



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 455

ANNUAL GENERAL MEETING

Tuesday, June 8, 2021
1:00 p.m.

Zoom

PRESENT:

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

Staff: P. Fortier, Executive Assistant
D. Nankervis, Executive Assistant
M. Dumas, V.P. Corporate Services
A. Klooster, V.P. Academic & Student Success
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

Regrets: J. Molyneaux
M. Metatawabin
L. Trapper
C. Ellis

1. CALL TO ORDER

1.1 Remarks from the Chair

Chair Walsh, called the meeting to order and welcomed everyone to the last meeting of the term. President Penner shared that last week's finding of the undocumented remains of 215 Indigenous children at the former site of the Kamloops Indian Residential School in BC is a painful reminder of the policy of assimilation that operated in Canada for more than 100 years and the cultural genocide that devastated Indigenous communities, families and lives. We must all ensure this tragedy is not repeated or forgotten. Out of respect for the children, President Penner invited the Board to bow their heads and observe 215 seconds of silence.

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 items 5.4.1 and 5.4.2 Approval for Re-Roofing Contracts, as well as item 5.5 Governor Appointments. Governor Carly Stringer has a conflict with item 5.7 College Legal Representation.

3. AGENDA

Item 6.3 Sexual Violence Reporting was added and item 7.2 Key Performance Indicators was removed.

Moved by:	J. Harrington	Motion
Seconded by:	M. Fahimian	38-06-21
THAT the agenda for the Meeting No. 455 of the Board of Governors of Northern College of Applied Arts & Technology dated June 8, 2021 be adopted as amended.		
		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.

- 4.1 Receive Board Committee Minutes
- 4.2 Program Advisory Committee Appointments
- 4.3 Program Advisory Meeting Schedule
- 4.4 2020-21 Board of Governors' Work Plan
- 4.5 2020-21 Board Goals
- 4.6 Correspondence and Information Report

Moved by:	G. Waghorn	Motion
Seconded by:	P. McConnell	39-06-21
THAT Consent Agenda items be approved, including all applicable motions.		

- 4.1 Receive Board Committee Minutes
THAT Board Committee Minutes be received.

4.2 Program Advisory Committee Appointments

THAT the Board of Governors approve appointments to Program Advisory Committees as presented: Beth Nowak, Mackenzie Carrier, Chantal Mann, Seamus Murphy, Paul Jalbert, and Angele Desormeau.

Carried

5. DISCUSSION ITEMS

5.1 Approval of Minutes of Meeting #454 held May 11, 2021

Moved by: H. Studholme

Motion

Seconded by: D. Rizzuto

40-06-21

THAT the Board of Governors approve the minutes of meeting #454 held May 11, 2021, as presented.

Carried

5.2 Approval of the 2020-2021 Annual Report

President Audrey Penner thanked all of management for their work and accomplishments during a very challenging year and invited members of the Executive Team to report on some of the many initiatives achieved over the past term.

Executive Director Christine Heavens highlighted initiatives achieved under the Accessibility Strategic Direction, starting with Student Service and Advising Services who instituted a universal approach to meeting students' needs with virtual student orientation sessions, outreach, boot-camps, and mental health support. Ms. Heavens also spoke about the success of the Skills Catalyst program to deliver sector-specific skills training through flexible, hybrid delivery; employer and job-seeker workforce development surveys that garnered great responses and provided key information for meeting the training and development needs of individuals and industry; and a new taskforce on equity, diversity and inclusion whose work will continue to define a robust portrait of Northern as an ideal college for students, faculty and staff.

V.P. Aaron Klooster reported on Signature Programs highlighting an MoU with Sandvik Mining with enhanced training for existing battery electric vehicle technicians, and to meet the growing need for skilled workers in this sector. Mr. Klooster also highlighted an innovative and flexible approach to the Haileybury Campus' Mining Engineering Technician program with the launch of its new January Jump Start initiative, resulting in increased enrolment. The Instrumentation and Control Engineering Technician program also innovated with a newly established articulation with Lambton College for graduates to pursue their Technologist diploma. Two female graduates from the Kirkland Lake Welding program garnered prestigious awards and were celebrated in the Weld Magazine in 2020. In closing, V.P. Klooster informed the Board about physical upgrades and curriculum redesign made to the Computer Engineering Technician Program making it more accessible to students and providing a new pathway to a bachelor's degree, and refreshed curriculum for School of Veterinary Sciences courses.

