



# **NORTHERN COLLEGE**

## **BOARD OF GOVERNORS MEETING NO. 459**

Tuesday, March 8, 2022  
1:00 p.m.

Zoom Meeting

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### **PRESENT:**

#### **Board:**

D. Walsh, Chair  
C. Stringer (First Vice-Chair)  
C. Reasbeck (Governor-at-Large)  
A. Penner (President)  
P. Hamilton  
J. Harrington  
R. Mathews  
E. Poulin  
A. Robichaud  
H. Studholme  
K. Wojtus

#### **Guests:**

L. Dye, Director of Education, District School Board Ontario North East  
accompanied by Board Trustees and Staff  
Office Administration 1<sup>st</sup> and 2<sup>nd</sup> year Students and Professor, Jennifer Huggins  
T. Wilson, Manager of Indigenous Services and Initiatives  
D. Lessard, Dean of Community Services and Learning Excellence & Innovation  
Department

#### **Staff:**

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

#### **Regrets:**

J. Molyneaux (Second Vice-Chair)  
C. Ellis  
L. Innes  
A. McCormack-Andia  
M. Metatawabin  
L. Trapper

## **1. CALL TO ORDER**

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

Chair Doug Walsh called the meeting to order at 1:00 p.m. and welcomed Board members, staff and guests from District School Board Ontario North East, Director of Education Lesleigh Dye, Board Trustees and Staff; Chair Walsh also welcomed the students from the Office Administration-General and Executive programs and their professor, Jennifer Huggins joining us as observers for the open session of today's Board meeting.

### **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 6.12 Contract with NorthernTel.

## **3. AGENDA**

There was one item removed from the agenda:

6.13 Approval for Contract for Interior Renovation of Admin Area A-128;

And two items added to the agenda:

6.11 Approval of Lease Agreement with Materials Joining Innovation Centre

6.14 Approval for Tuition Fee Increase

Moved by: C. Stringer

Seconded by: P. Hamilton

Motion

12-02-22

THAT the agenda for Meeting No. 459 of the Board of Governors of Northern College of Applied Arts & Technology dated March 8, 2022 be adopted as amended.

Carried

## **4. PRESENTATIONS**

### **4.1 Indigenous Education Initiative**

Present Penner introduced presenters Trudy Wilson, Manager of Indigenous Services and Initiatives, and Dean Lessard, Dean of Community Services and Learning Excellence & Innovation Department.

This initiative will offer Indigenous education programming for Northern College faculty, staff and students in an adult learning model designed to ensure a common base of knowledge regarding terminology, history, bias, stereotypes, treaty rights, understanding and situating contemporary issues and applying the knowledge to the learning environment. Four online asynchronous modules are being developed for staff and faculty which will also be open to Board members to participate.

#### **4.2 Listening to Diverse Voices**

President Penner invited Chief Cultural Officer Susan Hunter to present. Northern College will be presenting “We are Listening: Social Media in Action” at the upcoming Colleges & Institutes Canada (CICan) annual conference in Halifax April 25<sup>th</sup>.

### **5. CONSENT AGENDA**

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda.

- 5.1 Receive Board Committee Minutes
- 5.2 Program Advisory Committee Appointments (no appointments)
- 5.3 Program Advisory Meeting Schedule
- 5.4 Board of Governors’ Work Plan
- 5.5 Correspondence and Information Report

Moved by: J. Harrington Motion  
Seconded by: P. Hamilton 13-02-22  
THAT the Consent Agenda items be approved, including all applicable motions.

- 5.1 Receive Board Committee Minutes  
THAT the Board of Governors receive Board Committee Minutes Carried

### **6. DISCUSSION ITEMS**

#### **6.1 Approval of Minutes of Meeting #458 held January 11, 2022**

Moved by: E. Poulin Motion  
Seconded by: C. Reasbeck 14-02-22  
THAT the Board of Governors approve minutes of meeting #458 held January 11, 2022 as presented. Carried

#### **6.2 Board Goals**

President Penner provided an overview and presented a framework to move forward to a final product for September 2022 Board Planning meeting.

