



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 446

### GENERAL SESSION

Tuesday, January 14, 2020  
1:00 p.m.

Boardroom A106 – Timmins Campus  
and Videoconference

#### **PRESENT:**

##### **Board:**

G. Pirie (Chair)  
D. Walsh (First Vice-Chair)  
C. Stringer (Governor At Large)  
F. Gibbons (President)  
P. McConnell  
G. Waghorn  
C. Ellis  
J. Molyneaux  
B. Allan  
M. Fahimian  
D. Lessard  
J. Harrington  
S. 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

##### **Guests:**

K. Torresan, Manager, Employment Services & Academic Upgrading  
J. DeLaurier, Senior Accountant  
S. Lefebvre, Manager, Plant & Property

##### **Regrets:**

L. Kozak  
M. Metatawabin  
D. Rizzuto  
L. Trapper

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

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

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

**(b) CHAIR’S REMARKS**

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

**2. AGENDA**

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

There were no changes to the agenda.

**(b) ADOPTION**

Moved by: P. McConnell	Motion
Seconded by: B. Allan	01-01-20
THAT the agenda for the Meeting No. 446 of the Board of Governors of Northern College of Applied Arts & Technology dated January 14, 2020 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**

Chair Pirie welcomed guests making presentations today and invited President Gibbons to introduce our first presenter.

**(a) Employment Options Presentation**

Ms. Kelly Torresan, Manager, Employment Services and Academic Upgrading made a presentation on the employment services provided by the College. She highlighted the close ties the college has with area employers and the importance of services we provide for our clients and our communities. The college also has successful relationships with various community organizations within our catchment area and they often refer clients to us. Ms. Torresan is a member of the Timmins Economic Development Corporation’s Rural and Immigration Committee; through one of their programs, immigrants’ permanent residency process could be fast-tracked, further benefiting students and our communities. Ms. Torresan noted the positive comments from area employers about our international students. The Employment Services presentation is saved in the Board portal’s presentation folder.

**(b) Verbal Update on January 2020 Enrolment**

Mr. Cam McEachern shared data on January 2020 enrolment. As at January 13<sup>th</sup>, the college had 1,533 students registered. While registration numbers remain dynamic as we reach “day 10” on Friday, January 17<sup>th</sup>, Mr. McEachern was pleased with the new semester enrolment which demonstrates continued growth, positioning us as the second smallest college in the province.

Mr. McEachern elaborated on campus-specific numbers, noting lower attrition numbers. Again this year, a survey is being conducted with our international students and we look forward to analyzing this data. Dr. Penner added we also expect to gather good information to support student success through our “Arrive and Thrive” program.

**5. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 445**  
(Meeting Held November 12, 2019)

Moved by: B. Allan	Motion
Seconded by: J. Harrington	02-01-20
THAT the minutes of Meeting No. 445 dated November 12, 2019 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 445, dated November 12, 2019 follow.

<i>Moved by: L. Kozak</i>	<i>Motion</i>
<i>Seconded by: D. Walsh</i>	<i>95-11-19</i>
<i>THAT the Committee of the Whole Agenda No. 445 dated November 12, 2019 be adopted as amended.</i>	<i>Carried</i>

<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: L. Kozak</i>	<i>96-11-19</i>
<i>THAT the Committee of the Whole Minutes No. 444 dated September 13, 2019 be approved as presented;</i>	
<i>AND THAT motions 80-09-19 to 84-09-19 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: D. Walsh</i>	<i>Motion</i>
<i>Seconded by: C. Ellis</i>	<i>97-11-19</i>
<i>THAT the Board of Governors receive minutes of the Board Executive Committee meeting dated August 27 and October 16, 2019.</i>	
	<i>Carried</i>

