



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 463

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

Timmins Campus

### PRESENT:

#### Board:

|                                |               |
|--------------------------------|---------------|
| C. Stringer, Chair             |               |
| J. Molyneaux, First Vice-Chair | J. Harrington |
| C. Reasbeck, Second Vice-Chair | K. Bird       |
| A. Penner, President & CEO     | K. Wojtus     |
| C. Ellis                       | L. Innes      |
| D. Naveau                      | O. Hayhurst   |
| E. Poulin                      | P. Hamilton   |

#### Guest:

E. Bérubé

Dialog Consulting

Sarah Campbell, Dean Health Sciences and Emergency Services

#### Staff:

L. Hanes, Executive Assistant, Office of the President and Board of Governors  
M. Dumas, Senior V.P. Corporate Services  
S. Hunter, Chief Cultural Officer, Marketing, Communications and External Relations  
A. Klooster, V.P. Academic & Student Success  
F. Nickner, Chief Information Officer and Director of Information Technology

#### Regrets:

|                                   |            |
|-----------------------------------|------------|
| H. Studholme                      | R. Mathews |
| M. Metatawabin, Governor-at-Large |            |

## 1. CALL TO ORDER

### 1.1 Remarks from the Chair

Chair Stringer called the meeting to order and welcomed everyone to the second meeting of the term. She also welcomed guests: Estelle Bérubé, who is awaiting confirmation of her appointment by LGIC, and representatives from Dialog Consulting.

### 1.2 Acknowledgment of Territory

We begin by acknowledging that we are on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway, and Algonquin homelands. We acknowledge these ancestral lands that we are gathered on, which continue to interconnect us all and remind us that we are all treaty people. First Nation communities now located on these lands include: Mattagami, Matachewan, Flying Post, Wahgoshig, Taykwa Tagamou, and Metis Peoples Region #3.

## **2. DECLARATION OF CONFLICT OF INTEREST**

Chair Stringer called for disclosures of actual, potential, or perceived conflict of interest.  
No conflicts were declared.

## **3. AGENDA**

|                          |          |
|--------------------------|----------|
| Moved by: P. Hamilton    | Motion   |
| Seconded by: C. Reasbeck | 80-11-22 |

THAT the agenda for Meeting #463 of the Board of Governors of Northern College of Applied Arts and Technology dated November 8, 2022 be adopted as presented. Carried

## **4. PRESENTATION**

### **4.1 College Master Plan**

Representatives from Dialog Consulting presented an overview of the College Master Plan. The focus was on the 4 main campuses. The development of the plan relied on the Strategic Plan, Vision, Mission, and Academic Plan. The goal is to create high-quality and inclusive spaces for learning.

One major theme that emerged was indigenous awareness. Common statements were kind, collaborative, northern, healthy, didactic, sustainable. Objectives of the plan included: inviting, indigenous, northern, didactic, integrated, natural, connected, high-tech, resilient. The framework relied on 4 main pillars: built form, open spaces, movement, and indigeneity.

The plan was broken down into “big moves” for each campus, which included: enhancing visibility to the community in Haileybury. Optimizing space use in Moosonee. Creating a welcoming space of arrival based on its unique sense of identity in Kirkland Lake. And collaboration with partners, such as Green Iglus, in Timmins.

A phased approach was recommended, identifying quick wins to long-term projects. Senior Vice-President Mitch Dumas will be presenting a capital project plan and costs summary in January.

Dr. Penner acknowledged the work that was committed by Mr. Dumas and his team to create this plan.

Governors asked questions regarding the quick wins, gave by-campus feedback, and commended the focus on student experience and community involvement. It was noted that the updates proposed would make the campuses on par or even ahead of other colleges in the province.

Questions regarding funding vs. surplus use vs. capital campaign were addressed by Mr. Dumas and Dr. Penner.

Chair Stringer thanked the presenters from Dialog for their time and work on this project.

## **5. CONSENT AGENDA**

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. Item 5.2.1 will be removed from the consent agenda.

- 5.1 Receive Board Committee Minutes
- 5.2 Program Advisory Committee Report
  - 5.2.1. Call for Representatives
- 5.3 Program Advisory Appointments (no appointments)
- 5.4 Board of Governors' Work Plan
- 5.5 Correspondence and Information Report

Moved by: A. Penner

Motion

Seconded by: P. Hamilton

81-11-22

THAT item 5.2.1 be placed on the regular agenda; and

THAT the Board of Governors approve Consent Agenda items, including all applicable motions.

Carried

### **5.1 Receive Board Committee Minutes**

THAT Board Committee Minutes be received.

Carried

#### **5.2.1. Call for Representatives**

President Penner mentioned there are five Program Advisory Committees that do not currently have Board representation. Governors can contact EA Leslie Hanes to declare on which committees they are interested in participating.

## **6. DISCUSSION ITEMS**

### **6.1 Approval of Minutes of Meeting #462 held September 16, 2022**

Moved by: C. Ellis

Motion

Seconded by: J. Molyneaux

82-11-22

THAT the Board of Governors approves the minutes of meeting #462 held September 16, 2022, as presented.

