



# **NORTHERN COLLEGE**

## **BOARD OF GOVERNORS MEETING NO. 457**

Tuesday, November 9, 2021  
1:00 p.m.

Video (all sites)

### **PRESENT:**

#### **Board:**

D. Walsh, Chair  
C. Stringer (First Vice-Chair)  
J. Molyneaux (Second Vice-Chair)  
C. Reasbeck (Governor-at-Large)  
A. Penner (President)  
C. Ellis  
J. Harrington  
L. Innes  
R. Mathews  
A. McCormack-Andia  
M. Metatawabin  
E. Poulin  
A. Robichaud  
H. Studholme  
L. Trapper

#### **Guests:**

T. Wilson, Manager, Manager of Indigenous Services & Initiatives  
J. Delaurier, Senior Accountant

#### **Staff:**

D. Nankervis, Executive Assistant, Office of the President and Board of Governors  
M. Dumas, V.P. Corporate Services  
C. Heavens, Ex. Director, Community, Business Dev. & Employment Services  
S. Hunter, Director, Marketing, Communications and External Relations  
A. Klooster, V.P. Academic & Student Success  
C. McEachern, Ex. Director, Student Services, Institutional Research & Registrar  
F. Nickner, Chief Information Officer and Director of Information Technology

#### **Regrets:**

K. Wojtus  
P. Hamilton

## **1. CALL TO ORDER**

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

Chair Doug Walsh, called the meeting to order and welcomed everyone.  
The Chair welcomed new governor Rod Mathews.

## **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 Lynne Innes declared a conflict with item 6.4 – Weeneebayko Area Health Authority Lease Extension, and Governor John Harrington declared a conflict with item 6.6 – Kirkland Lake Site Work Phase 1 Contractor.

## **3. AGENDA**

President Penner requested Item 6.5 Approval of Contract Services with About You Productions be removed from the agenda and that Academic Bargaining Updates be added to the in-camera session as Item 8.6.

Moved by:	J. Harrington	Motion
Seconded by:	A. Robichaud	74-11-21
THAT the agenda for Meeting No. 457 of the Board of Governors of Northern College of Applied Arts & Technology dated November 9, 2021 be adopted as amended.		Carried

## **4. PRESENTATIONS**

### **4.1 Treaties of Northeastern Ontario**

President Penner introduced Trudy Wilson, Manager of Indigenous Services & Initiatives joining the Board to present on Treaty 9, covering the James Bay area. This is part one of two treaty presentations that will come to the Board this year.

Governor Metatawabin commented on research collected for this presentation. As a descendent of those who signed that treaty, he shared his knowledge of stories he has heard. A treaty is a living document, however, treaties are not understood as living documents; the European approach and what is no longer acceptable are things we need to talk about. Today's education session is a starting point for learning and teaching each other, and for effecting necessary changes.

Governor Trapper shared, from her perspective, presentation was from a literature review, academic perspective and suggested consultation with the Nishnawbe Aski Nation, Treaty 9 office would have been beneficial. The academic eastern view is what has been taught and we need to bring in truth of what happened. More needs to be done to educate people on Treaty 9 in a holistic manner.

Chair Walsh shared the definition of a treaty, acknowledged the one sided nature of negotiations, and recognized there was a language barrier. The Chair thanked Ms. Wilson for her presentation and thanked Governors Trapper and Metatawabin for their contributions.

#### **4.2 2020-2025 Strategic Plan: Measuring Success**

President Penner presented on our commitment to measure the success of our strategic plan. Outside of the traditional measurements, the two measurements highlighted under Indigenous Empowerment and Education were Building a Stronger Fire and Global Benchmarks set by Equity, Diversity and Inclusion. Progress will be reported to the Board twice a year and quantitative measures will demonstrate our success level. We endeavor to achieve all of our goals and by setting targets we are accountable to the Board. Next, Administrators will identify the best initiatives that will help us move those measures to meet our targets for inclusion in the 2022-23 business plan.

Chair Walsh identified baseline measurements in Invigorating Northern Experiences that require adjustment; the President will ensure corrections are circulated to the Board.

