



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 427

### GENERAL SESSION

Tuesday, November 8, 2016  
1:00 p.m.

Boardroom C210  
Haileybury Campus

#### **PRESENT:**

**Board:** G. Kemp (Chair)  
G. Pirie (Governor at Large)  
F. Gibbons (President)  
J. Carbonneau  
D. Rizzuto  
L. Kozak  
B. Allan  
D. Walsh  
P. McConnell  
A. Rondeau

**Staff:** P. Fortier, Executive Assistant, Office of the President and Board of Governors  
L. Berthiaume, Executive Director, Student Services, Institutional Research & Registrar  
C. Heavens, Executive Director, Community, Business Development and Employment Services

**Regrets:** A. Spacek (First Vice-Chair)  
R. Foy (Second Vice-Chair)  
D. Seary  
G. Waghorn  
S. Munroe

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

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

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

##### **(b) CHAIR'S REMARKS**

Chair Kemp welcomed everyone to the Haileybury Campus. A Traditional Territory Acknowledgement was shared.

## **2. AGENDA**

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

There were no additions to the agenda.

### **(b) ADOPTION**

Moved by: D. Rizzuto	Motion
Seconded by: P. McConnell	94-11-16
THAT the agenda for the Meeting No. 427 of the Board of Governors of Northern College of Applied Arts & Technology dated November 8, 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**

Ms. Lynn Berthiaume made a presentation on our 2016 enrolment encompassing both postsecondary and non-postsecondary activity. A question arose about what postsecondary programs students from eastern Ontario are applying to. November 1<sup>st</sup> official count date information will be received at the end of the month and Institutional Research will look into the official data to identify any trends and any other information that would be useful for our Marketing and Recruiting departments to target their efforts. The President and Board members also discussed the significant decline in student participation in the Ontario Youth Apprenticeship Program which is now mandated to only be offered on college campuses.

Moved by: D. Rizzuto	Motion
Seconded by: L. Kozak	95-11-16
THAT the Board of Governors direct administration to request the Ministry of Advanced Education and Skills Development to reconsider its policy requiring funded Ontario Youth Apprenticeship Program (OYAP) training to only occur on college campuses.	
	Carried

The President will communicate with other northern and rural colleges whom we expect would support a similar motion.

The President introduced Ms. Tracey Daoust, Research Analyst, who proceeded to make a presentation on a 2015-2016 Student and Graduate Profile report.

The Board thanked Ms. Berthiaume and Ms. Daoust for their presentations. Both presentation documents are available on the Board portal's presentations folder.

**5. BUSINESS ARISING FROM PREVIOUS MEETING**

**(a) Participation at 2016 Higher Education Summit**

Six governors will attend Colleges Ontario orientation and conference events between November 19 and 21. An updated chart of participants is provided in the board package.

**(b) Appointments to Standing Committees**

Additional appointments to standing committees were presented.

Moved by: D. Walsh

Motion

Seconded by: L. Kozak

96-11-16

THAT the Board of Governors appoint:

(1) Pat McConnell and Annette Rondeau to the Board Policy Review Committee;

(2) Pat McConnell to the Board Vacancy Nominating Committee; and

(3) Gail Waghorn to the Board Online Survey Review Committee.

Carried

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 426**

(Meeting Held September 16, 2016)

Moved by: J. Carbonneau

Motion

Seconded by: D. Rizzuto

97-11-16

THAT the minutes of Meeting No. 426 dated September 16, 2016 be adopted  
as presented.

Carried

Motions from the Committee of the Whole minutes of Meeting No. 426, dated September 16, 2016 follow.

*Moved by: R. Foy*

*Motion*

*Seconded by: D. Rizzuto*

*86-09-16*

*THAT the Committee of the Whole Agenda No. 426 dated September 16, 2016 be  
adopted as amended.*

*Carried*

*Moved by: G. Pirie*

*Motion*

*Seconded by: D. Rizzuto*

*87-09-16*

*THAT the Committee of the Whole Minutes No. 425 dated June 14, 2016 be  
approved as presented.*

*AND THAT motions 60-06-16 to 65-06-16 be recorded in the General Session  
of the minutes.*

*Carried*

*Moved by: D. Walsh* *Motion*  
*Seconded by: G. Pirie* *88-09-16*  
*THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held June 2, 2016 and Electronic Vote minutes dated July 6, July 15, July 20 and August 24, 2016.* *Carried*

*Moved by: R. Foy* *Motion*  
*Seconded by: B. Allan* *89-09-16*  
*THAT the Board of Governors approves a leave of absence for Ms. Dorothy Larkman effective September 1, 2016 and that Ms. Larkman resume her role as Governor effective January 1, 2017.* *Carried*

*Moved by: D. Rizzuto* *Motion*  
*Seconded by: L. Kozak* *90-09-16*  
*THAT the Board of Governors supports an application to NOHFC in the amount of \$1.5M for the Timmins Campus Integrated Emergency Services Complex project to which Northern College will provide a \$650,000 contribution;*  
*AND THAT the Board supports the college's commitment to cover any cost overruns.* *Carried*

