



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 451

Tuesday, November 10, 2020
1:00 p.m.

Multi-Campus
Videoconference

PRESENT:

Board:

D. Walsh (Chair)
C. Stringer (First Vice-Chair)
D. Rizzuto (Second Vice-Chair)
C. Ellis (Governor-at-Large)
A. Penner (President & CEO)
J. Harrington
D. Lessard
H. Studholme
J. Molyneaux
L. Trapper
M. Metatawabin
C. Reasbeck
L. Howe
P. McConnell
M. Fahimian
G. Waghorn

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
G. MacDougall, Acting 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:

P. Toffanello, Consultant

Regrets:

L. Kozak

1. CALL TO ORDER

1.1 Remarks from the Chair

Chair Doug Walsh, called the meeting to order and welcomed everyone. Mr. Walsh noted that Governor Carly Stringer's LGIC re-appointment had been approved as of October 26th.

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 Rizzuto declared a conflict with item 6.4 Governor Appointment Recommendations and Governor Harrington declared a conflict with item 6.7 Innovation Hub Equipment Purchases.

3. AGENDA

Item 6.1 was modified to include “Approval of Board Statement of Purpose” and, item 7.7 “Executive Team and Business Plan Progress Report” was added to the agenda.

Moved by:	J. Harrington	Motion
Seconded by:	D. Rizzuto	74-11-20
THAT the agenda for Meeting No. 451 of the Board of Governors of Northern College of Applied Arts & Technology dated November 10, 2020 be adopted as amended.		
		Carried

4. PRESENTATIONS

4.1 2020-25 Strategic Planning Presentation

Dr. Penner introduced Ms. Susan Hunter and Mr. Paul Toffanello and recognized the tremendous work they have accomplished, along with very engaged faculty, staff and administrators, who feel great ownership of what has been developed so far.

Ms. Hunter provided an overview of the strategic planning process, what precipitated the plan’s development, and how input and data were gathered, analyzed and themes determined. Members of the planning committee were identified, including students and representatives from all staff groups and campuses. Ms. Hunter presented three high-level strategic directions and corresponding objectives that will require Board approval, so that business plan initiatives for 2021-22 can be developed. Next steps in the strategic planning process will involve developing actions and metrics for achievement of the plan, communications, and regular reviews, measurements and updates of the plan. Accountability for actions and measurements will not only come through the continued engagement of the strategic planning committee, but also through the Senior Management Team, the Academic Operations Working Group and ultimately our report back to the Board through the business plan on an annual basis.

Mr. Toffanello thanked President Penner, Chair Walsh and Ms. Hunter for having him join the presentation and felt privileged to have participated in this process. Mr. Toffanello also noted how communities in the area are all very invested and feel that Northern College is a huge part of who they are. Despite the short timelines, the intensity, involvement and engagement of participants was stellar and their intention to want to move forward is encouraging.

The Board Chair thanked Ms. Hunter and Mr. Toffanello and recognized the engagement from individuals, both internally and externally, in this process. The Board looks forward to seeing the final strategic plan, for approval in January.

4.2 President's Task Force: Equity, Diversity & Inclusion

President Penner shared a presentation about the Task Force she has initiated and acknowledged the Board's ongoing support for equity, diversity and inclusion – this is a passion of Dr. Penner's that was awakened by recent events. Dr. Penner was pleased to report great interest with over 20 participants volunteering to join the task force, and representation from all campuses, staff groups, students and alumni. An administrator has been dedicated to lead the project and resource staff will support this work. Participation from a member of the Board as an ex-officio member will be invited. President Penner reviewed the proposed two-year timeline and objectives of the task force for the short-, medium- and long-term. Though the work of the task force will end, the process of equity, diversity and inclusion will be ongoing. The Board commended the President on this progressive initiative and is proud that Northern College is among the first colleges undertaking such a project.

5. CONSENT AGENDA

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. There were no comments or requests to remove items.