Governor Studholme questioned how goals were set. Each group created an outcome statement and then set goals believed to be realistic and attainable.

### **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 Receive Board Committee Minutes
- 5.2 Program Advisory Appointment
- 5.3 Program Advisory Meeting Schedule
- 5.4 2021-22 Board of Governors' Work Plan
- 5.5 Correspondence and Information Report

Moved by:	J. Molyneaux	Motion
Seconded by:	C. Reasbeck	75-11-21
THAT the Board of Governors approve Consent Agenda items, including all applicable motions.		

5.1 Receive Board Committee Minutes

THAT the Board of Governors receive Committee Minutes

5.2 Program Advisory Committee Appointment

THAT the Board of Governors approve the appointment of Mr. Mohammed Ali to the Environmental Technician Program Advisory Committee.

5.4 2021-2022 Board of Governors Work Plan

THAT the Board of Governors approve the Work Plan as revised Carried.

**6. DISCUSSION ITEMS**

**6.1 Approval of Minutes of Meeting #456 held September 17, 2021**

Moved by: E. Poulin Motion

Seconded by: A. McCormack-Andia 76-11-21

THAT the Board of Governors approve minutes of meeting #456 held September 17, 2021 as presented. Carried

**6.2 Approval of 2021-2022 Board Goals**

On behalf of the Board Ad-Hoc committee convened after the September Planning meeting, President Penner presented a revised goal:

Identify key college initiatives that address Indigenous knowledge and empowerment within the Equity, Diversity and Inclusion toolkit to create talking points for the Board of Governors.

This goal will become goal #3 and serve to help governors understand what we are doing, and how we are doing it so they can articulate such while out in their communities. President Penner thanked Governors Harrington, Hamilton and Exec. Director McEachern for contributing to the revision of the goal.

Moved by: A. McCormack-Andia Motion

Seconded by: J. Harrington 77-11-21

THAT the Board of Governors approve 2021-2022 Board Goals, as revised. Carried

**6.3 Approval of Naming and Dedication of IESC Lounge**

Director Hunter presented the request to name the student lounge of the Integrated Emergency Services Complex after Dr. Fred Gibbons in recognition of his contributions to the college. Dr. Gibbons was consulted in the space selection. If Board approval is granted today, a plaque unveiling will be scheduled for January, as COVID restrictions permit.

President Penner was pleased to share, Dr. Gibbons was nominated for the Minister's Lifetime Achievement Award; announcement of recipients will take place at the Higher Education Summit on November 29.

Moved by: J. Molyneaux Motion  
Seconded by: C. Reasbeck 78-11-21

THAT the Board of Governors approve the recommendation to name the lounge area of the Timmins Campus' Integrated Emergency Services Complex, the 'Dr. Fred Gibbons Student Commons' to acknowledge the dedication and contributions of Dr. Gibbons, President Emeritus, Northern College. Carried

#### **6.4 Approval of Extension of Weeneebayko Area Health Authority Lease Agreement for the Field Hospital at the Moosonee Campus**

Having declared a conflict, Governor Innis abstained from voting on this motion.

Moved by: E. Poulin Motion  
Seconded by: C. Ellis 79-11-21

THAT the Board of Governors approve an extension to the lease agreement between Northern College and Weeneebayko Area Health Authority for the Moosonee Campus field hospital to March 31, 2022. Carried

#### **6.5 Approval of Contract for Services with About You Productions (removed from Agenda)**

#### **6.6 Approval of Kirkland Lake Site Work Phase I Contractor**

V.P. Dumas presented the project to resurface the main parking lot and roadways as well as redo sidewalks and curbs at the Kirkland Lake campus. This work was tendered based on the broader public sector directives and Pedersen Construction has been recommended for the work. The project will start in the spring.

Having declared a conflict, Governor Harrington abstained from voting on this motion.

