



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 433

### GENERAL SESSION

Tuesday, November 14, 2017  
1:00 p.m.

Boardroom C210 Haileybury Campus  
and Videoconference

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#### **PRESENT:**

##### **Board:**

A.Spacek (Chair)  
R. Foy (First Vice-Chair)  
G. Pirie (Second Vice-Chair)  
L. Kozak (Governor at Large)  
F. Gibbons (President)  
D. Larkman  
C. Stringer  
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  
A.Penner, V.P. Academic & Student Success  
M. Baker, V.P., Finance, Administration & Indigenous Services  
L. Berthiaume, Executive Director, Student Services, Institutional Research & Registrar  
C. Heavens, Executive Director, Community, Business Development and Employment Services

##### **Guest:**

G. MacDougall, Director of Technology & Learning Innovation

##### **Regrets:**

G. Waghorn  
A. Bartlett  
J. Carbonneau  
I. Tomatuk

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

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

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

**(b) CHAIR'S REMARKS**

Chair Spacek welcomed everyone to the Haileybury Campus. President Gibbons introduced Mr. Glenn MacDougall, our new Director of Technology and Learning Innovation. The Chair shared A Traditional Territory Acknowledgement.

**2. AGENDA**

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

There were no additions to the agenda.

**(b) ADOPTION**

Moved by: D. Walsh

Motion

Seconded by: L. Kozak

90-11-17

THAT the agenda for the Meeting No. 433 of the Board of Governors of Northern College of Applied Arts & Technology dated November 14, 2017 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**

President Gibbons invited Ms. Lynn Berthiaume to make a presentation on our 2017 enrolment. Ms. Berthiaume shared data on full-time postsecondary enrolment, including a breakdown of international on-campus enrolment as well as student demographics and where our students are from, both of which remain unchanged.

Ms. Berthiaume was joined by Ms. Christine Heavens in presenting non-postsecondary activity. Ms. Heavens spoke about declining activity in the day-release format of apprenticeship training and challenges around obtaining Training Delivery Agent (TDA) status from MAESD to offer block training instead. Governor Rizzuto also commented that more companies are moving away from traditional apprenticeship in favour of hiring Technician or Technology program graduates. Career programs (Board Approved Certificates) offered through the Training Division have remained stable primarily with offerings of the Diamond Driller Assistant Common Core program in Kirkland Lake and the Underground Hard Rock Miner Common Core program in partnership with Glencore in Timmins. With DeBeers announcing their closure plans, Northern College has been speaking with them about training for their employees and academic upgrading currently offered on-site at the mine will be available at our community access centres when individuals return to their communities. Training Division continues to work with the Far Northeast Training Board to meet employers' needs.

The enrolment presentation is saved on the Board portal in the "Presentations" folder.

**5. BUSINESS ARISING FROM PREVIOUS MEETING**

**(a) Summary of Program Review Recommendations and Actions**

V.P. Audrey Penner reported on recently completed program reviews. Formative and summative reviews are scheduled every 3-5 years and in this cycle, 11 reviews were completed. This year's process included more faculty leadership and improved processes in data gathering. Program recommendations were provided with the report; action plans accompany recommendations and some recommendations will be included as initiatives in the annual business plan.

**(b) Participation at 2017 Good Governance Higher Education Summit Conference**

Seven governors will be attending orientation and/or conference events; an updated list of participants is provided in the board package.

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 432**  
(Meeting Held September 15, 2017)

Moved by: R. Foy	Motion
Seconded by: L. Kozak	91-11-17
THAT the minutes of Meeting No. 432 dated September 15, 2017 be adopted as presented.	Carried

Governor Rizzuto volunteered to join the Board Policy Review committee.

Motions from the Committee of the Whole minutes of Meeting No. 432, dated September 15, 2017 follow.

<i>Moved by: G. Waghorn</i>	<i>Motion</i>
<i>Seconded by: D. Walsh</i>	<i>85-09-17</i>
<i>THAT the Committee of the Whole Agenda No. 432 dated September 15, 2017 be adopted as presented.</i>	<i>Carried</i>

<i>Moved by: G. Pirie</i>	<i>Motion</i>
<i>Seconded by: C. Stringer</i>	<i>86-09-17</i>
<i>THAT the Committee of the Whole Minutes No. 431 dated June 13, 2017 be approved as presented.</i>	
<i>AND THAT motions 58-06-17 to 69-06-17 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: R. Foy</i>	<i>Motion</i>
<i>Seconded by: B. Allan</i>	<i>87-09-17</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held June 5, 2017 and Electronic Vote minutes dated July 10, July 31, and August 15, 2017.</i>	
	<i>Carried</i>

<i>Moved by: L. Kozak</i>	<i>Motion</i>
<i>Seconded by: C. Stringer</i>	<i>88-09-17</i>
<i>THAT the meeting be adjourned.</i>	
	<i>Carried</i>

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**(b) FINANCE REPORT**

V.P. Mike Baker presented the finance report for the six-month period ended September 30, 2017 and reviewed changes in the statement of operations, resulting in an increased projected year-end surplus of \$3.7M. Mr. Baker elaborated on an additional budget control item that has been put in place in the form of mid-year budget review meetings with each budget holder this November and again in late January.

