



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 452

Tuesday, January 26, 2021  
1:00 p.m.

Zoom Meeting

### **PRESENT:**

#### **Board:**

D. Walsh (Chair)  
C. Stringer (First Vice-Chair)  
A. Penner (President & CEO)  
L. Kozak  
J. Harrington  
H. Studholme  
J. Molyneaux  
L. Trapper  
G. Waghorn  
C. Reasbeck  
L. Howe  
P. McConnell  
M. Fahimian

#### **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:**

Police Foundations Students, Professor/Coordinator, and Dean of Health Sciences  
& Emergency Services  
Strategic Planning Steering Committee Members

#### **Regrets:**

C. Ellis  
D. Lessard  
D. Rizzuto  
M. Metatawabin

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

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

Chair Doug Walsh called the meeting to order and welcomed Board members, staff and guests joining us today. The Chair also complimented Mr. Kyle Gennings for his work and Emcee role during the virtual Employee Recognition event held last November.

## **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. There were no conflicts.

## **3. AGENDA**

Item 6.3 was removed from the agenda.

Moved by:	L. Kozak	Motion
Seconded by:	J. Molyneaux	01-01-21
THAT the agenda for Meeting No. 452 of the Board of Governors of Northern College of Applied Arts & Technology dated January 26, 2021 be adopted as amended.		
		Carried

## **4. PRESENTATIONS**

### **4.1 Police Foundations Student Presentation**

President Audrey Penner welcomed Mr. Rick Lemieux, Professor/Coordinator for the Police Foundations program. Mr. Lemieux introduced Police Foundations students Emily Brueske, Logan Daoust, and Nathan Gailitis who joined us as well. The Board viewed a video demonstrating a training session with our students. Mr. Lemieux explained that all of the scenarios and situations students are exposed to in practice are real situations he has encountered in his previous career as a Timmins Police Service Officer, and the students really look forward to these exercises. Discussion ensued and second-year student Nathan Gailitis stated he came to us from southern Ontario and spoke highly of the program, its instructors and the hands-on learning opportunities which drew him to Northern. Social media has been a great tool for students to share their experiences; students have encouraged their friends to enroll in the program, given its quality and experiential learning opportunities.

On behalf of the Board, Chair Walsh thanked Mr. Lemieux and the students for today's presentation and for their excellent work.

## **4.2 Draft 2020-25 Strategic Planning Presentation**

Susan Hunter introduced today's presentation by members of the Strategic Planning Steering Committee. Janelle Berthiaume, Willard Small, Joseph Nakogee, Shanna Lecuyer, Anna Sawicki and Aaron Klooster spoke about their experience. Each member introduced themselves, identifying their job title and length of employment at the college, and shared their individual perspectives and experience in participating in the development of the strategic plan, as well as which aspect of the plan resonated most with them. All of the presenters appreciated being involved in this process and are excited for the future direction and guidance the plan will provide.

Ms. Hunter thanked Steering Committee members for speaking from the heart and for their commitment during the planning process. She also recognized and thanked the Northern College Indigenous Council on Education (NCICE) for their guidance and for having inspired the title of the plan "Exceeding Expectations." We all look forward to activating this plan, measuring its objectives and outcomes and making it real for everyone, especially our learners.

Chair Walsh thanked Ms. Hunter and the Steering Committee for all of their work. Dr. Penner expressed her heartfelt appreciation to the group and thanked Ms. Hunter for her leadership throughout the development process.

## **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 Appointment
- 5.4 Program Advisory Committee Meeting Schedule
- 5.5 2020-21 Board Work Plan
- 5.6 2020-21 Board Goals
- 5.7. Correspondence and Information Report

Moved by:	H. Studholme	Motion
Seconded by:	J. Molyneaux	02-01-21
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 #451 held November 10, 2020.

### **5.2 Receive Board Committee Minutes**

THAT Board Committee Minutes be received.