*Moved by: J. Carbonneau* *Motion*  
*Seconded by: D. Rizzuto* *91-09-16*  
*THAT the Board of Governors approve J.L. Richards & Associates, Ltd. for the provision of architectural services for the construction of the Integrated Emergency Services Complex at the Timmins Campus, with a tendered price of \$560,000 + HST.* *Carried*

*Moved by: J. Carbonneau* *Motion*  
*Seconded by: G. Pirie* *92-09-16*  
*THAT the Board appoint Ms. Claire Verdu as Interim Treasurer, with attendant signing authority as assigned to the V.P. Finance, Administration & Indigenous Services.* *Carried*

*Moved by: D. Rizzuto* *Motion*  
*Seconded by: G. Pirie* *93-09-16*  
*THAT the meeting be adjourned.* *Carried*

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**(b) FINANCE REPORT**

Ms. Claire Verdu, Controller joined the Board meeting to present the finance report for the six-month period ended September 30, 2016. Ms. Verdu elaborated on four items we are tracking namely tuition, international, Integrated Emergency Services Centre expenses, and two new LBS sites. These will have an impact on the budget and will be reported on as part of the Finance Report presented at the January Board meeting.

**7. NEW BUSINESS**

**(a) QUARTERLY REPORT ON INVESTMENTS – SEPTEMBER 30, 2016**

Ms. Verdu led the Board in a review of investments for the period ended September 30, 2016. Chair Kemp inquired about returns on the Leaders of Tomorrow fund with a view to increasing the number of bursaries provided to students. Further to discussion, the Board will invite the TD Wealth Management representative to join a future Board meeting to discuss our investments. Ms. Verdu will speak with our auditors about unrealized capital gains.

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

President Gibbons presented the annual report. There were no questions from the Board on the report or the policy statement.

Moved by: D. Rizzuto	Motion
Seconded by: L. Kozak	98-11-16
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) APPROVAL OF CONTRACT OVER \$100k – KIDD OPERATIONS**

Moved by: P. McConnell	Motion
Seconded by: B. Allan	99-11-16
THAT the Board of Governors approve a contract with Kidd Operations as a mine trainer at the Kidd Mine site, School of Hard Rock mining training location, from April 25, 2016 to April 24, 2018 for a maximum amount not to exceed, \$700,000.	
	Carried

**(d) NOVEMBER 2016 PERFORMANCE DASHBOARD**

Ms. Lynn Berthiaume presented the performance dashboard, providing data on three metrics: Student Measures, Quality Measures and Financial Measures. The college is on target and showing good results in these areas.

**(e) FISCAL SUSTAINABILITY OF ONTARIO COLLEGES REPORT**

President Gibbons shared a report prepared by PWC on the fiscal sustainability of the college system. He elaborated on its findings which reflect that none of the colleges are immune from enrolment decline. This report provides constructive data to Colleges Ontario and the Committee of Presidents (CoP) in their proactive approach with the Ministry as it establishes a new funding formula model. The President spoke about the corridor funding model recommended by the CoP and how it holds promise for colleges in the future. Over the last few years, Northern College has recognized the challenge of declining enrolment and has been strategic in its pursuit of international activity (on-shore, mid-shore and offshore) and investing

more resources in corporate training and increasing online activity. Fiscal sustainability will continue to be a subject of discussion at upcoming Board meetings as the Ministry makes decisions on the funding formula, tuition policy framework and Strategic Mandate Agreements.

## **8. ROUTINE ITEMS**

### **(a) CORRESPONDENCE**

Correspondence is provided in the Board package.

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

The Indigenous Council has not met since late spring; however, subject to availability, a meeting is being arranged for late November. As per the expression of interest of the Board, our office is trying to arrange a joint meeting of the NCICE and Board of Governors, tentatively for our January 10<sup>th</sup> Board meeting.

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

The President's Report is provided in the Board package. In addition, the President added the following updates.

#### **October 7-18 Trip to China**

President Gibbons met with our three newest partners – we are up to 9 partners in China – adding the three postsecondary institutions are in the top 100 in China. Each has made a noteworthy effort in recruiting students to the first year of our joint programs. Some of the Chinese faculty from partner institutions will have the opportunity to travel to Timmins for an intensive one-week training program (part of our agreement); others have expressed an interest in a longer training opportunity which would not be feasible for us to do on an ongoing basis. Another request was made for a visiting-scholar-like program by a Vice-Director of International Office to learn from our administrative and other best practices.

#### **Oct. 31-Nov. 1 Mining Innovation Summit**

The President attended this conference in Sudbury which included people from the mining industry and mining supply sectors. Fred and Mr. Dominic Giroux (Laurentian) were the only two representatives from education. The President noted Northeastern Ontario mines were well represented and had much to contribute to discussions on innovation.