V.P. Mitch Dumas focused on Northern Experience achievements, including the Board of Governors' hiring of our new President, Dr. Audrey Penner, and the launch of the college's new Strategic Plan in January 2021. A new 3-year Academic Plan was released and will help to oversee the college's innovative approaches to learning, curriculum, student life and enrolment growth, in the context of a post-Covid environment. A great partnership was developed with the City of Timmins and Friends of the Porcupine River Watershed to improve the conditions in and around Porcupine Lake. An innovative approach to college tours and virtual fairs was instituted for a truly digital reflection of Northern's four campuses linked directly to Google Maps and embedded on the college website. A very successful virtual graduation was held in June 2020 and another will be held this June 11th as well. Mr. Dumas concluded by highlighting investments in state-of-the-art equipment for the Innovation Hub that will enhance its innovative research and development capacity.

Executive Director Cam McEachern reported on Indigenous Perspectives initiatives indicating that equipment is being readied to be installed at the Moose Factory Trades Shop. Preliminary work has been undertaken to identify a location for the Sacred Garden at the Timmins Campus, along with identifying key collaborators on what will be a model and unique teaching tool. Mr. McEachern expects great success with both initiatives in the coming year. A graduate profile document was developed in the winter and is currently undergoing a formal review and approval process. Lastly, the college played an instrumental role in supporting last February's virtual Great Moon Gathering conference via Zoom, which attracted educators from across the province and facilitated wider discussion and considerable leadership in that area.

President Penner complimented the team for their success through an exceptional year and indicated that we will incorporate best practices discovered, moving forward. There were no questions from the Board.

On behalf of the Board Chair Walsh congratulated college staff for their contributions and achievements this past year.

Moved by:	P. McConnell	Motion
Seconded by:	G. Waghorn	41-06-21
THAT THE Board of Governors approve the 2020-2021 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

5.3 Approval of the 2020-2021 Audited Financial Statements

V.P. Mitch Dumas presented the draft Audited Financial Statements for approval. The auditors provided an unqualified opinion stating that the financial statements present fairly the financial position of the college as at March 31, 2021, which means we've accounted for all the transactions of the college within our limits of materiality, in accordance with the appropriate PSAB (Public Sector Accounting Board) accounting standards.

Mr. Dumas highlighted improvements in the Statement of Financial Position and provided details on the Statement of Operations and Changes in Net Assets. The Vice-President confirmed that surplus funds had been allocated to internally restricted and capital project accounts, and answered questions from the Board on revenue increases and expense decreases,

mainly attributable to lower international student enrolment. Finally, a note was added to the financial statements relating to Covid.

On behalf of the Board, Chair Walsh congratulated Mr. Dumas and the Finance Team for their work.

Moved by:	P. McConnell	Motion
Seconded by:	C. Reasbeck	42-06-21
THAT the Board of Governors approve the Audited Financial Statements as at March 31, 2021 for submission to the Ministry of Colleges and Universities, and posting to the College website, as required.		
		Carried

5.4 Approval for Roofing Contracts

Governor John Harrington declared a conflict with both approvals and abstained from the vote. V.P. Dumas shared details and requested approval for the roofing projects.

5.4.1 Moosonee Partial Re-Roofing Contract

Moved by:	D. Rizzuto	Motion
Seconded by:	M. Fahimian	43-06-21
THAT the Board of Governors approve Design Roofing Inc. as the contractor for the Moosonee Partial Re-Roofing project with a bid of \$747,000.00 + HST.		
		Carried

5.4.2 Timmins Campus A-Wing Re-Roofing Contract

Moved by:	G. Waghorn	Motion
Seconded by:	L. Kozak	44-06-21
THAT the Board of Governors approve Design Roofing Inc. as the contractor for the Timmins A-Wing Partial Re-Roofing project with a bid of \$377,500.00 + HST.		
		Carried

5.5 Governor Appointments

Governor appointments were presented for approval as recommended by the Board Vacancy Nominating Committee and pursuant to internal election processes. Governor Harrington abstained from the vote due to a conflict.

Moved by:	M. Fahimian	Motion
Seconded by:	H. Studholme	45-06-21
THAT the Board of Governors approve the following appointments effective September 1, 2021:		
The reappointment of Cathy Ellis and Jeff Molyneaux to the Board of Governors for a second 3-year term;		
The appointment of Patricia Hamilton, John Harrington and Eric Poulin for a 3-year term;		
and		
The appointment of Aiko McCormack-Andia as the Student Representative, for a 1-year term.		
		Carried

5.6 Program Approvals

Executive Director Christine Heavens presented three new proposed Board Certificate programs, developed in response to industry requests.