### **5.3 Program Advisory Committee Appointment**

THAT the Board of Governors appoint Ms. Whitney Jardine to the Welding Engineering Technology Program Advisory Committee.

Carried

## **6. DISCUSSION ITEMS**

### **6.1 Approval of the Northern College 2020-2025 Strategic**

President Penner called members' attention to a second document in support of the Strategic Plan which itemizes the three strategic directions and includes the outcomes to be achieved as well as the metrics by which they will be measured. Action items will be developed as elements of our annual Business Plan. A further step in operationalizing the Strategic Plan will be to set baselines and determine where we can set targets in order to measure and identify what has been achieved. Ms. Hunter added that the term "stakeholder" had been replaced throughout the plan, and that the Truth & Reconciliation Commission Report will be hyperlinked within the electronic version of the document. On behalf of the Board, Chair Walsh congratulated everyone and stated they are impressed with the new Strategic Plan.

Moved by:	M. Fahimian	Motion
Seconded by:	G. Waghorn	03-01-21

WHEREAS the Board of Governors of Northern College has a duty to set the college's vision, mission, strategic directions, and overall goals;  
THAT the Board has been presented with a draft strategic plan prepared through a consultative process;  
AND THAT the Board of Governors has reviewed the Strategic Plan, Strategic Directions, Objectives and Metrics;  
THEREFORE be it resolved that the Board of Governors approve the 2020-2025 Strategic Plan, Strategic Directions, Objectives and Metrics as presented;  
AND THAT this document be taken forward to the Ministry of Colleges and Universities and shared with the communities we serve.

Carried

### **6.2 Approval for Ancillary Fees**

Acting V.P. Academic Glenn MacDougall presented proposed ancillary fee changes on behalf of Executive Director Cam McEachern. Mr. MacDougall explained the need for the increase to the international students' health fee and added that the College has undertaken to increase services to alleviate further additional fees. The President added the College will soon make a new online resource available which will also provide benefits and health related information to support all students.

Moved by:	P. McConnell	Motion
Seconded by:	C. Reasbeck	04-01-21

THAT the Board of Governors approve the 2021-22 Ancillary Fees schedule and the Protocol Agreement for Compulsory Ancillary Fees, as presented.

Carried

### **6.3 Approval for International Tuition Fees (item removed)**

#### **6.4 Governor Appointment Recommendations**

The Board Vacancy Nominating Committee recommends the following appointment:

Moved by:	L. Kozak	Motion
Seconded by:	G. Waghorn	05-01-21
THAT the Board of Governors appoint Mr. Rod Mathews to the Board of Governors, for a 3-year term, effective September 1, 2021.		Carried

#### **6.5 Program Approvals: Board of Governors Certificates**

Executive Director Christine Heavens presented four proposed Board of Governors' certificate programs, for approval. The programs were developed in response to workforce needs identified through a recent survey of industry and job seekers. The College is seeking financial support from the Ministry of Labour, Skills Development and Training to fund students to study in these programs.

Moved by:	J. Molyneaux	Motion
Seconded by:	L. Howe	06-01-21
THAT the Board of Governors approve: the Northern College Food Service Worker Certificate; the Northern College Health Care Support Service Worker Certificate; the Northern College Personal Support Worker Assistant Certificate; and the Northern College Integrated Disability Management Certificate.		Carried

#### **6.6 Approval for Revised Board Policies**

##### **6.6.1 Revised Board Policies**

The Board Policy Review Committee is recommending policy revisions, as submitted. President Penner provided further information on changes to Policy D-14 Commitment to Quality relative to new quality measures now that KPIs are not mandated by the Ministry. The College will now adhere to the College Quality Assurance Audit Process framework and Strategic Mandate Agreement measures. Governor Howe inquired about internal quality measures for student satisfaction and President Penner confirmed student surveys, program reviews, and other indirect measures –such as technology improvements- are in place to contribute to and support student satisfaction and success. Our survey of all of our courses for the Fall 2020 semester indicated a high level of student satisfaction.