**7. NEW BUSINESS**

**(a) QUARTERLY REPORT ON INVESTMENTS – SEPTEMBER 30, 2017**

Mr. Baker led the Board in a review of investments for the period ended September 30, 2017 which reflects we have stayed within our long-term range, and that the investments have earned over \$750K since inception.

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

President Gibbons commented on the annual report and confirmed the College is self-insured. The Joint Health & Safety Committee has reviewed the Occupational Health & Safety policy and the policy statement and do not recommend any changes.

<i>Moved by: D. Walsh</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>92-11-17</i>
<i>THAT the Board of Governors receive the report of the Joint Health and Safety Committee; and</i>	
<i>THAT the Occupational Health and Safety Policy Statement be approved as presented.</i>	
	<i>Carried</i>

**(c) APPROVAL FOR CONTRACT WITH NORTHERNTEL – WIDE AREA NETWORK SERVICES**

Chair Spacek declared a conflict of interest with this item and abstained from the vote. First Vice-Chair Rock Foy took over chairing the meeting.

President Gibbons invited Mr. Glenn MacDougall, Director of Technology and Learning Innovation to highlight improvements in this contract including increased bandwidth as well as annual savings.

Moved by: G. Pirie	Motion
Seconded by: A. Rondeau	93-11-17
THAT the Board of Governors appoint NorthernTel as provider for Northern College's Wide Area Network Service, at a cost of \$75,780 + HST per year, for a five (5) year period starting December 1, 2017 and ending November 30, 2022.	
	Carried

Chair Spacek resumed chairing the meeting.

**(d) APPROVAL FOR SECURITY SERVICES – TIMMINS CAMPUS**

V.P. Baker informed the Board about the proposed 1-year security services contract extension at the Timmins Campus both for the college and the residence.

Moved by: C. Stringer	Motion
Seconded by: D. Rizzuto	94-11-17
THAT the Board of Governors approve extending the agreement with Advanced Security as provider of security services at the Timmins Campus, for a 1-year period effective October 1, 2017 and ending September 30, 2018.	
	Carried

**(e) PROGRAM APPROVAL: MECHANICAL ENGINEERING TECHNOLOGY**

Northern College is a member of the Northern Colleges Collaborative Project with 6 colleges collaborating on delivering programs. One of the programs being considered for collaboration is the 3-year Mechanical Engineering program. Northern currently offers a 2-year Mechanical Engineering Technician program—a strong program that attracts a significant number of international students. Given we do not currently offer the 3-year program, approval to seek provincial approvals is required.

Moved by: A. Rondeau	Motion
Seconded by: B. Allan	95-11-17
THAT the Board of Governors approve the Mechanical Engineering Technology Ontario College Advanced Diploma program proposal for submission to the Credential Validation Service (CVS) and to the Ministry of Advanced Education and Skills Development (MAESD).	
	Carried

**(f) NOVEMBER 2017 PERFORMANCE DASHBOARD**

President Gibbons presented the November Performance Dashboard, which encompasses information on a number of metrics including international student enrolment, student retention rates, quality measures for program reviews, articulations and pathways, and financial measures.

The Board confirmed they find information provided in the dashboard useful and was invited to send any suggestions they might have for additional dashboard information via Pierrette.

## **8. ROUTINE ITEMS**

### **(a) CORRESPONDENCE**

Noted.

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

Governor Dorothy Larkman indicated the next NCICE meeting will be held on November 30<sup>th</sup> where an Elders conference to share teachings will be further discussed. Governor Larkman indicated she has received some pushback from Indigenous organizations further to consulting them relative to the Board's Community Consultations project. The consultations with Indigenous organizations are on hold until the matter is brought back to NCICE to find out how the Council can do this work and define its purpose in terms the political climate around Truth and Reconciliation and self-governance. One question that came out of the process is how can the college be supportive of students that are here? For example, providing a home so students don't lose that sense of connection and to also have an elder in that home. This too will be shared with NCICE and Governor Larkman hopes to have a more concrete report to share with the Board at our next meeting.

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

The President's Report is provided in the Board package. The President shared the following additional updates.

#### **Greenhouse Gas Reduction Program:**

Colleges Ontario collaborated with its 24 member institutions and was successful with a submission to the province's 2017 spring budget for major initiatives to reduce greenhouse gas emissions. The Minister of the Environment has directed ministry staff to work with colleges and has committed \$200M, of which Northern will receive a grant of close to \$900K, to reduce greenhouse gas emissions. These funds will be used to address highest priority upgrades. A second pillar of the program is a revolving loan fund, to be paid back through energy savings, and we qualify for \$2.8M from this loan fund with more details to come. A third element of the program comprises another loan fund for larger initiatives that requires application through a competitive process; the college will not be making application to this component of the program.

