



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 445

GENERAL SESSION

Tuesday, November 12, 2019
1:00 p.m.

Kirkland Lake Campus Boardroom
and Videoconference

PRESENT:

Board:

G. Pirie (Chair)
D. Walsh (First Vice-Chair)
D. Rizzuto (Second Vice-Chair)
C. Stringer (Governor at Large)
F. Gibbons (President)
J. Molyneaux
L. Kozak
D. Lessard
J. Harrington
C. Ellis
B. Allan
Mahi Fahimian
Sarah le Roux

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
A. Penner, V.P. Academic & Student Success
M. Dumas, V.P., Corporate Services
C. McEachern, Executive Director, Student Services, Institutional Research & Registrar
D. Rossi, Executive Director, Community, Business Development and Employment Services
S. Hunter, Director, Marketing, Communications and External Relations

Guest:

D. Enouy, Campus Manager, Kirkland Lake

Regrets:

L. Trapper
M. Metatawabin
G. Waghorn
P. McConnell

1. OPENING PROCEDURES

(a) CALL TO ORDER

Chair Pirie called the meeting to order at 1:01 p.m.

(b) CHAIR’S REMARKS

Chair Pirie welcomed everyone to the Kirkland Lake Campus and acknowledged the territory on which we are meeting.

2. AGENDA

(a) MODIFICATIONS/ADDITIONS/DELETIONS

There were no additions or modifications.

(b) ADOPTION

Moved by: D. Rizzuto	Motion
Seconded by: L. Kozak	85-11-19
THAT the agenda for the Meeting No. 445 of the Board of Governors of Northern College of Applied Arts & Technology dated November 12, 2019 be adopted as presented.	
	Carried

3. CONFLICT OF INTEREST – DECLARATIONS

The Chair called for disclosures of actual, potential, or perceived conflict of interest. Dean Lessard and John Harrington declared a conflict with item #4 – Governor Appointments.

4. GOVERNOR APPOINTMENTS

Having declared a conflict, Mr. Lessard and Mr. Harrington abstained from voting.

Moved by: D. Walsh	Motion
Seconded by: J. Molyneaux	86-11-19
THAT the Board of Governors of Northern College appoint Mr. John Harrington and Mr. Dean Lessard, to the Board of Governors effective immediately to August 31, 2021.	
	Carried

5. PRESENTATIONS

(a) STUDENT SUCCESS INITIATIVE: ARRIVE & THRIVE

Dr. Audrey Penner was joined by Mr. Drew Enouy to present a new initiative introduced as a pilot this September. The purpose of this student success initiative is to provide support to our students early on in the semester, thereby improving retention, program completion, and ultimately, graduation rates. While common themes such as financial issues and mental health were identified, analysis of the data continues and consideration is being given to making improvements to the process. Dr. Penner stated we are very pleased with response rates and the many positive comments received from students.

The Board thanked Dr. Penner and Mr. Enouy for the presentation.

(b) 2019 ENROLMENT PRESENTATION

Mr. Cam McEachern made a presentation on 2019 enrolment, reviewing post-secondary as well as non-postsecondary activity. Discussion followed on student housing and Mr. McEachern stated current signals indicate our international students are dwelling in a comfortable way that is satisfactory to them; however, we also need to be proactive with other options and to this end, two pilot projects will be introduced at the Timmins residence. The *Leaders of Tomorrow* entrance bursary program worked out well for direct-entry students; a review of the program is under way and will likely be re-offered, with some adjustments.

Chair Pirie thanked Mr. McEachern for his presentation.

Both presentations are saved on the Board portal, in the Presentations folder.

6. BUSINESS ARISING FROM PREVIOUS MEETING

(a) COLLEGE SECTOR FINANCIAL HEALTH REPORT

As requested at our September meeting, Mr. Mitch Dumas provided comparative financial health data for the 24 colleges. College sector sustainability was discussed.

(b) PARTICIPATION AT 2019 HIGHER EDUCATION SUMMIT CONFERENCE

Ten governors will attend orientation and conference events; a list of participants is provided in the board package.