<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: L. Kozak</i>	<i>98-11-19</i>
<i>THAT the Board of Governors approves Northern College entering into an agreement with The City of Temiskaming Shores and Temiskaming Shores Public Library for the provision of public access to a modest Temiskaming Shores Public Library book collection and related services, per the terms and conditions outlined in the Memorandum of Understanding, substantially in the form presented.</i>	<i>Carried</i>

<i>Moved by: J. Harrington</i>	<i>Motion</i>
<i>Seconded by: C. Ellis</i>	<i>99-11-19</i>
<i>THAT the Board of Governors approve the recommendation of the Board Vacancy Nominating Committee to submit the name of Ms. Carly Stringer for re-appointment to the Board of Governors effective September 1, 2020, for a second 3-year term, through the Lieutenant Governor in Council (LGIC) process.</i>	<i>Carried.</i>

<i>Moved by: D. Walsh</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>100-11-19</i>
<i>THAT the Board of Governors receive the annual Human Resources Macro Indicators report.</i>	<i>Carried</i>

<i>Moved by: D. Rizzuto</i>	<i>Motion</i>
<i>Seconded by: L. Kozak</i>	<i>101-11-19</i>
<i>THAT the meeting be adjourned.</i>	<i>Carried</i>

<i>Moved by: J. Molyneaux</i>	<i>Motion #</i>
<i>Seconded by: L. Kozak</i>	<i>102-11-19</i>
<i>THAT the Board of Governors approve membership on the Presidential Selection Committee, as presented.</i>	<i>Carried</i>

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## **(b) FINANCE REPORT**

V.P. Dumas presented the finance report for the period ended November 30, 2019 and provided details on changes in the statement of operations resulting in a projected year-end surplus of \$10.6M.

## **6. NEW BUSINESS**

### **(a) UPDATE ON COLLEGE RISK MANAGEMENT**

Ms. Jodi DeLaurier, Senior Accountant shared an update on risk management. Utilizing the framework's guidelines, the Integrated Risk Management (IRM) Committee has rated 56 of the 99 risks in a risk register template provided to us by MNP and Humber College. In addition to evaluating remaining risks, other risks that are more germane to Northern College will be incorporated in the risk register. Based on the timelines established, the committee is on target to complete the risk register. Involvement of managers, as owners of the risks, will follow along with creation of a risk register template for use in assessing risk when new initiatives or activities are planned and to support decision-making. In closing, Ms. DeLaurier asked governors to consider what they find can be a risk to the college.

Chair Pirie emphasized the importance of risk management as a key element of the Board's responsibilities. Though it may not be discussed specifically, risk management is considered and integrated in reports and information shared with the Board. The Chair asked governors to consider what else can be added to the risk register.

Chair Pirie commended Ms. DeLaurier on the work and progress achieved on the risk management program, and thanked her for the update.

**(b) PROPOSED 2020 CAPITAL PROJECTS LIST**

Mr. Stephane Lefebvre, Manager, Plant & Property informed the Board about proposed major capital projects for spring/summer 2020. These undertakings are a continuation of capital upgrades undertaken in the last few years. Tender documents will soon be issued and Board approvals will be required as tenders close. Depending on RFT closing dates, approval from the Executive on behalf of the Board may be required. The college expects to receive Facilities Renewal funding from the Ministry of approximately \$270K with remaining funds having been set aside in college restricted accounts. Mr. Lefebvre will be developing a 3-year infrastructure forecast to be shared with the Board in the future.

**(c) EAST END FAMILY HEALTH TEAM ANNUAL REPORT**

President Gibbons indicated this report is provided on an annual basis, for information purposes. There were no questions from the Board on the annual report.

Moved by: C. Stringer	Motion
Seconded by: D. Walsh	03-01-20
THAT the Board of Governors receive the 2019 East End Family Health Team Annual Report.	Carried

**(d) FACILITY NAMING RECOMMENDATION**

President Gibbons presented a facility naming recommendation in recognition of Kirkland Lake Gold's significant contribution to the Timmins Campus Innovation Hub project. Governor Molyneaux made the Board aware of negative feedback from some Kirkland Lake residents following the December announcement about the contribution.