### **6.3 Approval of Budget Expenditures**

Senior V.P. Mitch Dumas requested Board approval for continued operating expenses from April 1 to May 10 until the new budget is presented at the May 10<sup>th</sup> Board meeting.

Moved by:	K. Wojtus	Motion
Seconded by:	E. Poulin	15-02-22
THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2022 to May 10, 2022, not to exceed total expenditures of \$7.5 million.		
		Carried

### **6.4 Verbal Report on 2022-2023 Budget**

President Penner reported the 2022-23 budget is in its final stages of development and will be presented for approval at our May Board meeting, once again reflecting a year-end surplus, consistent with the previous 5 years. We are on solid financial footing thanks to Senior V.P. Dumas and his team.

### **6.5 Appointment of Chartered Bank**

Senior V.P. Mitch Dumas is asking for a one-year extension to be approved. Further discussions will take place in 2022 to negotiate a longer-term contract beginning in 2023

Moved by:	K. Wojtus	Motion
Seconded by:	J. Harrington	16-02-22
THAT the appointment of the Royal Bank of Canada as the College's principal banker be extended for one year, to December 31, 2022; and		
THAT the appointment of the following chartered banks also be extended for one year for the provision of services in Haileybury, Kirkland Lake and Moosonee: Bank of Nova Scotia and Canadian Imperial Bank of Commerce.		
		Carried

### **6.6 Approval of Health Care Fees**

Executive Director McEachern presented changes to health care fees. Acknowledging the increase to International Health Plan fees is concerning, a review of other Ontario colleges confirms the new Northern College fee will be in the provincial mid-range of such fees.

Moved by:	A. Robichaud	Motion
Seconded by:	R. Mathews	17-02-22
THAT the Northern College Board of Governors approve the proposed 2022-23 Domestic and International Student Health Plan fees as presented.		
		Carried

### **6.7 Program Approvals**

V.P. Aaron Klooster presented on the proposed post-secondary program approvals.

General Construction Carpentry Techniques-Apprenticeship Ontario College Certificate is the last of Northern College's suite of apprenticeship programs to request approval as an Ontario College certificate. The Committee of Presidents has encouraged Ontario Colleges

to grant an exit credential for apprentices who complete their final level of training where equivalency can be demonstrated. Gaining an Ontario College post-secondary credential can benefit apprentices who seek further study options or travel to different jurisdictions. Graduation numbers will increase as a result of this approach, further benefitting Northern College in a number of ways, including growth of alumni

Computer Programming Ontario College Diploma will expand out of our cluster of credentials in computer technologies by partnering with Algonquin College on this Ontario 2-year diploma for Computer Programming. This arrangement will work in a similar fashion as our Business-Agriculture partnership with Algonquin College. Northern College will be the college issuing the credential. All courses can be delivered virtually, and the entire second year of the program will be offered online. There is local student and employer demand for this program which will attract different applicants outside of our existing Computer Engineering Technician 2-year diploma applicants.

Moved by: C. Stringer Motion  
Seconded by: E. Poulin 18-02-22  
THAT the Board of Governors approve:  

- General Construction Carpentry Techniques-Apprenticeship Ontario College Certificate; and
- Computer Programming Ontario College Diploma;

Carried

## **6.8 Approval of Insurance Premium Payment**

Senior V.P. Mitch Dumas requested approval for the annual insurance premium payment, estimated at \$470K + applicable taxes. The insurance premium has increased by \$60K over last year.

Moved by: P. Hamilton Motion  
Seconded by: K. Wojtus 19-02-22  
THAT the Board of Governors approve an insurance premium payment to Aon Reed Stenhouse Inc. for a maximum payment of \$435,000 + applicable taxes to bind the policies for insurance coverage of Northern College, beginning April 1, 2022. Carried

## **6.9 Approval of Revised Board Policies**

President Penner reviewed policy changes recommended by the Board Policy Review Committee. One modification was recommended to strengthen language for C-4 President Contract.

Chair Walsh thanked committee for their contribution with 2021-2022 board policy review.