7. STANDING ITEMS

(a) APPROVAL OF GENERAL SESSION MINUTES NO. 444

(Meeting Held September 13, 2019)

Moved by: L. Kozak	Motion
Seconded by: D. Rizzuto	87-11-19
THAT the minutes of Meeting No. 444 dated September 13, 2019 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 444, dated September 13, 2019 follow.

Moved by: C. Stringer	Motion
Seconded by: D. Rizzuto	80-09-19
THAT the Committee of the Whole Agenda No. 444 dated September 13, 2019 be adopted as amended.	Carried

<i>Moved by: P. McConnell</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>81-09-19</i>
<i>THAT the Committee of the Whole Minutes No. 443 dated June 11, 2019 be approved as presented.</i>	
<i>AND THAT motions 61-06-19 to 67-06-19 be recorded in the General Session of the minutes.</i>	
	<i>Carried</i>
<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: D. Walsh</i>	<i>82-09-19</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held May 30, 2019.</i>	
	<i>Carried</i>
<i>Moved by: J. Molyneaux</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>83-09-19</i>
<i>THAT the Board approve the President's 2018-19 Annual Performance Evaluation as revised.</i>	
	<i>Carried</i>
<i>Moved by: P. McConnell</i>	<i>Motion</i>
<i>Seconded by: C. Ellis</i>	<i>84-09-19</i>
<i>THAT the meeting be adjourned.</i>	
	<i>Carried</i>

(b) FINANCE REPORT

V.P. Mitch Dumas presented the finance report for the six-month period ended September 30, 2019. Changes in the statement of operations were reviewed, and the projected year-end surplus is estimated at \$9.6M.

(c) QUARTERLY REPORT ON INVESTMENTS – SEPTEMBER 30, 2019

Mr. Dumas reviewed college investments for the period ended September 30, 2019. Since inception, our portfolio has grown by \$1.3M which represents a return of 4.503% and exceeds our target of 4.40% established with the investment manager. Mr. Dumas recently met with our portfolio manager and informed the Board that in the future, we can expect to see a narrowing of the gap between our investment returns and the benchmark.

Other investment ideas were shared, including giving consideration to incorporating elements such as ethical, social and environmental stewardship in our investment strategy. These suggestions will be explored, within the parameters of the Ministry's Binding Policy Directive and the Board's policy on investments. V.P. Dumas will also consult with his college counterparts on the provincial Administrative Services Coordinating Committee.

8. NEW BUSINESS

(a) APPROVAL FOR 2019-2020 ANCILLARY FEES PROTOCOL AGREEMENT

Being in conflict, Governor Sarah le Roux, Student Representative, did not participate in the discussion or the vote.

Mr. Cam McEachern presented the Ancillary Fees Protocol Agreement which necessitated revisions in light of changes to definitions with distinct mandatory and non-mandatory ancillary fees introduced by the provincial government last winter. Our Student Association supports the agreement being presented to the Board for approval. This protocol agreement is retroactive to September 1, 2019.

Moved by: D. Walsh	Motion
Seconded by: J. Molyneaux	88-11-19
THAT the Board of Governors approve the 2019-2020 Ancillary Fees Protocol Agreement, as presented.	Carried

(b) APPROVAL FOR COLLEGE SEXUAL ASSAULT AND SEXUAL VIOLENCE POLICY

Ms. McEachern informed the Board that the policy initially approved by the Board in December 2016 had been reviewed as requested by the Ministry, and that no changes were required.

Moved by: C. Ellis	Motion
Seconded by: J. Harrington	89-11-19
THAT the Board of Governors approve the Northern College Sexual Assault and Sexual Violence Policy as presented.	Carried

(c) APPOINTMENT OF CHARTERED BANK

Governor John Harrington declared a conflict of interest with this item and abstained from the vote. V.P. Dumas explained that the college's Finance department staff met with the bank to negotiate more favorable terms for an additional two-year extension. Several services were reviewed and improved by RBC and therefore a recommendation to extend the agreement with our chartered banks is being presented.