Moved by: C. Ellis	Motion
Seconded by: G. Waghorn	04-01-20
THAT the Board of Governors approve naming the I-Wing (formerly the Lower F-Wing) of the Timmins Campus the "Kirkland Lake Gold Innovation Wing" for a period not to exceed 10 years; and the naming of the lab currently identified as F066 as the Kirkland Lake Gold Research and Innovation Centre" for a period not to exceed 10 years.	Carried

Moved by: D. Walsh	Motion
Seconded by: D. Lessard	05-01-20
THAT the Board of Governors approve the corporate naming of the 24,000 square foot complex the "Northern College Innovation Hub".	Carried

**(e) NORTHERN TUITION SUSTAINABILITY FUND**

President Gibbons provided context for sustainability funding provided to colleges to reduce the impact of last year's roll back on tuition fees imposed by the Ministry. Northern College will be receiving \$219,500. With this funding the college is required to complete an efficiency review. Northern has completed an efficiency review in the last two years, and continues to implement recommendations provided in the consultant's report, thereby meeting the funding requirement. This is provided for information purposes.

**(f) APPROVAL OF BOARD POLICIES**

The President reviewed changes to policies being recommended by the Board Policy Review Committee.

Moved by: J. Molyneaux	Motion
Seconded by: P. McConnell	06-01-20
THAT the Board of Governors approve the following policies, as revised:	
A-2 Programs of Instruction	
A-3 Strategic Plan	
A-4 Business Plan	
A-5 Annual Report	Carried

**(g) ADOPTION OF CONSENT AGENDA AND APPROVAL FOR POLICY B-8 BOARD AGENDA**

President Gibbons presented proposed changes to Policy B-8 Board Agendas relative to introducing a consent agenda format for future meetings. This change was recommended during the Board's Annual planning meeting and was supported by the Executive Committee, pending updating the corresponding Board policy. Any item on the consent agenda can be brought forward for discussion or clarification at the meeting, or by request prior to the meeting. Discussion followed on whether the Finance Report should be under the consent agenda given it is an important element of due diligence. Consensus from the Board was that the Finance Report not be a consent agenda item.

Given the motion on the floor includes the Finance Report as a consent agenda item, it was:

Moved by: D. Walsh	Motion
Seconded by: J. Harrington	07-01-20
THAT the Board of Governors approve policy B-8 Board Agenda, as revised; and	
THAT the Board of Governors adopt a Consent Agenda, effective March 2020	
In favour: 4; opposed: 9; motion defeated.	

A revised motion was presented:

Moved by: S. le Roux	Motion
Seconded by: J. Molyneaux	08-01-20
THAT the Finance Report be included on the regular business agenda;	
THAT the Board of Governors approve policy B-8 Board Agenda, as revised;	
AND THAT the Board of Governors adopt a Consent Agenda, effective March 2020.	
Carried	

**(h) MARCH 2020 BOARD MEETING**

President Gibbons explained that the Board has held its March meeting in Moosonee when possible to show our commitment to the community. When meeting in Moosonee, a combination of train and air travel is required. With changes to the daily train schedule, travel to Moosonee would need to occur on March 9<sup>th</sup> with the Board meeting being moved to March 10<sup>th</sup> and members returning on this day.

Alternatively, the Board meeting date would remain as scheduled on March 11<sup>th</sup> with an “all-campus” meeting where governors participate from their closest campus location, by video. Governors’ preference is to meet in Moosonee.

Moved by: J. Harrington	Motion
Seconded by: D. Lessard	09-01-20
THAT the Board of Governors approve meeting in Moosonee on March 10, 2020	Carried

**9. ROUTINE ITEMS**

**(a) CORRESPONDENCE**

As noted in the Board package.

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

This item was deferred.

**(c) PRESIDENT’S REPORT**

As provided in the Board package.

