sup>nd</sup>. We are hopeful for success, based on the strength of a very well-recognized Instrumentation program.

As a result of the City of Timmins recently securing the interest of a Chinese investor to develop a basalt rock mining facility, the college has been approached by the investor to conduct applied research for the facility. A letter of intent is being prepared and we look forward to a visit from the company's technical team in August where a formal Memorandum of Understanding may be signed.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

Approval for the appointment of nine individuals was requested, as follow: Kymberley Steward, Jessica Giggie, Stacy Nichols, Omar Jackson, Morgan Hopkins, Adam Petryk, Jean-Marc Genier, Edmond H. van Hees, and Erica Raymond.

Moved by: G. Pirie

Seconded by: P McConnell

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

Motion

21-03-16

Carried.

**(f) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

Noted.

**(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) BOARD MEETING TIMES**

President Gibbons invited discussion on Board meeting start times which have been altered over the last few years to a 1:00 p.m. start time for “winter” meetings (November to March). For May and June, the Board has reverted to its regular 3:00 p.m. start time.

Moved by: P. McConnell

Seconded by: L. Kozak

THAT the Board of Governors approve that Board of Governors meeting times will be from 1:00 p.m. to 4:00 p.m. from November to June.

Motion

22-03-16

Carried.

**(l) NEXT MEETING:**

Tuesday, May 10, 2016 – Kirkland Lake Campus

11:00 a.m. Tour of the Campus

12:30 p.m. lunch

1:00 p.m. General Session followed by Committee of the Whole

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

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

Moved by: L. Kozak

Seconded by: B. Allan

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

Motion

23-03-16

Carried

Time noted at 3:34 p.m.

P. Fortier,  
Executive Assistant to the Board