



NORTHERN COLLEGE BOARD OF GOVERNORS MEETING NO. 429 GENERAL SESSION

Wednesday, March 22, 2017
1:00 p.m.

Moosonee Room R105
Video and Teleconference

PRESENT:

Board: G. Kemp (Chair)
R. Foy (Second Vice-Chair)
G. Pirie (Governor at Large)
F. Gibbons (President)
J. Carbonneau
L. Kozak
B. Allan
D. Walsh
P. McConnell
G. Waghorn
D. Larkman
S. Munroe

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

Guest: Mr. Edward Liu

Regrets: D. Seary
D. Rizzuto
A. Rondeau
A. Spacek
W. Church

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 at the Moosonee Campus and those participating at a distance. The Chair also welcomed Mr. Edward Liu, our Agent visiting from China and Mr. Michael McAuley, Portfolio Manager with TD Wealth Private Investment Counsel, participating by video.

A Traditional Territory Acknowledgement was shared.

2. AGENDA

(a) MODIFICATIONS/ADDITIONS/DELETIONS

The President asked that item 6c. Approval for Waste Management Services be deleted from the agenda.

(b) ADOPTION

Moved by: J. Carbonneau

Motion

Seconded by: D. Walsh

17-03-17

THAT the agenda for the Meeting No. 429 of the Board of Governors of Northern College of Applied Arts & Technology dated March 22, 2017 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

Mr. Michael McAuley, Portfolio Manager with TD Wealth Private Investment Counsel joined the Board to speak about the college's investment portfolio and to share his views on investment trends for the short and long-term. Mr. McAuley accepted to join the Board on a more regular basis to provide investment information. Mr. Mike Baker, V.P., Finance Administration and Indigenous Services then reviewed the college's Quarterly Investment Report as at December 30, 2016. Mr. Baker also touched on investment gains in January and February, which will be reflected in the next investment report for the period ending March 31st to be presented at the May Board meeting. Chair Kemp inquired about the college's original investment and net growth since joining TD Wealth and our next report will reflect college contributions separately. The Board thanked Mr. McAuley and Mr. Baker for their presentations.

President Gibbons introduced Mr. Edward Liu, our agent in China. Mr. Liu thanked the Board for the opportunity to travel with them to Moosonee and to make a presentation today. Mr. Liu appreciates the trust and support of the college for his work in China. He elaborated on current partnerships which as at September, saw close to 500 students registered in Northern College programs. Mr. Liu also shared some of his future goals in terms of partnerships and the student enrolment he would like to attain on behalf of the college. Mr. Liu acknowledged the great academic support received from the college and invited Board members to visit him in Beijing.

The Board thanked Mr. Liu for his visit to the college and his presentation today.

5. STANDING ITEMS

(a) APPROVAL OF GENERAL SESSION MINUTES #428 AND #428S

(Meetings Held January 10, and January 30, 2017)

Moved by: J. Carbonneau	Motion
Seconded by: G. Pirie	18-03-17
THAT the minutes of Meeting No. 428 held January 10, 2017 and #428S held January 30, 2017 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 428, dated January 10, 2017 follow.

<i>Moved by: A. Rondeau</i>	<i>Motion</i>
<i>Seconded by: L. Kozak</i>	<i>12-01-17</i>
<i>THAT the Committee of the Whole Agenda No. 428 dated January 10, 2017 be adopted as amended.</i>	<i>Carried</i>

<i>Moved by: B. Allan</i>	<i>Motion</i>
<i>Seconded by: P. McConnell</i>	<i>13-01-17</i>
<i>THAT the Committee of the Whole Minutes No. 427 dated November 8, 2016 be approved as presented;</i>	
<i>AND THAT motions 102-11-16 to 108-11-16 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: L. Kozak</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>14-01-17</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held October 27, 2016 and the Electronic Vote Minutes dated December 6, 2016.</i>	<i>Carried</i>

<i>Moved by: L. Kozak</i>	<i>Motion</i>
<i>Seconded by: D. Walsh</i>	<i>15-01-17</i>
<i>THAT the Board of Governors approve an increase of \$279,470 + HST to the contract with J.L. Richards & Associates Ltd., for the provision of architectural services for the construction of the Integrated Emergency Services Complex at the Timmins Campus.</i>	<i>Carried</i>

