



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 449

### ANNUAL GENERAL MEETING

Thursday, June 18, 2020  
1:00 p.m.

MS Teams

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#### **PRESENT:**

**Board:** D. Walsh (First Vice-Chair)  
C. Stringer (Governor At Large)  
F. Gibbons (President)  
P. McConnell  
G. Waghorn  
C. Ellis  
B. Allan  
L. Kozak  
L. Trapper  
D. Lessard  
J. Harrington  
M. Metatawabin

**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, Ex. Director, Student Services, Institutional Research & Registrar  
C. Heavens, Ex. Director, Community, Business Dev. & Employment Services  
S. Hunter, Director, Marketing, Communications and External Relations

**Guest:** A. McKillip, Manager, Applied Research, Entrepreneurship and Innovation

**Regrets:** G. Pirie  
M. Fahimian  
D. Rizzuto  
S. le Roux

#### **1. CALL TO ORDER**

##### **1.1 Remarks from the Chair**

First Vice-Chair Doug Walsh, acting as Chair, called the meeting to order and welcomed everyone.

## **1.2 Acknowledgment of Territory**

The Chair acknowledged the lands of the Ojibway, Cree, Algonquin and Metis Peoples that our campuses occupy. The First Nation communities now located on these lands include Beaverhouse, Flying Post, Wahgoshig, Taykwa Tagamou, Mattagami, Matachewan, Temagami, Timiskaming, Moose Cree, Fort Albany, Kashechewan, Attawapiskat and Weenusk.

## **2. DECLARATION OF CONFLICT OF INTEREST**

Chair Walsh called for disclosures of actual, potential, or perceived conflict of interest. Governor John Harrington declared a conflict with item 5.3 Approval for SmartNet Contract and Governor Carly Stringer declared a conflict with item 5.5 Reaffirm College Legal Representation.

## **3. AGENDA**

Moved by:	P. McConnell	Motion
Seconded by:	C. Stringer	46-06-20
THAT the agenda for the Meeting No. 449 of the Board of Governors of Northern College of Applied Arts & Technology dated June 18, 2020 be adopted as presented.		
		Carried

## **4. CONSENT AGENDA**

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. There were no requests to remove items. It was noted that media articles from the Temiskaming Shores/Haileybury region were not included in the Information Report.

- 4.1 Approval of Minutes
- 4.2 Receive Board Committee Minutes
- 4.3 Program Advisory Meeting Schedule
- 4.4 Board of Governors' Work Plan
- 4.5 Board Goals
- 4.6 Correspondence and Information Report

Moved by:	B. Allan	Motion
Seconded by:	G. Waghorn	47-06-20
THAT Consent Agenda items be approved, including all applicable motions.		

### **4.1 Approval of Minutes**

THAT the Board of Governors approve minutes of meeting #448 held May 13, 2020.

### **4.2 Receive Board Committee Minutes**

THAT Board Committee Minutes be received.

Carried.

## **5. DISCUSSION ITEMS**

### **5.1 Approval of the 2019-2020 Annual Report**

V.P. Audrey Penner was joined by college staff in highlighting some of the initiatives we have completed within each of our four strategic directions and that have supported achieving our mission and vision.

Dr. Penner introduced Access initiatives that served to increase strategic investments in people and technology in order to empower people and support learning. Of note, our Arrive and Thrive initiative resulted in retaining 90% of the students who participated in this program.

In the area of Signature Programs, Ms. Amy McKillip explained how the expansion of our Innovation Hub—a newly renovated 23,000 sq. foot space—will facilitate expanded applied research and maximize experiential learning opportunities and adaptation solutions for industry.

Governor Dean Lessard, Dean of Business and Community Services, spoke about how two new Graduate Certificate programs offered to International students are adding to the unique Northern Experience. The Information Systems Business Analysis and Mobile Applications Development programs are acknowledged to be distinctive and specific in India with no other postsecondary institution offering similar learning opportunities.