Moved by: C. Stringer Motion  
Seconded by: C. Reasbeck 20-02-22  
THAT the Board of Governors approve the following policies, as revised with recommendation:  
B-3 Indigenous Relationships with Indigenous Peoples  
B-12 Travel Expenses Board Members

- B-14 Reappointment of Board Members
- B-21 Investment Policy
- C-4 President Contract – *with recommended change*
- C-7 President Emeritus
- D-1 General Executive Restraint
- D-2 Communication with the Board
- D-6 Naming of Facilities
- B-17 Protocol for Naming Facilities
- D-16 Risk Management Carried

#### **6.10 Materials Joining Innovation Centre (MaJIC) Annual Report**

President Penner encouraged the Board to review report provided by Mr. Molyneaux.

Moved by: E. Poulin Motion  
Seconded by: H. Studholme 21-02-22  
THAT the Board of Governors receive the 2022 Materials Joining Innovation Centre Annual Report. Carried

#### **6.11 Approval of Lease Agreement with Materials Joining Innovation Centre**

Addition to agenda. President Penner provided overview on behalf of Mr. Molyneaux.

Moved by: K. Wojtus Motion  
Seconded by: J. Harrington 22-02-22  
THAT the Board of Governors approve a Lease Agreement with Materials Joining Innovation Centre for facilities located at the Kirkland Lake Campus, effective April 1, 2022 to March 31, 2027. Carried

#### **6.12 Approval of Contract with NorthernTel: WAN Services**

Having declared a conflict, Governor Harrington did not vote on the motion.

Chief Information Officer, Fred Nickner presented. NorthernTel continues to be the provider of choice as they service the James Bay coast and is the most accessible service provider for Employment Options.

Moved by: H. Studholme Motion  
Seconded by: K. Wojtus 23-02-22  
THAT the Board of Governors approve the request to continue with NorthernTel as provider for the College's WAN service, at a cost of \$78,900+HST per year, for a five (5) year period starting April 1, 2022 and ending March 31, 2027. Carried

#### **~~6.13 Approval for Contractor for Interior Renovation of Admin Area A128 Timmins Campus~~**

Removed from agenda.

#### **6.14 Approval of Tuition Fee Increase**

Addition to agenda. President Penner presented. Our private partner has requested a tuition increase for the Graduate Certificate programs. This proposed increase would commence September 2023 and would be in line with competitive rates for private sector international enrolment in the Toronto area. Justification for the increase includes rising costs that have been incurred with no increase in tuition for the past two years.

Moved by: J. Harrington

Motion

Seconded by: E. Poulin

24-02-22

THAT the Board of Governors approve the proposed tuition increase to graduate certificate programs offered by our private partner, effective September 2023.

Carried

#### **6.15 Covid-19 Update**

President Penner reported, as of March 1, post secondary institutions had the discretion to maintain vaccination policies on their campuses. While these policies are no longer required, they are supported by the Ontario Chief Medical Officer of Health (OCMOH). With the easing of certain public health measures, all students, staff and faculty will be strongly encouraged to receive their third dose before coming to campus.

Northern College is maintaining the COVID policy and management systems already in place to the end of the Winter semester. Northern College will be assessing the application of COVID management for spring semester by following the science and working in coordination with the Colleges Ontario system.

### **7. REPORTS AND INFORMATION**

#### **7.1 Financial Reports**

##### **7.1.1 Finance Report for the period ended January 31, 2022**

Senior V.P. Mitch Dumas presented the finance report as of January 31, 2021. Noted, our original approved budgeted surplus for F22 was \$7M. January Board meeting we reported an increase to budget surplus was increasing by 1.1M to bring to anticipated surplus of 10.6M. As of January 31 2022, year-end forecasted surplus has increased by approximately \$40,000 to bring us to an estimated \$10.6M. Revenues are expected to increase by 77k and expenses to increase by 37k.