<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: G. Waghorn</i>	<i>16-01-17</i>
<i>THAT the meeting be adjourned.</i>	<i>Carried</i>

(b) FINANCE REPORT

Mr. Mike Baker presented the finance report for the period ended January 31, 2017 and reviewed changes in the statement of operations for the period, resulting in a projected surplus of \$848K, which we continue to monitor closely. Governor Foy commended administration for the projected year-end result and inquired about college policy around year-end surpluses. Mr. Baker elaborated on plans to address some deferred purchases and to allocate funds to reserves.

6. NEW BUSINESS

(a) APPROVAL FOR BUDGET EXPENDITURES

Moved by: R. Foy	Motion
Seconded by: D. Walsh	19-03-17
THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2017 to May 9, 2017, not to exceed total expenditures of \$7 million.	
	Carried

(b) VERBAL UPDATE ON 2017-2018 BUDGET

Mr. Baker elaborated on the 2017-18 budget which continues to be developed, reflecting a projected year-end surplus for March 2018. Mr. Baker also informed the Board the college has hired a new Controller, Mr. Mitch Dumas, MBA, CPA, CGA, to replace Ms. Claire Verdu who will be retiring later this year. Mr. Baker recognized the years of excellent work and the professionalism of Ms. Verdu.

(c) APPROVAL FOR WASTE MANAGEMENT SERVICES

This item was deleted.

(d) APPROVAL FOR BOARD POLICIES

Moved by: J. Carbonneau	Motion
Seconded by: D. Walsh	20-03-17
THAT the Board of Governors approve the following policies, as presented:	
A-2 Programs of Instruction	
A-3 Strategic Plan	
A-4 Business Plan	
A-5 Annual Report	
B-1 Policy Development	
D-10 Leadership Succession Plan	Carried

(e) ANNUAL REPORT FROM MATERIALS JOINING INNOVATION CENTRE

President Gibbons presented the annual report prepared by Mr. Jeff Molyneaux. There were no questions from the Board.

Moved by: R. Foy	Motion
Seconded by: G. Pirie	21-03-17
THAT the Board of Governors receive the 2016 Materials Joining Innovation Centre Annual Report.	
	Carried

(f) MARCH 2017 PERFORMANCE DASHBOARD

President Gibbons reviewed the March 2017 Dashboard, which has now come full cycle, having been first introduced in March 2016. Members commented they appreciate receiving this report and like how the information is presented. The President clarified that “Applications” data is provided for information purposes, explaining that this is not an element for which targets can be established given students may apply to multiple programs at a college.

(g) 2017 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 25 – Kirkland Lake Grad:	L. Kozak
May 25 – Timmins Awards:	(tbc)
May 26– Timmins A.M. Grad:	D. Rizzuto
May 26 – Timmins P.M. Grad:	D. Larkman
May 30 – Moosonee Grad:	(tbc)
June 1 – Haileybury Awards:	D. Walsh
June 2– Haileybury A.M. Grad:	D. Walsh
June 2 – Haileybury P.M. Grad:	G. Kemp

Pierrette will follow up on representation at other events.

(h) UPDATE ON PRIVATE-PUBLIC PARTNERSHIPS

President Gibbons elaborated on the status of Private-Public Partnerships (PPP) that six colleges are currently involved in – what we refer to as mid-shore international. As noted during the finance and budget reports, mid-shore international revenue is making a profound difference on our revenue forecast in the face of reduced provincial funding and shrinking domestic postsecondary enrolment.

The President shared dynamics amongst the colleges and how the six colleges who are involved in PPP continue to address some of the discontent and concerns brought forward by some of the non-participating colleges. This entrepreneurial activity continues to be a dynamic situation and a divisive issue amongst the presidents, and is now with the Ministry. The six colleges have met with the Deputy Minister, the Minister and Ministry staff to dismiss myths and rumours. The Ministry is anticipated to make a decision on this matter in the next month or so.