Finally, Executive Director Cam McEachern highlighted improvements made to align institutional processes and practices with Indigenous perspectives and values through the creation of a new department, hiring a manager and additional staff. Governors Mike Metatawabin and Lillian Trapper inquired further about these initiatives and made recommendations around the Elder's role.

In closing, Dr. Penner thanked our Marketing Department for the narrative report which includes achievements far beyond the initiatives that were in the 2019-20 Business Plan. The report reflects many accomplishments and demonstrates our commitment to advancing our vision and mission.

Chair Walsh congratulated the Administrative team on these achievements and thanked Governors for their comments and feedback.

Moved by:	C. Ellis	Motion
Seconded by:	L. Trapper	48-06-20
THAT THE Board of Governors approve the 2019-2020 College Annual Report;		
THAT this document be taken forward to the Ministry of Colleges and Universities;		
and THAT it be posted to the college website, as required.		
		Carried

## **5.2 Approval of the 2019-2020 Audited Financial Statements**

V.P. Mitch Dumas presented the draft Audited Financial Statements for approval. Mr. Dumas was pleased to confirm the auditors provided an unqualified opinion, stating that the financial statements present fairly the financial position of the college as at March 31, 2020, and that we've accounted for all the transactions of the college within our limits of materiality, in accordance with the appropriate accounting standards. Mr. Dumas then reviewed the Statement of Financial Position and the Statement of Operations and Changes in Net Assets, with particular attention to restricted funds and changes in revenues and expenses. As there were no questions from the Board, Chair Walsh offered congratulations to college Administration, to V.P. Dumas and to the Finance team for their work.

Moved by:	B. Allan	Motion
Seconded by:	M. Metatawabin	49-06-20
THAT the Board of Governors approve the 2019-2020 Audited Financial Statements for presentation to the Ministry of Colleges and Universities.		Carried

## **5.3 Approval for SmartNet Contract**

Governor John Harrington declared a conflict with this item and abstained from the vote. There being no questions on the proposed contract, the motion was presented.

Moved by:	P. McConnell	Motion
Seconded by:	C. Stringer	50-06-20
THAT the Board of Governors appoint IBM Canada ltd. as provider of SmartNet service, for a 3-year period starting July 30, 2020 and ending July 29, 2023, and a total contract value of \$114,986.18.		Carried

## **5.4 Student Governor Appointment**

Moved by:	G. Waghorn	Motion
Seconded by:	L. Trapper	51-06-20
THAT the Board of Governors appoint Ms. Laura Howe, as Student Representative, to the Board of Governors for a 1-year term, effective September 1, 2020.		Carried

## **5.5 Reaffirm College Legal Representation**

Governors John Harrington and Carly Stringer declared a conflict with this item and abstained from the vote. President Gibbons requested approval for labour relations legal services, appointed on an annual basis. The President added that though general counsel was appointed for a 5-year period in 2018, when required, we may reach out to other legal counsel if the provider of record is not readily available.

Moved by:	B. Allan	Motion
Seconded by:	C. Ellis	52-06-20
That the Board of Governors approve the appointment of Hicks Morley for labour relations and arbitration, for one year effective September 1, 2020 to August 31, 2021.		Carried

### **5.6 Program Approval: Indigenous Pathway to Trade Programs**

Executive Director Christine Heavens presented a proposed new Board Certificate for approval. The one-year, two semester program will allow students to examine various areas of trades they can pursue in the future. Similar to our successful Pathways to Health Sciences Board Certificate, this program is relevant and meaningful to Indigenous students and capitalizes on the use of Access Centres along the Coast. Again, we are looking to partner with Contact North for delivery and use of their platform.

Moved by: C. Stringer

Motion

Seconded by: P. McConnell

53-06-20

THAT the Board of Governors approve the Northern College Indigenous Pathway to Skilled Trade Programs.