- 5.1 Approval of Minutes
- 5.2 Receive Board Committee Minutes
- 5.3 Program Advisory Appointments
- 5.4 Program Advisory Committee Meeting Schedule
- 5.5 2020-21 Board Work Plan
- 5.6. Correspondence and Information Report

Moved by: P. McConnell Motion
Seconded by: G. Waghorn 75-11-20
THAT Consent Agenda items be approved, including all applicable motions.

5.1 Approval of Minutes

THAT the Board of Governors approve minutes of Board of Governors Meeting #450 held September 15, 2020.

5.2 Receive Board Committee Minutes

THAT Board Committee Minutes be received.

5.3 Program Advisory Committee Appointments

THAT the Board of Governors approve appointments to the Veterinary Sciences Program Advisory Committee, as presented: Dr. Charlotte Winder; Dr. Kristen Flegel; Dr. Melanie Eckensviller; and Dr. Karla Scott.

Carried

6. DISCUSSION ITEMS

6.1 Approval for Northern College Vision-Mission and Board of Governors' Statement of Purpose

On behalf of the Board Ad-Hoc committee convened at our September Planning meeting, President Penner presented proposed changes to the vision-mission statements. The Board sought clarification on intentional communications and discussion followed on the proposed motto, currently utilized in our marketing; it was suggested the motto may not have significance to international students. This additional feedback will be considered during the next annual review of the statements. There were no recommended changes to the Governor's Statement of Purpose.

Moved by: D. Lessard Motion
Seconded by: P. McConnell 76-11-20
THAT the Board of Governors approve refreshed Northern College Vision-Mission statements;
AND
THAT the Board of Governors Statement of Purpose, be approved as presented.
Carried

6.2 Approval for 2020-2025 Strategic Plan Directions / Objectives

As presented earlier, approval of the draft strategic directions and objectives will allow us to move forward with the business planning process and align initiatives with the new pillars. Governors shared they like what they have seen and the fresh outlook presented.

Moved by: C. Reasbeck Motion
Seconded by: M. Fahimian 77-11-20
THAT the Board of Governors approve draft 2020-2025 Strategic Directions and Objectives, in concept, to advance the College's Strategic Planning process.
Carried

6.3 Approval for 2020-21 Board Goals

Dr. Penner invited feedback on proposed Board goals for the upcoming term. Governor Harrington suggested consideration be given to holding the meeting in Moosonee in May rather than in March. Governor Reasbeck was happy to hear about presentations to various community groups and would be pleased to join President Penner in any future outreach. Governor Metatawabin is encouraged with the positive initiatives and goals being planned and explained we are all inhabitants of this planet: together we cultivate our environment. Mr. Metatawabin encourages us to take an approach from a contemporary point of view and embrace a perspective of learning and sharing.

Moved by: C. Ellis Motion
Seconded by: J. Harrington 78-11-20
THAT the Board of Governors approve 2020-2021 Board Goals, as presented.
Carried

6.4 Governor Appointment Recommendations

Having declared a conflict, Governor Rizzuto abstained from the vote.

Moved by:	P. McConnell	Motion
Seconded by:	C. Reasbeck	79-11-20
THAT the Board of Governors approves submitting the names of Ms. Lynne Innes and Mr. Ken Wojtus, for appointment through the Lieutenant Governor in Council process, effective September 1, 2021, for a 3-year term.		Carried

6.5 Approval of Revised Board Policies

President Penner reviewed proposed changes recommended by the Board Policy Review Committee.

Moved by:	D. Rizzuto	Motion
Seconded by:	J. Molyneaux	80-11-20
THAT the Board of Governors approve the following policies, as revised, B-9 Conflict of Interest B-10 Complaints to Board Members B-15 Board Member Recruitment B-17 Protocol for Naming Facilities B-20 Board Attendance C-1 Delegation to the President C-2 Appointment of an Interim President		Carried.