Moved by: D. Rizzuto	Motion
Seconded by: L. Kozak	90-11-19
THAT the appointment of the Royal Bank of Canada as the College's principal banker be extended for two years, to December 31, 2021; and	
THAT the appointment of the following chartered banks also be extended for two years for the provision of services in Haileybury, Kirkland Lake and Moosonee: Bank of Nova Scotia and Canadian Imperial Bank of Commerce.	Carried

(d) APPROVAL FOR REVISED BOARD POLICIES

President Gibbons reviewed proposed policy changes, as recommended by the Policy Review Committee: An additional change to the monitoring statement in policy D-01 was noted.

Moved by: J. Molyneaux	Motion
Seconded by: C. Ellis	91-11-19
THAT the Board of Governors approve the following policies, as revised,	
B-06 Election of Internal Board Members	
B-12 Travel Expenses – Board Members	
B-14 Reappointment of Board of Governors Members	
D-01 General Executive Constraint	
D-02 Communication with the Board	Carried

(e) ANNUAL REPORT ON JOINT HEALTH AND SAFETY AND APPROVAL OF THE OCCUPATIONAL HEALTH AND SAFETY POLICY STATEMENT

President Gibbons highlighted an addition to the Occupational Health & Safety Policy Statement that is posted college-wide, and reviewed incident/accident data from the Joint Health and Safety Committee's annual report. The Board commented that this was a good report, and was pleased to see the continued decrease in incidents, including no lost-time injuries.

Moved by: D. Walsh	Motion
Seconded by: L. Kozak	92-11-19
THAT the Board of Governors receive the 2019 report of the Joint Health and Safety Committee and that the Occupational Health and Safety Policy Statement be approved as revised.	
	Carried

(f) NOVEMBER 2019 PERFORMANCE DASHBOARD

Mr. McEachern reviewed the performance dashboard as at November 2019, which highlights student measures for international enrolment, partnerships and graduation rates; quality measures for program reviews and articulation agreements; and a financial measure confirming we are on target with our annual budget. This report is provided for information purposes.

(g) 2018-19 KEY PERFORMANCE INDICATORS

Mr. McEachern was pleased to present the latest KPI data which reflects that the college has performed really well over this past year with results above the provincial average in four of five categories. Of note is our Employer Satisfaction with 100% satisfaction. The graduate satisfaction, however, is 3% lower than the provincial average and will receive attention. The President and Senior Administration held events at our campuses to thank staff for their work and contribution to this success!

9. ROUTINE ITEMS

(a) CORRESPONDENCE

As provided in the Board package.

(b) NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION

Item deferred.

(c) PRESIDENT'S REPORT

The President's Report is provided in the Board package. In addition, President Gibbons informed the Board that our ministry has realigned itself as the Ministry of Colleges and Universities with workforce training and apprenticeship moving to the Ministry of Labour, Training and Skills Development. Colleges are still responsible for training and skills development, as well as apprenticeship.

Dr. Gibbons shared that in resolving the JBEC ownership issue, we discovered that funds had been on deposit with the Bank of Canada. The \$25K that was recovered has been turned over to the college by the JBEC Board and is now earmarked for bursaries for Moosonee Campus students.

In closing, the President informed the Board that construction on our Mining Innovation Hub has begun and should be completed in the spring of 2020. Appropriate recognition for financial contributions from industry towards the project will be arranged in the next few weeks.

Governor Kozak wished to acknowledge the work and congratulate the college on its successful partnerships which continue to add to our existing programs, to our financial base, and benefit our learners and our communities.

(d) EXECUTIVE TEAM REPORTS AND BUSINESS PLAN PROGRESS

Vice-President Mitch Dumas shared updates on Accessibility initiatives, confirming that progress is being made on our Academic Plan with workshops having been completed and the draft plan being finalized by the end of the semester. Our initiative to collaborate with Cambrian College for distance delivery of the Developmental Service Worker program has been deferred due to a change in the NCCP model and the identification of existing programs amongst the partner colleges that would benefit from a collaborative delivery. Finally, the replacement of our Cisco video bridge is complete.