5.6.1 Service Support Worker Program

The Service Support Worker program is tailored to the hospitality and tourism sector to provide soft skills and workplace-related training, with the addition of customer-service training. This program is in high demand.

5.6.2 Culinary, Service and Support Worker Program

In addition to interest in the above-noted program, the Mining sector has requested an additional component around culinary skills to support remote camp locations. The Culinary, Service and Support Worker program will not only meet the needs of the Mining sector but also Forestry or any other sector with remote camp locations. Graduates will be working in janitorial, housekeeping, laundry and food service with the added culinary training to work as kitchen aids.

5.6.3 Community Based Environmental Monitoring Program

This program was brought to us as a specific request from an industry client working with the Indigenous Institute Oshki-Wenjak. The training will take place over one year (four seasons) with learning taking place in the community. It will be co-taught by an Indigenous knowledge-keeper and a teacher with a western science background. Both will combine land-based learning with western science to create community based environmental monitors, through a holistic approach that reflects Indigenous perspectives, and traditional knowledge and ways. It was designed by Indigenous people for Indigenous people and we are honoured and thrilled to bring this to Northern College. While the college is also exploring pursuing a post-secondary certificate, this program will continue to be offered as a customized Board certificate to meet local area community needs. The Chair suggested this could be of interest for the municipal sector as well.

Moved by: J. Harrington

Motion

Seconded by: D. Rizzuto

46-06-21

THAT the Board of Governors approve:

The Northern College Service Support Worker Certificate;

The Northern College Culinary, Service and Support Worker Certificate; and

The Community Based Environmental Monitoring Certificate.

Carried

5.7 College Legal Representation

President Penner presented the item for approval, adding that if required, we may reach out to other legal counsel when the currently appointed local provider of record is not readily available. Governor Carly Stringer abstained from voting due to a conflict.

Moved by: P. McConnell	Motion
Seconded by: D. Rizzuto	47-06-21
THAT the Board of Governors approve the appointment of Hicks Morley for labour relations and arbitration, for one year effective September 1, 2021 to August 31, 2022. Carried	

5.8 Draft 2021-22 Board Meeting Schedule

President Penner invited comments or questions on the proposed schedule and reminded the Board that travelling to Moosonee in November will be subject to conditions with Covid at the time, in which case the date will stand but the location will be changed. Governor Studholme inquired about providing the Board with campus tours when meetings are held at the campuses and the President confirmed this practice will resume with in-person meetings.

Moved by: C. Stringer	Motion
Seconded by: H. Studholme	48-06-21
THAT the Board of Governors approve the 2021-2022 Board Meeting Schedule as presented. Carried	

5.9 2021 Summer Recess

On an annual basis, the Board empowers the Board Executive to act on behalf of the Board on matters that arise through the summer.

Moved by: C. Reasbeck	Motion
Seconded by: G. Waghorn	49-06-21
THAT the Board of Governors declare a summer recess for the months of July and August 2021;	
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	

5.10 Covid-19 Update

President Penner shared key points from a recent discussion between colleges and the Ministry about mandatory vaccination and fall reopening. There are several logistical considerations to vaccinations, one being assuring students have been vaccinated or following up on those have not. Northern is reviewing the need for mandated residence vaccinations and will work with the student union to encourage and support vaccinations.

Vaccine clinics are hosted at several of our campuses and will continue and an education campaign on the importance of vaccinations will likely be supported by all colleges. Employees would not be mandated to have a vaccine, as the same logistical issues apply as with students, and our encouragement of and support for the vaccine will continue.

Regarding a fall reopening, colleges clarified with the ministry that we have been open under very carefully monitored circumstances. It was recommended that caps on class sizes be removed as colleges have demonstrated their ability to work safely and, with case counts coming down and vaccinations on the rise, this would allow them to get back to some semblance of normal more quickly. Colleges have stipulated they will follow the direction of their public health regions. Most colleges have already communicated to students what their fall may look like.

Since the Porcupine Health Unit district is currently a hot zone, the Timmins and Moosonee campuses will not be following the *Roadmap to Reopening* outlined for the rest of the province.

6. REPORTS AND INFORMATION

6.1 Financial Reports

6.1.1 Verbal Finance Report for the period ended May 31, 2021

V.P. Mitch Dumas indicated the approved 2021-22 budget is being uploaded into our Management Information System and there are no changes to report on the projected \$7.9M year-end surplus at this time. Expenses incurred to the end of May amounted to \$7.07M and we are in line with estimated expenses which currently sit at 12.07% of the approved budget.