6.6 Approval of NEOnet Lease

V.P. Mitch Dumas highlighted details of the renewal agreement. The business plan initiative to revitalize the B-Wing will proceed and will not impact space occupied by NEOnet.

Moved by:	G. Waghorn	Motion
Seconded by:	P. McConnell	81-11-20
THAT the Board of Governors approve a lease agreement with NEOnet Inc. for facilities located at the Timmins Campus, effective June 1, 2020 to May 30, 2023, with three, one-year lease extension options.		Carried

6.7 Equipment Purchases for Innovation Hub

Being in conflict, Governor John Harrington did not vote on the motion.

Moved by:	M. Metatawabin	Motion
Seconded by:	C. Stringer	82-11-20
That the Board of Governors approve Innovation Hub equipment purchases, at a maximum cost of \$1.2M, as presented.		Carried

6.8 Covid-19 Update

President Penner reported that this semester has been one of adaptation to the new world of COVID. We have been fortunate in that no one has been diagnosed with Covid within our Northern College community. We are delivering our programs in an online format wherever possible and face to face where we can do so within Covid standard protocols; shops and labs are the areas where there is some ongoing activity. We now conduct active screening for entry to any campus. The winter term will continue in a hybrid format and Deans and faculty have employed innovative approaches to create strong learning environments despite the barriers.

The college has outlined its quarantine protocol for students arriving from an international destination. This is the result of a lot of work by our staff to assure we had all bases covered. Immigration, Refugee and Citizenship Canada (IRCC) has affirmed our Designated Learning Institution (DLI) which will soon be posted on the IRCC website, and we will be advising students that need to travel internationally to begin to look at their travel arrangements.

Should a COVID case be identified at the college, we will take the approach of being transparent and acknowledge that a member of our college community has been diagnosed; however, we will ensure individuals' privacy. Few staff are working on site and we maintain operations from remote locations. Until such time as a vaccine is identified and available, this will be our world. The college has not received any formal complaints and President Penner confirmed the annual student survey process will be undertaken in the next few weeks. This will provide an opportunity for students from all programs and courses, to share their feedback on past semesters. At this time, we anticipate having a virtual graduation for 2021.

7. REPORTS AND INFORMATION

7.1 Financial Reports

7.1.1 Finance Report for the period ended September 30, 2020

V.P. Dumas presented the financial report for the 6-month period ended September 30th indicating the projected surplus has increased by \$350K to \$14.3M. Mr. Dumas reviewed changes in revenues and expenses and answered questions around international enrolment revenues.

7.1.2 Quarterly Investment Report as at September 30, 2020

Mr. Dumas presented the investment report as at September 30th which reflects the portfolio grew by \$662K over the 3-month period and our equity and fixed income asset mix remains within our long-term range. A comparison of results to the benchmark established with the investment manager indicates we earned a 2.912% return versus 2.00% return in our benchmark. Over 12 months, we have earned a 3.30% return while the benchmark earned 7.70%. Mr. Dumas noted the large gap in these earnings is due to COVID while the benchmark does not necessarily take this into consideration. Since inception, the portfolio has grown by \$1.5M or a return of 4.313%. There were no questions from the Board.

7.2 Risk Management: Partnership Return on Investment Framework

A new tool for risk management was developed to evaluate how partnerships are contributing to the sustainability of college. Mr. Dumas presented details of how partnerships will be assessed to measure results and ensure partnerships are viable. This framework has not yet been applied to partnerships and next steps will include creating an assessment template.