Carried

### **5.7 Draft 2020-21 Board Meeting Schedule**

Chair Walsh invited comments or questions on the proposed meeting schedule. Except for the September Retreat and Board meeting—which is typically held on a Thursday/ Friday—meetings are scheduled on the second Tuesday of the month. Given the current situation and uncertainty around gatherings, the September meeting will consist of a one-day meeting, on the Tuesday following the typical retreat/meeting.

Moved by: C. Ellis

Motion

Seconded by: L. Trapper

54-06-20

THAT the Board of Governors approve the 2020-2021 Board Meeting Schedule as presented.

Carried

### **5.8 2020 Summer Recess**

On an annual basis, the Board empowers the Executive Committee to act on behalf of the Board on items that arise through the summer. At this time, there are two infrastructure projects currently out for tender that will require approval on the Board's behalf.

Moved by: B. Allan

Motion

Seconded by: P. McConnell

55-06-20

THAT the Board of Governors declare a summer recess for the months of July and August 2020;

AND THAT the Executive Committee be empowered to act on behalf of the Board of Governors during such recess;

AND THAT the Executive Committee call a Special Meeting, if required, by the matter under consideration.

Carried

## **5.9 Covid-19 Update**

President Gibbons provided the Board with a retrospective synopsis and forward looking update on Covid-19 as it relates to Northern.

- Our Moosonee Campus is being utilized as a field hospital for the Weeneebayko Area Health Authority and through an order from the Ministry of Health, will continue to have that status until September 30<sup>th</sup>. This will not impair our plans for the fall at the campus.
- The Timmins residence's west block is currently used for transitional housing for homeless individuals, under the Cochrane District Social Services Administration Board Living Space program. This contract concludes at the end of July.
- As requested by the Ministry of Colleges and Universities, colleges have examined the potential economic impact of the pandemic taking into consideration expenses that have been incurred and other expenses to be incurred to the end of the fiscal year 2021. Colleges will be looking for financial relief to assist for these extraordinary expenses. We can also anticipate depending on the duration or cycle of a second or third wave that costs in future years will be mapped. Activity levels are down in some areas, resulting in some savings to offset unforeseen costs; however, there will be lost revenues due to lower than forecasted enrolments.
- The Personal Protective Equipment (PPE) the college provided to community partners at the onset of Covid will be replaced by the Ministry. Our Purchasing Officer is presently securing all PPE necessary for our normal requirements, in addition to anticipated health & safety precautions we will need to have in place to remain compliant with provincial and medical officer of health guidelines as we prepare to reopen.
- The Ministry has now approved a Summer Pilot Project, allowing stranded students – those students who need one last practical component to graduate – to come back to finish their program. We look forward to welcoming back Millwright and Welding students on July 27<sup>th</sup> and are mapping out protocols in a Pandemic Recovery Plan. The pilot project will allow us to measure how we can begin to build back into face to face delivery in the fall.

The President expressed that we have managed well with the events of the last three months. At an appropriate time this fall, we will have a staff recognition event, as things return to normal, to recognize everyone's efforts.

On behalf of the Board, Chair Walsh expressed thanks to the President and the Administrative team in guiding the Board, students and staff through the pandemic so far; and the Board trusts things will only improve as we move forward.

## **6. REPORTS AND INFORMATION**

### **6.1 Financial Reports**

#### **6.1.1 Verbal Finance Report for the period ended May 31, 2020**

V.P. Dumas provided a verbal update on the period ended May 31<sup>st</sup>, 2020 explaining that the shift in the financial audit had delayed the upload of our approved fiscal 2021 budget and

ability to provide a printed report. In March, the Board approved \$7M in continued operating expenditures to May 13 at which time the 2020-21 budget was approved. As at May 31<sup>st</sup>, total expenditures for the college were within the approved spending limit at \$6.95M. V.P. Dumas confirmed that actual expenses were in line with budgeted expenses for the period, and reviewed specific budget line items. The Vice-President concluded by stating that as more information becomes known around domestic and international enrolment, as well as the timing of the return to work, there is the potential for adjustments to be made to the budget and that these would be presented at the November Board meeting.