Moved by:	J. Harrington	Motion
Seconded by:	G. Waghorn	07-01-21
THAT the Board of Governors approve the following policies, as revised, C-08 Terminating the President's Contract; D-04 Program Advisory Committees; D-07 Language Services Policy; D-11 Asset Protection D-13 Insurance; D-14 Commitment to Quality.		Carried

### **6.6.2 Policy Review Committee Recommendation**

Chair Walsh brought a recommendation from the Policy Review Committee to seek professional advice on amending Board Policy C-3 Selecting a New President. The Board agrees we need to ensure the policy incorporates principles of equity, diversity and inclusion in its selection process. It was noted that while the Board is pleased the policy review is happening concurrently with the President's Task Force, this policy is specific to activities of the Board while results of the EDI Task Force will principally enrich college operations.

Moved by: P. McConnell

Motion

Seconded by: L. Kozak

08-01-21

THAT the Board of Governors approve seeking professional advice on policy C-3 Selecting a New President.

Carried

### **6.7 March 2021 Board Meeting**

President Penner explained that further to discussions with the Moosonee Campus Manager and Moosonee Administrative Assistant, and in view of the ongoing pandemic and current restrictions, the Board cannot meet in Moosonee in March as we had planned. The President suggested that November would be an opportune time to travel and meet in Moosonee. There were no objections to the change and more information will follow about plans for the November meeting. The Board meets in early November thereby not conflicting with the Higher Education Summit held at the end of November. In the meantime, we are looking into a number of items for the March meeting agenda.

### **6.8 Covid-19 Update**

The President updated the Board on College operations since a further lockdown was instituted by the province on December 26<sup>th</sup>. This has not changed much in terms of operations with one notable exception being our Vet Sciences programs. Labs that had been pushed to the winter semester must now be completed; reorganizing delivery to assure Covid compliance was a priority. Dr. Penner expressed sincere thanks to Doug Clark, Dean of Science and the team in Haileybury for their dedication to seeing this through. We expect the College will be approached to support the vaccine roll out. The President has provided Colleges Ontario with information on additional resources and space available at our campuses, to be shared back with the Ministry. Though liability issues may restrict our ability to be involved, our East End Family Health Team can provide assistance and lend expertise in the vaccine roll out whether at a campus or other mobile site. Our campus in Moosonee remains at field hospital status, and will until the end of March.

Also provided in the Board package is a Post-Covid 19 Risk Assessment Report that outlines preliminary risk mitigation strategies. President Penner thanked Christine Heavens for her leadership, as well as Cam McEachern and Glenn MacDougall, for their work in preparing a comprehensive Covid-19 Impact Plan.

Chair Walsh thanked Dr. Penner for this update and for the work that has gone into the Covid 19 Impact Plan.

## **7. REPORTS AND INFORMATION**

### **7.1 Financial Reports**

#### **7.1.1 Finance Report for the period ended November 30, 2020**

V.P. Mitch Dumas presented the finance report for the eight months ended November 30, 2020, reviewing changes in revenues and expenditures. As a result, the projected surplus is estimated to increase by \$827K to \$15.2M as at March 31, 2021. Mr. Dumas elaborated on municipal taxes as well as insurance costs and deductible increases.

#### **7.1.2 Financial Health Indicators Report**

Mr. Dumas reviewed the report which provides data on seven Financial Health Indicators that are tracked by the Ministry for all 24 colleges. This data is based on colleges' last audited statements or as of March 31, 2020. Northern College is in strong financial health, as are the majority of colleges in the sector. Governor Molyneaux inquired about accumulated surpluses across all colleges and how this impacts funding. Dr. Penner explained while the Ministry is aware of surpluses, Ontario colleges remain underfunded compared to other provinces. Working through Colleges Ontario, colleges are being strategic in their next budget ask and looking for more autonomy for granting credentials.