(i) UPDATE AND OVERVIEW OF STRATEGIC MANDATE AGREEMENT PROCESS

The President reported on the SMA-2 preparation process. We have held teleconference and face to face meetings with the provincial advisor, Mr. Brian Tamblyn and the Ministry provided colleges with their final SMA template last week.

The current agreement (SMA-1) concludes by mid-April and we have commenced work on SMA-2 which will span a 3-year period from 2017 to 2020. As a transitional agreement, SMA-2 introduces new concepts leading to SMA-3 which will include elements of performance tied to funding. During the 3-year period under SMA-2 (2017-2020), the college will be saved harmless on estimated targets tied to special purpose funding envelopes, and will be provided an opportunity to make adjustments.

The preparation process involves the Senior Management as well as consultation with college staff. A first draft of SMA-2 is due to be provided to the Ministry on April 3rd. We expect the SMA process to conclude by late June or early July. The Board of Governors will be presented with a draft SMA-2 document in May.

7. ROUTINE ITEMS

(a) CORRESPONDENCE

No Board correspondence was received since our last meeting.

(b) NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION

Governor Larkman provided a report on the NCICE meeting held on March 20th. She thanked the President and administration for their continued support of NCICE in understanding the postsecondary education system. The Council discussed a proposed Elders gathering, filling vacancies on the Council, and potential changes to the Indigenous Territory Acknowledgement. NCICE is very interested in working with the Board of Governors towards the implementation of new initiatives and to increase Indigenous student enrolment. Ms. Larkman has had conversations with people in her area about the Engaging Stakeholders consultations; however, further planning is required prior to arranging sessions to receive input from Indigenous and First Nations organizations.

Ms. Larkman concluded her presentation by welcoming Mr. Edward Liu to this territory. Chair Kemp thanked Ms. Larkman for her report and also recognized Rev. Norm Wesley and his wife, Jean, who provided us with an excellent interactive cultural awareness session this morning.

(c) PRESIDENT'S REPORT

The President's Report is provided in the Board package. President Gibbons was pleased to share recent provincial funding announcements whereby colleges will receive funds by the end of this fiscal term. Specifically, our college will receive \$100K towards Mental Health initiative staffing to be embedded in future funding allocations; special funding of \$1.16M towards equipment renewal; \$1M in unconditional funding to support college sustainability; and the province will provide an additional \$2M to be shared by the six colleges involved in the Northern Colleges Collaborative Project.

EXECUTIVE TEAM REPORTS AND BUSINESS PLAN PROGRESS

Executive Director Christine Heavens provided an update on Accessible Education including the initiative to develop a culture of safety that supports the integration of health and safety into Trades and Technology programs. Safety has been thoroughly integrated into programs such as Electrical, Motive Power Technician and Heavy Equipment via daily faculty/student assessments and various measuring tools including industry best practices. Faculty have also integrated specific safety training courses into their programs, offering in-house certification in Confined Space Awareness, Basic Hoisting & Rigging Safety and Tag and Lockout Safety.

Ms. Heavens confirmed that the initiative to implement online registration and payment for Northern Training Division Continuing Education students has been completed.

Executive Director Lynn Berthiaume reported on the initiative to develop and implement an Integrated Risk Management (IRM) multi-year plan to identify, respond to and monitor enterprise risk to the college. Good progress has been made on this initiative and a framework and timelines have been established, through the leadership of an Emergency Response Planning Committee (ERPC). The ERPC committee continues to work on hazard identification and risk assessment.

The Northern Experience initiative to develop an enhanced Health and Safety manual has been completed aligning procedures with Emergency Response Planning Committee objectives. All updated procedures are available to staff on our Intranet.

Finally, the objective to develop a 5-year energy conservation and management plan has been accomplished. The plan outlines current and future conservation measures. To support this further, our 2017-18 business plan will include an initiative to re-establish campus Greening committees.

Vice-President Audrey Penner was pleased to report that we have achieved our goal and now have Creative Outlets at each of our Haileybury, Kirkland Lake and Moosonee campuses. A second Signature Programs initiative that was completed is the establishment of market niches, in conjunction with our Applied Research, Entrepreneurship and Innovation department.