Moved by: J. Molyneaux Motion  
Seconded by: H. Studholme 80-11-21

THAT the Board of Governors of Northern College approve Pedersen Construction as the contractor for the Kirkland Lake Site Work – Phase 1 project with a bid of \$746,400.00 + HST. Carried

#### **6.7 Program Approvals**

##### **6.7.1 Ontario College Certificates**

V.P. Klooster presented three Ontario College Certificate program proposals. The programs are advanced as a system wide initiative geared to award apprenticeship students with an Ontario College Certificate when they have successfully completed all levels of their apprenticeship training. These are existing programs, essentially retroactively awarding certificate credentials to students who have completed apprenticeship training.

Moved by: J. Harrington Motion  
Seconded by: C. Reasbeck 81-11-21

THAT the Board of Governors approve the Motive Power Fundamentals-Apprenticeship Ontario College Certificate, the Heavy Equipment Techniques-Apprenticeship Ontario College Certificate, and the Manufacturing Techniques Millwright-Apprenticeship Ontario College Certificate program proposals for submission to the Ontario Colleges Quality Assurance Service Credential Validation Service for program approval. Carried

### **6.7.2 Ontario College Diploma**

V.P. Klooster explained the program was developed and will be offered in collaboration with Algonquin College in response to growth in the sector in the southern regions of our catchment area. The program is essentially a business program, with a focus on management in the agriculture sector.

Governor Studholme expressed support for this program and was confident it will be well received given there is so much dairy farming between Kirkland Lake and Haileybury.

Moved by:	C. Ellis	Motion
Seconded by:	E. Poulin	82-11-21
THAT the Board of Governors approve the Business Agriculture Ontario College Diploma program proposal for submission to the Ontario Colleges Quality Assurance Service Credential Validation Service for program approval and the Ministry of Colleges and Universities for funding approval.		
Carried.		

A Memorandum of Understanding signing ceremony is being planned.

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

Dr. Penner reported, to date we still have not had any outbreaks, active cases, or closures due to COVID. We are slowly finding our way back to a new normal.

Given the stage we are at provincially, the college has been given some autonomy to increase capacity within its ancillary services (cafeteria, gyms etc.). The plans for January vary dependent upon the program in question with much instruction returning to face-to-face. The ability to teach via online/distance forums has been much appreciated by our more mature learners who can then study while attending to family or job related responsibilities.

Our staff is at close to 100% vaccination rate. As of November 15<sup>th</sup>, all students and staff who access the campuses are to demonstrate full vaccinations or an authorized exemption. Throughout the pandemic, we have also participated in a pilot project on COVID rapid testing through the East End Family Health Team. This is a constantly changing situation as we do not know what we may hear from the Ministry as to new directions.

## **7. REPORTS AND INFORMATION**

### **7.1 Financial Reports**

#### **7.1.1 Financial Report for the period ended September 30, 2021**

V.P. Dumas presented the Finance Report for the 6-month period ended September 30, 2021, reviewing changes in revenues and expenditures. As of September 30, 2021, the year-end forecasted surplus has decreased by approximately \$311K to \$9,524,008. Revenues for the year are expected to grow by \$316K while expenses are expected to grow by \$627K.

#### **7.1.2 Quarterly Investment Report as of September 30, 2021**

V.P. Dumas presented the investment report, explaining that portfolio has grown \$43,200.47 this past quarter, ending September 30<sup>th</sup>. Our Equity and Fixed Income asset mix remains within our long term range and approximates our neutral targets. We are shifting investments to a higher equity-based portfolio, as discussed at a previous Board meeting and at the New Governor Orientation session. Mr. Dumas reviewed details of the portfolio changes, adding a stagger approach is favoured by our broker.

### **7.2 Risk Management Dashboard**

As committed to at the September Board meeting Ms. Jodi Delaurier joined the Board to present the risk management Heat Map.

Ms. Delaurier indicated the now that the top 10 strategic risks have been identified, the next step is to reach out to owners of these risks to help us put controls in place to reduce overall risk to the college. It is recognized that even after a good 360-degree review, sometimes one cannot mitigate risk and it would stay in the red.

President Penner acknowledged there will always be risk, these numbers will fluctuate, and as you mitigate risk in one area often circumstance dictates higher risk in another area, often beyond our control. The plan is to present this heat map to the Board on a biannual basis.