7.3 2020 Enrolment Presentation

Executive Director McEachern presented 2020 enrolment data, which portrays a certain resilience in uncertain times. Mr. McEachern reviewed the application cycle, post-secondary, international and per-campus enrolment, as well as student demographics. Non-postsecondary enrolment was reviewed as well as the proportion of activity comparing projections to actuals. In reviewing the projections, Mr. McEachern emphasized our commitment to grow both domestic and international enrolment at our campuses. Governor Studholme expressed concern with the low enrolment numbers in Kirkland Lake and the changes the campus has seen over time. Ms. Studholme also highlighted the advantage our small communities have in had controlling Covid, and whether this safety aspect could be marketed. Mr. McEachern agreed and spoke about strategic enrolment management, brand promise and our ongoing efforts to market programs for the positive Northern Experience we provide, including safe, welcoming communities with many benefits for our learners. The presentation is saved in the Presentation folder on the Board portal.

7.4 Fall 2020 Performance Dashboard

Mr. McEachern presented the fall dashboard. Student measures are comprised of data on international enrolment, off-shore partnerships and graduation rates; quality measures reflect the number of articulation agreements and pathways we have in place and program review completions; and finally, financial measures affirm the projected surplus shared earlier by V.P. Dumas. There were no questions on the dashboard.

7.5 Northern College Indigenous Council on Education

Governor Lillian Trapper thanked Mr. McEachern for the update he provided to the Board in September. Ms. Trapper confirmed the Indigenous Council will be scheduling a virtual meeting soon and she will have a report at the January Board meeting.

7.6 President's Report

As provided in the Board package.

7.7 Executive Team / Business Plan Progress Report

As stated at the September Board meeting, President Penner indicated our November progress report is presented from a different point of view, to be transparent with the Board. Our report on business plan initiatives will focus on items that will not be achieved, due to the impact of Covid on operations.

V.P. Mitch Dumas reported that most capital projects were in progress and on track to be completed with the exception of Timmins Residence window replacements.

V.P. Glenn MacDougall reported that of the 29 business plan initiatives, five projects will not be completed in this fiscal year and may be carried-over to next year's business plan if they align with the newly adopted directions, or will move to operations. Given campuses were closed and operations were modified, progress on the following initiatives was halted: piloting new Physical Learning & Activity for Youth programming at Timmins Campus; investigating a COMMS partnership with Algonquin College; investigating the feasibility of purchasing MIS software; the installation of a Trades lab at the Moose Factory Access Centre; and lastly piloting the installation of a Sacred Garden at the Timmins Campus.

7.8 Reports from Board Advisory Committee Representatives

Chair Walsh thanked members who put their name forward to represent the Board on Program Advisory Committees. One vacancy remains and if a governor is interest in being a rep on the Veterinary Sciences PAC, please confirm with Pierrette.

7.9 Board Member Community-Related Updates

Chair Walsh invited members to share any updates. Governor Howe shared her concerns about how the ongoing pandemic might impact the availability of placements for students. She suggested promoting or recognizing employers through social media might entice other employers to take students on placement. V.P. MacDougall acknowledged the challenge and recommended Ms. Howe pursue this matter with the program coordinator or Dean. Ms. Hunter shared that one local employer was recently recognized on social media for hiring one of our graduates.

8. MOVE TO IN-CAMERA MEETING

Moved by:	J. Harrington	Motion
Seconded by:	P. McConnell	83-11-20
THAT the Board of Governors move in-camera at 3:49 p.m.		Carried

9. REPORT FROM IN-CAMERA MEETING

Moved by:	J. Molyneaux	Motion
Seconded by:	H. Studholme	84-11-20
THAT the Board resume the open session at 4:17 p.m.;		
AND THAT matters discussed proceed as presented.		Carried

10. NEXT MEETING

10.1 Date and Location:

Tuesday, January 26, 2021 – details to be confirmed

10.2 Future Agenda Items

Members were invited to forward agenda items for next meeting to Pierrette.

Chair Walsh thanked everyone for attending and for their participation.

11. ADJOURNMENT

Moved by: C. Stringer
THAT the meeting be adjourned.
Time noted at 4:18 p.m.

Motion
85-11-20
Carried

P. Fortier,
Executive Assistant to the Board