## **6.2.2 Investment Report as at March 31, 2020**

V.P. Dumas reviewed the year-end investment report which reflected a decrease in the portfolio during the last quarter ending March 31<sup>st</sup>. The peak decline in the portfolio was between February 19 and March 23<sup>rd</sup>. Our Equity and Fixed Income asset mix remained within our long term range approximating our neutral targets, with equities within the range at 34.8% and fixed income at 65.2%.

The economic shutdown due to COVID-19 has had a tremendous impact on our investment portfolio at the end of March. Seeing that these investments are long-term in nature, it has been our view that we will recover over time. At the end of May our portfolio was back in line with our results at the end of December.

Since inception, excluding additions and withdrawals, our investment has grown by \$882K or a return of 2.855% vs \$1.467M or a return of 4.690% last quarter. Our benchmark returned 4.652% over the same period vs 5.691% last quarter. Of note, our GIC strategy of the past was returning approximately 2% while our current strategy is returning 2.855% with an acceptable level of risk. The 2.855% since inception does not exceed the 4.40% target we established with the investment manager. We continue to monitor the portfolio with our investment manager.

## **6.2 Annual Monitoring Reports**

President reviewed monitoring reports provided on an annual basis.

### **6.1.1 Partnerships & Collaborative Initiatives**

This report serves to apprise the Board of incremental or new partnerships entered into since last year. Two new talent pipeline agreements were established with industry and a collaborative partnership with Indigenous organizations towards applied research has also been established. Governor Allan inquired whether the college had any talent pipeline agreements with hospitals and at this time, there are none. Governor Metatawabin will contact the President about a potential partnership opportunity.

### **6.1.2 Compliance Report – Program Advisory Committees**

V.P. Penner indicated fewer meetings were held than intended, as a large number were slated for spring and were cancelled due to Covid-19. To improve communication strategies, a standardized agenda template was developed for use college-wide.

### **6.1.3 Compliance with Executive Limitations Policies**

President Gibbons confirmed we are in compliance with Executive Limitations policies. Additional detail was provided regarding facility leasing, asset protection, financial matters and risk management, as noted in the report.

### **6.1.4 College Signing Authority**

Naming of the signing officers at the Annual General Meeting is required; they include:

The Chair of the Board of Governors  
The First Vice-Chair of the Board of Governors  
The President  
The Treasurer; and  
The Vice-President, Academic & Student Success

Moved by: L. Kozak	Motion
Seconded by: P. McConnell	56-06-20
THAT the Board of Governors has received Executive Limitations Compliance and Monitoring Reports, as required.	Carried

## **6.3 June 2020 Dashboard**

Executive Director, Cam McEachern presented the dashboard identifying four performance factors. The first reflects continued improvement in a faculty measure which looks at internal student feedback having to do with teaching approaches to ensure student engagement. Under Student Measures, a 24% decrease in domestic student confirmations is reflected; however, Mr. McEachern indicated we are seeing a rebound with students starting to pay deposits at competitive rates. We will be working vigorously over the summer to let students know we are here, as a leader in online learning. Indigenous student enrolment has been stable over the last few years and at November 1<sup>st</sup>, stood at 15% of total domestic enrolment. Excluded from this percentage is the January 2020 intake into the Pathways to Pre-Health Sciences program which saw an additional 12 Indigenous students enroll with us and the success of this exciting pilot has encouraged us to launch another program in the Trades area. Finally, our financial measure as at March 31, 2020 denotes a \$17M surplus.