### **7.3 2021 Enrolment Presentation**

Executive Director McEachern presented on 2021 enrolment and engaged in discussion with the Board. Ms. Studholme expressed disappointment in low enrolment at the Kirkland Lake Campus.

Mr. McEachern clarified we are working on many recruitment and marketing initiatives, one of which is to publish more testimonials on the website.

Governor Harrington commended the college on stronger direct learners now than pre-COVID.

Chair Walsh noted enrolment is up from the GTA area and complimented the Recruitment and Marketing teams for doing great work.

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

Governor Trapper indicated the Committee has been struggling to reach quorum and maintain membership. A letter has been sent out to committee members to confirm if they wish to uphold or resign their seats.

President Penner shared she has been working directly with the Indigenous Services & Initiatives team. Dr. Penner and Ms. Wilson have scheduled meetings in First Nations communities to engage and increase interest and awareness. Any ideas and suggestions are welcome.

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

The President report is provided in the Board package. President Penner elaborated on a report developed to facilitate growth in the mining sector. The report will be shared with various ministries and officials to engender support and investment in Northern Ontario.

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

President Penner invited members of the Executive Team to report on the 2021-22 Business Plan. Three specific initiatives were explained in depth.

V.P. Klooster reported on the development of a college-wide online, asynchronous Indigenous Culture and Awareness General Education course for students and PD opportunity for Northern College faculty and staff. This is a good first step to a more robust academic approach in response to the Truth and Reconciliation Commission Call for Action for educational institutions.

V.P. Dumas reported on the expansion to the Vet Sciences Centre (North end). The expansion is looking to add a properly sized necropsy room resulting in an additional 1,550 square feet available to our students. The project is currently in the final design phase with the consultant and is scheduled to go out for tender this month (November) and awarded by January 2022 with the start of construction in early spring.

Governor Stringer inquired whether gender neutral washrooms have been considered in the design of new spaces and V.P. Dumas will bring this to the college space committee.

Exec. Director Heavens reported on the commitment to develop practices to connect students with Employment Services prior to graduation to enhance student experiences and success. In developing this initiative, we are looking to find ways to connect with students when they are applying for employment so they understand what services we can provide and how we can support them with their pathway throughout their college experience and after graduation. This includes support with resumes, job readiness training and connecting with employers.

President Penner identified two initiatives that will not be completed by March 31<sup>st</sup>; however, we anticipate a summer completion of the Vet Sciences building and like the completion of the Trades Lab in Moosonee, the initiatives will roll into operations.



**7.7 Reports from Board Advisory Committee Representatives**

No report.

**7.8 Board Member Community-Related Updates**

Dr. Penner continues to join Town Council Meetings. Governor Studholme shared that Town of Kirkland Lake has recruited a new CAO after a long vacancy and Chair Walsh shared Kirkland Lake has also recruited a new Director of Corporate Services from Englehart.

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

Moved by:	J. Harrington	Motion
Seconded by:	R. Mathews	83-11-21
THAT the Board of Governors move in-camera at 3:37 p.m.		Carried

The Board Chair reminded members that all discussions and information shared in the in-camera portion of the Board meeting were confidential and not to be shared.

**9. REPORT FROM IN-CAMERA MEETING**

Moved by:	C. Stringer	Motion
Seconded by:	R. Mathews	84-11-21
THAT the Board resume the open session at 4:20 p.m.;		
AND THAT matters discussed proceed as presented.		Carried

**10. NEXT MEETING**

**10.1 Date and Location:** Tuesday, January 11, 2022  
Location/format: Multi-campus video meeting

**10.2 Future Agenda Items**

There were no requests; however, governors may forward any requests via the Board office.

The Board Chair thanked everyone for attending and for their participation.

**11. ADJOURNMENT**

Moved by:	C. Stringer	Motion
THAT the meeting be adjourned.		85-11-21
		Carried

Time noted at 4:21 p.m.

D. Nankervis,  
Executive Assistant to the Board