Mr. Dumas updated the Board on fiscal 2021 SMA-3 results, indicating the Ministry has granted a grace period to colleges such that no adjustments to decrease funding are being made. Northern exceeded 3 of the 5 metrics and underperformed in 2 areas with 97% for the graduation rate metric and 92% for the community local impact of student enrolment metric. This would have resulted in a \$28K reduction in our provincial operating grant for fiscal 2021. There were no questions from the Board.

6.1.2 Investment Report as at March 31, 2021

V.P. Dumas reviewed the investment report for the fiscal period ended March 31st, 2021 indicating the portfolio increased by \$204,033 during the quarter. Over the 3-month period, we earned a 2.928% return versus -1.01% return in our benchmark. In the past 12 months, we have earned a 20.191% return while the benchmark earned 13.35%. These larger results over the year take into consideration the significant recovery the portfolio earned after the initial hit from Covid. Since inception, the portfolio has grown by \$2.1M or a return of 5.216% and our benchmark returned 5.216% over the same period. Also of note, our GIC strategy of the past was returning approximately 2% while our current strategy is returning 5.216% with an acceptable level of risk. We continue to monitor the portfolio with our investment manager.

6.1.3 Finance / Investments Recommendation

V.P. Mitch Dumas referred to the list of financial questions identified in the Board briefing note and added that a checklist will be prepared to be provided to all governors so they may verify that topics are covered during financial presentations and if not, those questions can be brought up as required. Mr. Dumas then reviewed proposed alternate investments, presenting specific diversification recommendations as proposed by our investments manager and supported by the Board Ad-Hoc committee.

Moved by: C. Stringer

Motion

Seconded by: G. Waghorn

50-06-21

THAT the Board of Governors approve diversified college investments, as presented.

Carried

The Board engaged in discussion around timeframes, the state of the economy, interest rates, and mitigating risk by diversifying the portfolio.

President Penner reminded the Board about the genesis of the Ad-hoc committee and reiterated that the college system's accountability framework is more stringent and differs from universities. By identifying questions and providing governors with a checklist, the Board can be better informed and reassured it fulfills its fiduciary responsibility.

6.2 Annual Monitoring Reports

President Penner presented monitoring reports provided on an annual basis. The President confirmed we have complied with the policies and executive limitations.

6.2.1 Partnerships & Collaborative Initiatives

The President expressed that given the Covid year, there are fewer new partnerships and collaborative initiatives to report on; however, she was pleased to point out Kirkland Lake Gold is a new talent pipeline collaboration. A number of new partnerships are currently being developed.

6.2.2 Compliance Report – Program Advisory Committees

President Penner indicated we have been in compliance with policy D-4 Program Advisory Committees. Meetings have resumed and the President joined several of them in the last few weeks. The virtual meetings are well attended and there has been good interaction and discussions. We continue to standardize PAC meeting agendas to ensure committees receive standard reports, in addition to the program-specific information they require.

6.2.3 Compliance with Executive Limitations Policies

The President confirmed we are in compliance with other Executive Limitations' monitoring statements including:

- D-1 General Executive Constraint
- D-6 Naming of Facilities
- D-7 Language Services Policy
- D-8 Purchasing
- D-9 Facility Leasing
- D-11 Asset Protection
- D-12 Financial Matters
- D-13 Insurance
- D-14 Commitment to Quality
- D-15 Staff Relations
- D-16 Risk Management

6.2.4 College Signing Authority

As required in policy D-5 Signing Authority, naming of signing officers is to take place at the Annual General Meeting. Signing officers include:

- the Chair of the Board of Governors
- the First Vice-Chair of the Board of Governors
- the President
- the Treasurer / Vice-President, Corporate Services; and
- the Vice-President, Academic & Student Success.

There being no questions on the monitoring reports, the following motion was presented.

Moved by: D. Rizzuto	Motion
Seconded by: C. Reasbeck	51-06-21
THAT the Board of Governors has received Executive Limitations Compliance and Monitoring Reports, as required.	Carried

6.3 Sexual Violence Reporting

Executive Director McEachern informed the Board about the requirement for reporting on sexual violence, further to the introduction of provincial legislation a few years ago. Reports for 2020 and 2021 indicating the status of sexual violence and a further report on the nature of a mandated Task Force were prepared. Mr. McEachern indicated no incidences of sexual violence on our premises have been reported. The college continues with awareness building through campaigns and at orientation sessions, as well as sharing communications with students about resources that are available at our campuses. Further to sharing the reports with the Board, we will assure our compliance with the Ministry and post the reports to the college website. Governor Studholme suggested that once posted, the URL be made available to governors so they may access the reports as well.