### **7.2 Verbal Update on January 2021 Enrolment**

Acting Vice-President Glenn MacDougall reported a modest increase in enrolment with 1,385 FTE (full-time equivalent) students this January (accounts for students who graduated and withdrew), compared to 1,350 last fall. We welcomed 25 new domestic students, and 70 international students started with us, 50 of whom are studying at a distance and 20 are at a campus. International students followed Covid protocols with 15 students observing their quarantine at the Timmins residence and 5 others elsewhere in the area. Dr. Penner commented she was pleased with enrolment which, despite being slightly lower than projected, showed growth. We are cautiously optimistic about applications for the fall which show a marked increase in non-direct applications. Marketing/ Recruitment staff are doing a great job and continue with strategic and targeted recruitment campaigns.

### **7.3 East End Family Health Team Annual Report**

President Penner introduced the annual report for the period ending December 31, 2020. With the recent retirement of the Admin lead, a new Administrator was hired and has taken over as of January. The East End Family Health Team (EEFHT) Admin Lead now reports to the President. The Clinic continues to collaborate with the Timmins Family Health Team and is now more involved with the Ontario Health Team proposal development coming out of Timmins. We have also done more work linking our Health Team with international students, with assistance from Student Services, Registrar and Clinic staff. By providing additional health supports to our international students, we hope we can bring insurance premiums down for them. We are also working towards having a new physician joining the Clinic and so far this year, the EEFHT has provided services to 91 students and had 179 visits. Our new Clinic Administrator is looking at how to branch out with expertise to meet

local health needs and strengthen mental health services. The EEFHT is an amazing resource to have on site and also provides practicum opportunities for Nursing students.

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

Governor Lillian Trapper was pleased to report the Indigenous Council met on January 19<sup>th</sup>. Ms. Trapper is very interested in seeing the College assist Wawatay with their information digitization project. As NCICE Chair, a priority for Ms. Trapper is revisiting the Terms of Reference, the territorial acknowledgement and filling vacancies to build a strong and engaged committee. Ms. Trapper hopes the next NCICE meeting can be held in March.

#### **7.5 President's Report**

Dr. Penner acknowledged the report provided in the Board package focuses mainly on operations. She confirmed we continue working with Town of Kirkland Lake leadership and that she enjoyed participating in the recent DSB-ONE virtual strategic planning session. There will be an opportunity for members of our Board Executive to connect with DSB-ONE's Chair and Vice-Chairs in February, and in early March, members of the Senior Management Team will meet with DSB-ONE counterparts. Finally, Dr. Penner was pleased to inform the Board she has joined a new Educational Leaders in Timmins Committee comprised of the four area School Board Directors, as well as Collège Boréal's President, and Université de Hearst's Chancellor. The new group's purpose is to identify common goals to advance education in this region.

#### **7.6 Executive Team / Business Plan Progress Report**

Executive Director Christine Heavens reported we have achieved our Accessibility initiative to explore PhD opportunities for our Nursing faculty. This initiative consisted of finding possible pathways for existing Nursing faculty to attain a PhD degree. This has been achieved with potential pathways with Queen's University and with University of Victoria, both through online delivery. This will not only allow the College to continue to meet accreditation requirements for the Canadian Association of Schools of Nursing (CASN) but also put us in good standing for offering a stand-alone degree in the future.

Acting V.P. Glenn MacDougall elaborated on a Signature Program project under way. The Municipal Skills Accelerator program has been launched in collaboration with three municipalities. The pilot program is funded through Employment Ontario and provides an opportunity for municipal employees to attain micro credentials by completing online courses. This is only the beginning of Northern College entering the field of offering short, vocational learning courses or programs that can provide pathways to postsecondary programs. At this time, there are 34 unique individuals enrolled in 54 courses.