In response to Governor Kozak's inquiry about the potential for pushback from students on tuition fees, Mr. McEachern stated we are prepared and have had a few occasions where we have upheld and emphasized the quality of learning in our online environment. Our programming, whether online, face to face, or hybrid is first rate, and is informed by excellent professors and built with curriculum developers and technologists – that is unchanged with the same contributors and the same quality. Starting a program online measures up quite well against the alternatives. We expect that students who start their program with us in the fall would still see three-quarters of their program delivered traditionally.



#### **6.4 Northern College Indigenous Council on Education**

Governor Lillian Trapper, Chair of the Northern College Indigenous Council, reported the Council last met on January 24<sup>th</sup>. The meeting went well with updates from Senior Management and staff. The Territory Acknowledgement will be revisited at an upcoming meeting and a report from committee member Mel Verreault on a study Ms. Verreault is leading for the City of Timmins on mental health, homelessness and the opiate crisis will be presented to the Council when meetings resume. A budget question will also be on the next NCICE agenda. A meeting will be scheduled in September.

#### **6.5 President's Report**

The President's report was provided in the Board package. President Gibbons elaborated on recent discussions between the college and Cochrane District Social Services Administration Board to pilot a customized program to Living Space clients. Up to 5 individuals from the group currently residing in our residence will continue to live on campus and enroll in up to 2 courses in a program area of their choice. If the Fresh Start pilot program is successful, individuals could return to school on a full-time basis, or return to employment. Governor Trapper recommended mental wellness supports be in place to ensure student success and the President confirmed our Student Advisors and local CMHA are available to all students and will be a resource for this project as well.

#### **6.6 Reports from Board Advisory Committee Representatives**

This item was deferred.

#### **6.7 Board Member Community-Related Updates**

There were no community updates; however, three members who are completing their terms as of August 31<sup>st</sup> were recognized.

Chair George Pirie has completed six years on the Board, two of which as our Board Chair. George was unable to join us today and was thanked for his contributions.

Ms. Sarah le Roux, our student governor has graduated from our BScN program and is now employed at Timmins and District Hospital; she has been a wonderful representative of students. Sarah was unable to join us today as well.

Mr. Bill Allan also has completed six years on the Board and has demonstrated a genuine understanding and sincere interest for education, having this career background. We appreciate the passion he brought to the Board, and his involvement with various committees and projects over the years. The President wished Bill continued good health and with many good years of community service left, that he find a suitable cause to dedicate some of his time.

On behalf of the Board, Chair Walsh expressed thanks to Bill for his work and his guidance, stating it has been an honour working along his side.

**7 MOVE TO IN-CAMERA MEETING**

Moved by: B. Allan	Motion
Seconded by: C. Ellis	57-06-20
THAT the Board of Governors move in-camera at 2:58 p.m.	Carried

**8 REPORT FROM IN-CAMERA MEETING**

Moved by: G. Waghorn	Motion
Seconded by: L. Kozak	58-06-20
THAT the Board resume the open session at 4:00 p.m.;	
AND THAT matters discussed proceed as presented.	

**President's 2019-20 Performance Evaluation**

Moved by: P. McConnell  
Seconded by: B. Allan  
THAT the Board of Governors approve the recommendation that President Fred Gibbons' performance be rated as exceptional;  
AND THAT the Board of Governors offer their congratulations to President Gibbons for a job well done.

**President's July to December 2020 Performance Objectives**

Moved by: P. McConnell  
Seconded by: L. Trapper  
THAT the Board of Governors approve the President's July to December 2020 Performance Objectives as corrected.

**9 NEXT MEETING**

**10.1 Date and Location:**

Tuesday, September 15, 2020 – details to be confirmed

**10.2 Future Agenda Items**

Noted.

**11. ADJOURNMENT**

Chair Walsh thanked everyone for attending and for their participation.

Moved by: B. Allan	Motion
Seconded by: M. Metatawabin	59-06-20
THAT the meeting be adjourned.	
Time noted at 4:02 p.m.	Carried

P. Fortier,  
Executive Assistant to the Board