Ms. Penner confirmed Northern College has received funding for eCampus projects including \$108K for a Computer Engineering Technology online bridging program with Algoma's Computer Sciences program; \$475K for an affirmative action project for institutions in the north, where Northern College is the lead; and \$100K towards a partnership around a Legal Administration Assistant program. ONCAT has provided \$106K for Northern to lead an innovative program developing a Skills Inventory for Adult learners; \$108K was also provided in R&D funding towards a project on expanding a culture of mobility. Northern College is a partner on three additional innovative program funding projects totaling \$102K.

Two research project reports involving Northern College will soon be published. The first entitled "The Study Examining Ourselves: Becoming the college of choice for Indigenous Peoples" will be launched on Friday March 24th, with a press release from both the Northern

Policy Institute and Northern College; and the second on our research project “Creating a Culture of Mobility: Needs of Small Institutions” will be published by late April or early May.

V.P. Mike Baker reported on two Indigenous Perspectives objectives, the first of which deals with our goal to become the College of choice for Indigenous people and second, improving the alignment of institutional processes and practices with Indigenous perspectives and values. With six initiatives in this category, the key to the success of this direction is linked to the relationships we have with the people in Indigenous communities and our alignment with the Colleges and Institutes of Canada (CICan) Indigenous Education Protocol Agreement that the College signed and the Truth and Reconciliation Report, both of which are referenced in our Business Plan.

We have successfully implemented community-based plans, which resulted from community partner consultations in Moosonee and Moose Factory and we plan to build on those successes by rolling out similar plans in other coastal communities. Last year we opened another Access Center in Attawapiskat. The Kashechewan Access Centre is running and we are looking to advance the Access Centre in Fort Albany next. We expanded the Indigenous Educational experience by incorporating Indigenous principles into the Communication and Ethics course and by completing market analysis on the potential for the Mineral Exploration and Geotechnology certificate program, which has been submitted to the Ontario College Quality Assurance Service for Credential Validation Service approval.

(d) PROGRAM ADVISORY COMMITTEE APPOINTMENTS

Three individuals are being recommended for appointment to Program Advisory Committees, as follows:

Mr. Mark Dell'Erede to the Business & Office Administration PAC;
Ms. Leanne Sedgwick to the Veterinary Sciences PAC; and
Mr. Edward Hillman to the Instrumentation and Control PAC

Moved by: R. Foy

Seconded by: J. Carbonneau

THAT the Board of Governors approve appointments to Program Advisory Committees as presented.

Motion

22-03-17

Carried

(e) ADVISORY COMMITTEE MEETING SCHEDULE

As provided in the Board package.

(f) REPORTS FROM BOARD ADVISORY COMMITTEE REPRESENTATIVES

Governor Walsh attended a Civil and Construction Engineering Technology PAC meeting on February 16th, which was well-attended. Also, he participated via teleconference in the Environmental Technician PAC meeting on February 23rd where members committed to meeting more frequently.

(g) BOARD MEMBER COMMUNITY-RELATED UPDATES

Noted.

(h) 2016-2017 BOARD OF GOVERNORS WORK PLAN

The Board Work Plan is provided in the Board package.

**(i) 2016-2017 BOARD GOALS AND UPDATE FROM BOARD ENGAGING
STAKEHOLDERS AD-HOC COMMITTEE**

Chair Kemp reviewed the Board Goals which are all currently under way or complete. The first community consultation session was held in Timmins on March 20th and two more sessions are planned on April 4th in Kirkland Lake and April 5th in Haileybury.

(j) FUTURE AGENDA ITEMS

Noted.

- (k) NEXT MEETING:** Tuesday, May 9, 2017 – Kirkland Lake Campus
12:30 p.m. Lunch provided
1:00 p.m. General Session followed by Committee of the Whole

**8. BOARD EDUCATION SESSION: OVERVIEW OF THE NEW FUNDING
FORMULA AND IMPLICATIONS FOR NORTHERN COLLEGE**

In the interest of time, this item was deferred to a future meeting.

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: P. McConnell

Seconded by: G. Waghorn

THAT the Board move into Committee of the Whole, time noted at 3:30 p.m.

Motion

23-03-17

Carried