Vice-President Audrey Penner reported on Signature Program initiatives. A conceptual plan for expansion at our Haileybury campus has been developed and requires additional detail before being considered complete. As reported above, construction on the Mining Innovation Hub is under way with work having begun in lower our F-Wing. Once ready, we will arrange a grand opening to showcase the research and innovation facilities.

Executive Director David Rossi shared updates on Northern Experience initiatives. Two new graduate certificate programs have been developed to be offered to our on-shore international students. The Information Systems Business Analysis program was offered this summer and fall to approximately 25 international students. The Mobile Applications Development program will be offered during the upcoming winter and spring semesters. We have completed our initiative to simplify and improve our payroll and timesheet submission process, and we have also implemented improvements to reduce employee recruitment time.

Ms. Susan Hunter, our new Director of Marketing, Communications and External Relations joined the College on November 4th. She looks forward to advancing initiatives that will serve to leverage and promote the benefits and values of the Northern Experience. In her role, she will be leading the development of a communications plan to improve communications, working with stakeholders across the college and our community to look at how we can communicate better, and identify what we want to highlight for good news stories and the benefits of living and studying in this region. Ms. Hunter will engage staff and look at change management processes to support continuous improvement across the organization and ensure successful results.

Executive Director Cam McEachern confirmed that progress on Indigenous Perspective initiatives is moving forward, though at a slower pace than anticipated with the absence of key staff. However, he was pleased to share that Ms. Jennifer Wabano has been hired as our Indigenous Services Office Assistant and that we will be working with a consultant to continue advancing our Indigenous Services Strategic Plan. Of note, Ms. Wabano will be working with our Graduation Standards Committee to incorporate an Indigenous element on our graduation stoles (collar worn with graduation gowns). The initiative to hire an Indigenous Student Recruiter is progressing well and the competition to fill this position will soon be initiated.

(e) APPOINTMENTS TO PROGRAM ADVISORY COMMITTEES

The following appointments were presented for approval:

- Trades Committee: Mr. Jason Makin to the Trades Committee
- Welding Engineering Technology Committee: Mr. Michael Kerr
- East End Family Health Team Committee: Ms. Chandy van Koppen
- Environmental Technician Committee: Ms. Leah Zapotochny
- Social Service Worker Committee: Ms. Lisa Drobny
- Civil/Engineering/Mechanical: Mr. Tim Tanguay

Moved by: J. Molyneaux

Seconded by: D. Rizzuto

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

Motion

93-11-19

Carried

(f) ADVISORY COMMITTEE MEETING SCHEDULE

The meeting schedule is provided in the Board package. Vacancies for Board representatives on a few of the committees were noted.

(g) REPORTS FROM BOARD ADVISORY COMMITTEE REPRESENTATIVES

Governor Molyneaux attended the Welding Engineering Technology Program Advisory Committee meeting held in Pickering last week. This meeting was hosted by OPG and was well attended with representatives from all over Canada. Governor Molyneaux remarked there was good engagement from faculty and industry representatives and that it was a productive meeting.

(h) BOARD MEMBER COMMUNITY-RELATED UPDATES

Noted.

(i) 2019-2020 BOARD OF GOVERNORS WORK PLAN

The Board Work Plan is provided in the Board package.

(j) 2019-2020 BOARD GOALS

As provided in the Board package.

(k) FUTURE AGENDA ITEMS

Noted.

- (l) NEXT MEETING:** Tuesday, January 14, 2020
Timmins Campus
11:30 a.m. Meet & Greet with Students & Staff
12:30 p.m. Lunch provided
1:00 p.m. – Board Meeting

10. INFORMATION REPORT

As provided in the Board package.

11. PROPOSED MOTIONS

As provided in the Board package

12. MOVE TO COMMITTEE OF THE WHOLE

Moved by: D. Rizzuto	Motion
Seconded by: J. Harrington	94-11-19
THAT the Board move into Committee of the Whole, time noted at 3:26 p.m.	
	Carried

P. Fortier,
Executive Assistant to the Board