#### **Nov. 3 - Premier's Round Table on Innovation**

A select group of professionals were invited to join the Premier at this event which the President attended on behalf of Linda Franklin, in his capacity as Chair of Colleges Ontario. President Gibbons elaborated on discussions where he emphasized the need to integrate entrepreneurship, creativity and innovation at the elementary and secondary levels. As one outcome of the event, the Premier will be following-up with Colleges Ontario on this thinking and connect us with elementary and secondary school panels to work collaboratively.

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

Executive Director Christine Heavens reported we are on target to achieve our Accessibility initiative to develop a suite of competency-based distance learning business courses that will accept students on a continuous intake basis by January 2017.

Specific to the Northern Training Division, online registration and payments for NTD students is on track for implementation by December. Secondly, we continue working on developing a critical path for NTD identifying critical dates and resources required to eliminate bottlenecks occurring from competing demands.

Two new LBS sites are being developed, in support of our Indigenous Perspective initiative to expand offerings and services. LBS is currently being offered in Kashechewan and will soon begin to be offered in Fort Albany. This also provides an opportunity for our LBS resource person to mentor students and work with them on pathway planning.

We are working on the development of a Mineral Exploration and Geotechnology Ontario Graduate Certificate program (postsecondary). This will also create opportunities for the Training Division who already works closely with several mining companies.

A preliminary report on the Northern Policy Institute interns' research conducted this summer is being finalized and expected to be shared at a future Board meeting. The report looks at barriers to Northern College becoming the college of choice for Indigenous people.

Executive Director Lynn Berthiaume reported on the Signature Program initiative to define criteria to establish signature programs. A first college-wide focus group was held with staff and faculty to explore questions around signature programs; follow-up meetings are scheduled as we complete the initiative. A second initiative under this direction has been completed and a capacity inventory for applied research, entrepreneurship and innovation is available on our college network.

The Northern Experience initiative to develop a formal plan to improve the leadership capacity within the organization is well under way and our HR team has begun implementing some of the strategies. In another project, Administrative staff has received training in the financial processes to match their reporting responsibilities. One of our student retention initiatives is being led by our Associate Dean Aaron Klooster, with a focus on building math skills and providing math resources to support student success. Continuing with the Northern Experience, we have created videos to promote the Environmental Technician – Water and Waste Water Systems Operations program.

In closing, Ms. Berthiaume reported on our initiative to develop and implement a plan for Northern College/Colleges Ontario 50<sup>th</sup> Anniversary celebrations. A college-wide Standing Committee meets regularly and now campus-based committees have been convened to plan events. The college-system's 50<sup>th</sup> Anniversary launch will occur at the Higher Education Conference in Toronto in a few weeks and we will share additional details on our college's anniversary celebrations at the January Board meeting.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

Moved by: D. Rizzuto

Seconded by: L. Kozak

THAT the Board of Governors appoint Mr. Eric Cheechoo and Mr. Brent Cecchini to the Police Foundations Program Advisory Committee.

Motion

100-11-16

Carried

**(f) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

President Gibbons spoke about the Program Advisory Conference held on October 20-21 at the Timmins Campus. The event was well attended with over 85 people participating over the two days. The conference featured excellent speakers and dynamic keynote presenters including Deputy Minister Sheldon Levy, Colleges Ontario President & CEO Linda Franklin, as well as Governor Domenic Rizzuto. We have received positive feedback, with many looking forward to a second instalment; perhaps every two-three years. Chair Kemp commented that it was a great opportunity to emphasize how important external PAC members are and how much the college needs their feedback. Those governors who attended added that Governor Rizzuto did a great job as a speaker on one of the panels. The Vice-President Academic & Student Success Office is preparing a summary of feedback received. Greater participation by external PAC members at future conferences was recommended, including holding PAC meetings concurrently with the event.

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

Noted.

**(i) 2016-2017 BOARD OF GOVERNORS WORK PLAN**

The Board Work Plan is provided in the Board package.

**(j) 2016-2017 BOARD GOALS**

The President provided a brief update on the four goals, three of which are in process. Goal #4 will be initiated once a lead (member of the Board) is identified to work along with college staff.

**(k) FUTURE AGENDA ITEMS**

Our representative from TD Wealth Management will be invited to a future meeting. The Board also expressed an interest in reviewing the Binding Policy Directive and the Board's policy on investments.



**(I) NEXT MEETING**

Board Meeting: Tuesday, January 10, 2017  
Timmins Campus  
12:30 p.m. Lunch provided  
1:00 p.m. – Board Meeting

We are trying to arrange a joint meeting with the NCICE which, if arranged, would start at 11:00 a.m. followed by lunch with the Council and the regular Board meeting at 1:00 p.m. Governor Larkman will join the Board in January.

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

Moved by: P. McConnell	Motion
Seconded by: L. Kozak	101-11-16
THAT the Board move into Committee of the Whole, time noted at 3:45 p.m.	Carried

P. Fortier,  
Executive Assistant to the Board