#### **Fall 2017 China Trip:**

The President reported on his recent trip to China and elaborated on a different business model being explored with two of our partners in China. Two other colleges in the province already have such operations in China and further investigation on the feasibility of the model is required. The Board will be kept apprised of developments.

#### **Integrated Emergency Services Complex:**

The IESC will help us to differentiate our programs and position our college as a leader in providing police, fire and paramedic programs – it will be an exemplary facility with state of the art technology, scenario and simulation labs. The President was pleased to share that we

have been working with the Ontario Fire College in Gravenhurst towards being designated as a regional training centre, making advanced fire education available to agencies within our catchment area. This requires making a formal application and we are confident this will be in place by the time the IESC opens.

Indigenous Institutes:

The provincial government will be introducing legislation this fall to recognize Indigenous Institutes by establishing them as a complimentary pillar of the Ontario postsecondary system. There will be a new provincial Indigenous council responsible for quality assurance and credentials likely undertaken with the assistance of the Postsecondary Education Quality Assurance Board (PEQAB). Institutes will have their own credentials, may be described as universities and additional institutes may be created in the future. There are currently nine Indigenous Institutes. Northern College will be exploring opportunities to develop pathways between the Indigenous Institutes and ourselves.

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

President Gibbons indicated we have made good progress on Business Plan initiatives since its implementation as of April 1<sup>st</sup> and invited the Executive Team to share updates with the Board.

Executive Director Christine Heavens reported on the Accessibility initiative to investigate building a flexible, hybrid Business Fundamentals Program in a distance learning platform and this is being achieved with the program completion scheduled for April 2018. The college has already received inquiries and interest has been expressed without having formally advertised the new program.

As reported previously, Career Coach is available on the college website. The Far Northeast Training Board, through its local employment council hosted an educational pathway forum in Timmins with superintendents from area school boards and representatives from both local colleges. This was a very productive and informative session for our community partners, and an opportunity for them to learn about the different pathways available to students.

Vice-President Audrey Penner reported a review of all signature programs and comparison to the criteria developed last academic year has been completed. There are recommendations for expansion and these recommendations will be going through the internal approval process. In terms of investigating the potential to expand signature programs, marketing for expanded signature programs should have a direct impact on enrollment numbers and having received approval from the Ministry to offer Mining Exploration and the creation of a third year Mechanical Engineering, we are well poised for expansion.

Executive Director Lynn Berthiaume reported that of the ten Northern Experience initiatives, many have been achieved already with others scheduled to be complete by March 31, 2018. Of note, our 50<sup>th</sup> Anniversary celebrations will be wrapping up by the end of December and we can expect to see a few more celebration events before then.

Vice-President Mike Baker reported on Indigenous Perspective initiatives including the initiative to implement strategies from the Northern Policy Institute report with the principal goals of raising cultural awareness and increasing sensitivity to the community at large. A program developed in our Training Division entitled Indigenous Cultural Awareness - Truth & Reconciliation Edition is being promoted regionally and to the community through the Timmins Chamber of Commerce. The Indigenous Working Group continues to develop the Indigenous Awareness Orientation program for Employees and Students at Northern College; the draft has been reviewed and continues to be developed with the guidance of NCICE.

Progress is being made on creating a targeted awareness campaign for Indigenous Education Authorities to have them promote Northern College as the College of choice for Indigenous learners. In addition, we are incorporating the Indigenous webpage into the Northern College website, to increase access to this page.

Mr. Baker elaborated on the Finance, Administration and Indigenous Services Team (FAIST) operational efficiency review currently under way and wrapped up his report by enumerating a number of actions undertaken to expand overall student recruitment such as revamping the international webpage, purchasing the Northern College .com and .ca domains, promoting new signature programs, and increased advertising in the southern Ontario markets.

**(e) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

Noted.

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

Noted.

**(h) 2017-2018 BOARD OF GOVERNORS WORK PLAN**

The Board Work Plan is provided in the Board package.

**(i) 2017-2018 BOARD GOALS**

As provided in the Board package.

**(j) FUTURE AGENDA ITEMS**

Chair Spacek identified a few non-routine items that will be on the January Board meeting agenda including the appointment of Chartered Banks; approving student fee protocols and ancillary fees, as well as receiving the annual report from the East End Family Health Team.

**(k) NEXT MEETING**

Board Meeting: Tuesday, January 9, 2018  
Timmins Campus  
12:30 p.m. Lunch provided  
1:00 p.m. – Board Meeting

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

Moved by: D. Rizzuto	Motion
Seconded by: D. Walsh	96-11-17
THAT the Board move into Committee of the Whole, time noted at 2:50 p.m.	
	Carried

P. Fortier,  
Executive Assistant to the Board