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

Vice-President Mitch Dumas updated the Board on Accessibility initiatives, confirming that the draft Academic Plan has been prepared and will be circulated for review and feedback prior to issuing a final version. The development of an online part-time evaluation tool is almost complete, pending final review from Deans. We plan to launch a pilot of this new system during the Winter 2020 semester. Thirdly, we have created a student success electronic tracking system for early identification of at risk students to support student success. The software tool has been developed and is ready to be piloted; this initiative will be complete by the end of this academic year.

Vice-President Audrey Penner reported on Signature Program initiatives. The rebranding of the current Electrical Engineering Programs with discrete branding and marketing is near completion; final touches will be added in the Electrical wing hallway by March 31<sup>st</sup>, 2020. The creation of an engagement and development plan to improve and sustain the quality of instruction in courses assigned to non-full-time faculty will be complete by March 2020. Our Learning, Innovation and Technology department has now created a series of online modules and identified an exemplar of part-time faculty mentoring within our Communications team. This will form a pillar in the overall engagement and development plan. The initiative to explore credentialing opportunities through the International Nursing Student Accessibility Evaluation system for students coming to Canada is complete. We have identified those opportunities and shared the information with recruiters on pathways available for internationally trained nurses to pursue the Practical Nursing program.

Executive Director David Rossi shared that we are in the discovery phase of the Northern Experience initiative to develop a communication plan to improve communication, sharing of critical information, action and responsiveness within the college and the assessment process of organizational needs has begun. The development of a strategic marketing plan is also progressing well, with the current status of the organization having been documented and the Marketing team proceeding with planning. Finally, we are on track for delivery of Northern Training Division's Cost Management System with testing underway with end users.

Executive Director Cam McEachern indicated that while progress on Indigenous initiatives has been delayed, he is confident we will be able to complete the majority of our projects as vacant positions will soon be filled. The Circle of Care can be completed this spring and an important first step has been done to increase student self-identification to improve inclusion in designated groups. To add an Indigenous aspect to our graduation ceremonies, an Indigenous design for a stole has been completed and will be presented to the Graduation Standards Committee at their next meeting. In line with the nearly complete Strategic Plan for Indigenous Services and Initiatives, preliminary consultations are planned to commence among staff and students. In terms of space, we have a concept we will continue to work through including external use of space, with a Sacred garden concept document having been prepared, for specific consideration.

There were no questions from the Board on the progress reports. From a risk point of view, the Chair inquired what specific mental health advocacy programs, or staffing Northern has in place to provide these services. One of our Student Advisors has been seconded to lead a special two-year Mental Health initiative to develop plans and resources to enhance student advising and mental health resources students can access. Ms. Nichole Roy is planning a comprehensive roll-out of a plan in the near future, with administrators, faculty and staff. Ms. Roy will be invited to present this information to the Board. In addition, the college has arranged for students to receive health services through our East End Family Health Team; effective last week, all students domestic or international can access the health team and an expanded number of clinics have been arranged for students, to address physical and mental health issues. Another avenue for support services is our Arrive and Thrive program, where students who identify specific issues are prioritized and have Student Advisors reach out to them sooner. The College also has a Behaviour Intervention Team comprised of multi-department members who address issues of concern and look at how we can provide support to students.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

There were no program advisory committee appointments to be approved.

**(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**

Chair Pirie echoed Ms. Torresan's comments on the favourable response of employers regarding our international students.

**(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**

We will invite Ms. Roy to make a presentation on Mental Health.

**(l) NEXT MEETING**

Our next meeting will be held on March 10, 2020 at the Moosonee Campus.

**10. INFORMATION REPORT**

As provided in the Board package. Governor Ellis commented that the College's "12 days of Christmas" initiative was a great idea!

**11. PROPOSED MOTIONS**

As recorded in the minutes.

**12. 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 2:54 p.m.

Motion

10-01-20

Carried

P. Fortier,  
Executive Assistant to the Board