##### **7.1.2 Quarterly Report on Investments as at December 31, 2021**

Senior V.P. Mitch Dumas presented the quarterly investment report for the period ending December 31<sup>st</sup>, 2021. Northern's investment strategy continues to see a significant increase in earnings. The colleges investments continue to see a recovery from the effects of COVID-19 with a return from last quarter. Our annualized return has not kept up to our benchmark indices, however is above our target rate of return. The Investment Policy Statement developed by TD Waterhouse and Northern College, established a target return

rate, taking into consideration the College's appetite for investment risk, the cash needs for Bursaries, the need to protect the investment capital and the MCU Binding Policy on Banking, Investments and Borrowing. Since inception in 2014, this program has increased the market value of the portfolio. We continue to monitor these results.

## **7.2 Risk Management**

Senior V.P. Mitch Dumas reported that the IRM committee continues to work through the top ten risks to identify risk mitigation strategies or risk tolerance strategies. Once this task is completed the IRM committee will move on to the next top 10 risks in the organization. In order to increase the emphasis and priority of risk management, we are exploring the creation of a new Risk Manager position in F23.

## **7.3 Report from Northern College Indigenous Council on Education**

No report provided.

## **7.4 President's Report**

Consultation with the Ministry on the public private colleges has been ongoing for the past month. A forum for colleges who have private partnerships was held with the Ministry in February. A separate forum for colleges who did not have a private partnership was also held. Colleges were invited to submit individual responses to the series of questions the Ministry had around the public private colleges. Colleges with private partnerships submitted a joint letter addressing the sustainability these partnerships offer and quality assurance processes we have employed to maintain these partnerships. Northern submitted an individual letter in addition to the joint letter which specifically dealt with the ratio directive of the Ministry to have 1 international student for every 2 our private partner. This has been a challenging ratio to achieve even before COVID, and it has actually created more challenges for the system.

Housing is another item related to expanding our international enrolment. Consultations have been initiated with a goal to build housing capacity within each of our communities.

## **7.5 Executive Team / Business Plan Presentations**

President Penner invited the Board to review the Q4 2021-2022 business plan provided in the Board package.

Of the 14 initiatives, 2 were not completed. In both cases, these were directly related to delays linked to COVID. Both initiatives will be completed as operational over the next business year. President Penner formally expressed her appreciation to the senior management team and their employees for achieving all that they did, despite COVID.

Noted, the approach to business plan presentations to the Board this year was to give more fulsome, clear picture of what we are trying to achieve. Today's report today rounds out the 2021-2022 Business Plan, which will now transition into the 2021-2022 Annual Report.

Senior V.P. Dumas presented on business plan initiative 2.3.1-21 Master Plan initiative and V.P. Klooster presented on business plan initiative 4.1-21 Student Coach/Mentor Strategy.



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

Chair Walsh encouraged board members to review the Program Advisory Committee meeting schedule.

## **7.7 Board Member Community Related Updates**

Governor Studholme invited Board members to attend the upcoming Celtic Tenors being hosted the Kirkland Lake Arts Council Sunday, March 20<sup>th</sup> at the Northern College Kirkland Lake Campus auditorium.

Governor Mathews commended Northern College for their partnership with the Temiskaming Shores Public Library. The recent grand opening of the community library at the Haileybury Campus was well received in the community.

Prior to moving in-camera, Chair Walsh thanked guests from District School Board Ontario North East and professor Jennifer Huggins and her Office Administration-General and Executive students for attending the open session of today's Board meeting.

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

Moved by:	C. Stringer	Motion
Seconded by:	E. Poulin	25-02-22
THAT the Board of Governors move in-camera at 3:20 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:	J. Harrington	Motion
Seconded by:	K. Wojtus	26-02-22
THAT the Board resume the open session at 3:40 p.m.;		
AND THAT matters discussed proceed as presented.		

### **Interim Board Survey Results**

Moved by:	C. Reasbeck	Motion
Seconded by:	H. Studholme	26-02-22
THAT the Board of Governors has received the 2021/2022 Board Interim Survey Report.		
Carried		

**10. NEXT MEETING**

**10.1 Date and Location:**

Tuesday, May 10, 2022 – (All sites/video)

**10.2 Future Agenda Items**

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

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

**11. ADJOURNMENT**

Moved by: R. Mathews  
THAT the meeting be adjourned at 3:42 p.m.

Motion  
27-02-22  
Carried

D. Nankervis  
Executive Assistant to the Board