Moved by: M. Fahimian

Seconded by: J. Harrington

THAT the Board of Governors has received the 2020 and 2021 Sexual Violence Reports, as required.

Motion

52-06-21

Carried

6.4 June 2021 Dashboard

Executive Director McEachern presented the dashboard identifying three performance factors including faculty, student and financial measures. The first reflects consistent results on the faculty measure which looks at internal student feedback on teaching approaches. Mr. McEachern underlined this is a remarkable achievement given the past year. The domestic student confirmations metric shows a considerable increase, thanks to the engagement of staff in the Admissions office, and other areas of the college, to call students last February, and also due to utilizing various modes to follow up on offers of admission with texts, emails and secondary calls. Reflective of the pandemic, student enrolment dropped; however, Indigenous student enrolment remained proportionately the same compared to domestic student enrolment. Finally, as reported earlier in the financial statements, the third performance factor indicates we have exceeded our financial measure with a year-end surplus of \$20.6M.

While Covid has impacted 2020 and 2021 enrolment, Governor Rizzuto inquired about the decline in Indigenous student enrolment between 2018 and 2019. President Penner indicated for the most part, this can be attributed to a predicted decline in the population demographics that will affect enrolment as a whole, and this is stated in our SMA. However, the market is changing and looking forward to the economic recovery, domestic direct entrant enrolment will be impacted further in the next three years with the number of mines opening in the region and more jobs being available. Non-direct entrants will be our biggest market and as part of our Strategic Plan, we are looking at more flexible delivery models to try and address enrolment declines. Chair Walsh shared that a high proportion of high school graduates from Haileybury are going into the workforce or entering apprenticeships this fall.

6.5 Northern College Indigenous Council on Education

No report.

6.6 President's Report

The President's report is provided in the Board package. Dr. Penner encouraged governors to join in the Thursday, June 10th joint virtual announcement by Northern and Algoma University about a dual credential opportunity to achieve a diploma and degree in Computer Science Engineering.

6.7 Reports from Board Advisory Committee Representatives

There were no reports.

6.8 Board Member Community-Related Updates

President Penner was pleased to inform the Board the Northern Policy Institute is looking to partner with the college, establishing a presence at a campus. A formal announcement will be made at a later date.

6.9 Governors Completing Terms

Governors completing their terms as of August 31, 2021 include Ms. Lois Kozak, Ms. Gail Waghorn, Mr. Pat McConnell, Mr. Domenic Rizzuto, Ms. Laura Howe, Ms. Mahi Fahimian and Mr. Dean Lessard.

On behalf of the Board, Chair Walsh thanked the governors and acknowledged the value that each of them brought to the Board with their expertise, input, participation and attendance. The Chair wished them the best as they continue on. The Chair also congratulated Governor Rizzuto on his upcoming retirement and Governor Laura Howe who is graduating this June. Governors expressed that being on the Board was a rewarding experience for them. Gifts of appreciation will be forwarded to the governors.

President Penner extended her personal thanks to members completing their terms as well, and stated that both in her previous role as Vice-President and now as President, it has been a pleasure working with them. Dr. Penner has found the Board to be productive and provide constructive, positive feedback and appreciates their contributions.

On behalf of the college, Dr. Penner also expressed thanks and appreciation to Ms. Fortier, Executive Assistant to the Board, who is retiring as of June 30th, for her exemplary years of service to the college. Chair Walsh was joined by other governors in expressing their thanks as well.

7. MOVE TO IN-CAMERA MEETING

Moved by:	P. McConnell	Motion
Seconded by:	D. Rizzuto	53-06-21
THAT the Board of Governors move in-camera at 3:08 p.m.		Carried

8. REPORT FROM IN-CAMERA MEETING

Moved by:	H. Studholme	Motion
Seconded by:	C. Reasbeck	54-06-21
THAT the Board resume the open session at 3:15 p.m.;		
AND THAT matters discussed proceed as presented.		Carried

9. NEXT MEETING

9.1 Date and Location:

Thursday, September 16, 2021 – Board Planning Meeting
Kirkland Lake Heritage Centre

Friday, September 17, 2021 – Board Meeting
Kirkland Lake Campus

9.2 Future Agenda Items

The Chair invited governors to forward any requests for agenda items they might think of over the course of the summer directly to him, to President Penner, or to Executive Assistant Debbie Nankervis.

10. ADJOURNMENT

Chair Walsh thanked everyone for their contributions and attendance this term.

Moved by: J. Harrington
THAT the meeting be adjourned.
Time noted at 3:17 p.m.

Motion
55-06-21
Carried

P. Fortier,
Executive Assistant to the Board