Director Susan Hunter provided an update on Northern Experience initiatives. The strategic marketing plan for the College is fully in implementation mode with the digital strategy being a strong area of focus and movement. Social media is making a tremendous impact, leading to stronger Return on Investment (ROI) and data-informed/driven decisions. We are also introducing the initial phase of the communications plan; increasingly, the communications department is assisting with messages to staff and partners so that the language is aligned with the tone and voice of the organization. Finally, an External



Relations strategy continues to be developed and implementation has begun successfully. The emergence of Covid and the development of the Strategic Plan have necessitated an increase in external communications and outreach. This has been beneficial to both the College and the communities we serve.

Executive Director Cam McEachern shared that while we have seen advancement in planning for two of our Indigenous Perspectives initiatives, these will not proceed in a concrete way until the pandemic is over. The first is the creation of a Trades lab at our Moose Factory site and the second is the creation of a Sacred Garden at the Timmins Campus. Both of these initiatives will be carried over into next year's business plan. Mr. McEachern also reported on the development of a graduate profile which was drafted and is set to undergo a vetting process with faculty, to be completed by March 31, 2021.

V.P. Mitch Dumas provided an update on major 2020-21 capital projects stating the Kirkland Lake partial reroofing project has now been completed. At Timmins campus, reroofing has begun and will be completed by end of March while the residence window replacement project has been tendered and will move to fiscal 2021-22 for execution. Finally, Innovation Hub renovations are almost complete and we look forward to hosting a grand opening as soon as conditions permit. A few other projects are in the design phase and additional updates will be provided at future meetings.

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

Chair Walsh acknowledged this has been a difficult year for holding meetings. A schedule of Program Advisory meeting dates is included in the Board package. The Chair was pleased to note Board representation on each of the 18 advisory committees and thanked members for putting their names forward.

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

Governor Fahimian has shared a Board update with college faculty via email and received a lot of positive feedback. Many expressed thanks for the IT support they have received over the last several months. Faculty appreciate the regular communications to all staff keeping them informed of developments. Some faculty wished to know how student mental health was being supported and whether the college had received feedback on how students are doing. Executive Director McEachern confirmed students were doing well generally and that a number of supports are provided via Student Advisors, mental health resources and support programs, or direct personal (by appointment) or telephone contact. Anything of a more serious nature is handled through medical channels and via our on-campus Health Clinic. President Penner will include additional details around this subject in an upcoming all-staff communiqué.

Chair Walsh informed the Board that an interim Board satisfaction survey would be launched later today. Last year was the first time a mid-term survey was implemented so that any adjustments can be made sooner. The annual Board surveys will go ahead as usual in June.

Governor Harrington was disappointed that the local Haileybury newspaper did not publish an article on a Haileybury campus graduate who received the Governor General's Award,

while other area media recognized the achievement. The College will follow up with the publication.

## **8 MOVE TO IN-CAMERA MEETING**

Moved by:	P. McConnell	Motion
Seconded by:	J. Harrington	09-01-21
THAT the Board of Governors move in-camera at 3:30 p.m.		Carried

### **Approval for Hearst Access Centre Lease**

Moved by:	L. Kozak	Motion
Seconded by:	C. Reasbeck	10-01-21
THAT the Board of Governors approve a Lease Agreement with G.R.D.C. Investment for facilities located at 3, 15 <sup>th</sup> Street, Unit #3 Hearst, effective April 1, 2021 to March 31, 2024, and a further extension option for a 3-year term effective April 1, 2024 to March 31, 2027.		
Carried		

The Board resumed the open session at 3:58 p.m.

## **9 NEXT MEETING**

### **10.1 Date and Location:**

Tuesday, March 9, 2021 – details to be confirmed

### **10.2 Future Agenda Items**

Members invited to forward agenda items.

The Chair thanked everyone for their participation and called for adjournment.

## **11. ADJOURNMENT**

Moved by:	P. McConnell	Motion
THAT the meeting be adjourned.		11-01-21
Time noted at 4:01 p.m.		Carried

P. Fortier,  
Executive Assistant to the Board