Carried

## **6.2 Update on Board Goals**

Dr. Penner gave an update on the status of the Board's Goals of advocacy and future opportunities.

The Board Vacancy Nominating Committee will meet in the new year to work on the diversification of the Board.

Chair Stringer reached out to governors to ask for recommendations on future presenters.

## **6.3 Supply Chain Management Semester Change**

VPA Aaron Klooster summarized a situation that commended the responsiveness of the College when it came to alignment with programs offered by our partners or other colleges. The Supply Chain Management program offered by the College's private partner PURES includes a co-op term, whereas the College has a term that includes a placement. This results in a significant difference in tuition for essentially the same program. Northern College has made the decision to convert this placement term to a co-op term to bring it into alignment.

The Board enquired regarding the amount of work required of faculty in a placement vs. coop term. The placements have already been arranged, so it is minimal to convert to a co-op. Less involvement of faculty and fewer teachable hours in a co-op placement.

The resulting tuition for international students is competitive within the north and within Toronto for our private partner.

## **6.4 Approval of Timmins Residence Agreement**

Mr. Dumas reported that the Timmins Residence Agreement has been reviewed and signed off by risk management and legal. This agreement only involves the management of the facility, whereas Northern College maintains ownership.

The agreement includes a \$75,000 fee, plus the current normal costs for maintenance. The fee includes managing recruitment, marketing, fee collection, hotelling and increasing occupancy.

Governor Harrington reported a conflict and will abstain from voting.

Moved by: C. Ellis

Motion

Seconded by: K. Bird

83-11-22

THAT the Board of Governors of Northern College approves the agreement with Campus Living Centres Inc. for a five-year term to manage the operations of the Timmins Residence beginning on January 1st, 2023.

Carried

## **7. REPORTS AND INFORMATION**

### **7.1 Financial Reports**

#### **7.1.1 Finance Report for the period ended September 30, 2022**

SrVP Dumas presented the financial report ending September 30, 2022. The Board enquired about the surplus and how it can be used. Mr. Dumas responded that it can be put towards capital projects, invested into infrastructure, and more information will be presented at the next Board meeting regarding the capital projects list.

He also reported an increase in campus safety funding. No information was provided as to why the increase in funding was provided by the Ministry, though the assumption is that it has to do with COVID-related improvements.

#### **7.1.2 Quarterly Investment Report as at September 30, 2022**

Mr. Dumas reviewed the investment report for the fiscal period ending September 30, 2022. The portfolio continues to decrease; however, it remains in the correct asset and risk mix. The continued volatility in the market has affected the portfolio negatively. Future predictions are that the market will remain weak, inflation will persist, and there is talk of a possible economic recession.

### **7.2 Quarterly Report on Integrated Risk Management**

SrVP Dumas reported that the Enterprise Risk and Insurance Manager, Kramyr Grenke was hired. He has introduced some new risk management software tools and started a committee to monitor risk throughout the College.

### **7.3 Program Reviews**

Mr. Klooster summarised the changes to the program review policies and outlined the review schedule. There is a new process, where reviews may be either annual or comprehensive, resulting in more frequent reviews and a higher caliber of quality assurance.

He also reported that a new Academic Quality Assurance Officer was hired, Lisa Francis, who has already proven themselves to be an asset to the team. The College is preparing for a College Quality Assurance Audit Process review in 2023-2024. It will include a self-study in February 2024 and a visit to the College in April 2024. This review applies to all programs (including those of the Northern Training Division and PURES).

#### **7.4 Strategic Plan Measurements**

President Penner reviewed the previously presented Strategic Plan Measurements document; the overall measurements and the targets were discussed. She reminded that the data lags by one year.

Of the seven targets that are measurable so far, five have been achieved their targeted increase, one is close to achievement, and one has decreased. Dr. Penner noted that this data gives us a basis for continuous improvement and pinpoints areas in need.

#### **7.5 Report on Enrollment**

Mr. Nickner gave a summary of Fall 2022 enrollment with the confirmed numbers. These data are reported to the Ministry of Colleges and Universities. 51% of enrollment is due to international students. This is a significant increase over previous years.

Approximately one-third of applicants are direct. Non-direct applications are down over past years, which is linked to record low unemployment.

Governors asked how potential students find out about Northern College. Some learn based on the specific programs they are interested in; others have family who have attended or personal connections.

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

Governor Bird noted that NCICE met on October 12<sup>th</sup>. There was a struggle for quorum, and they have begun recruitment for the whole region. They are also working on getting more elders on campus and developing a General Education course that will be mandatory for all students. These are great opportunities to advance reconciliation.

President Penner remarked that the discussions were great, and the meeting was interactive. Chair Stringer offered the Board's help and support in NCICE initiatives.

#### **7.7 President's Report**

President Penner supplied her report. She added that the College has hired an International Student Experience Lead, Sumit Swami. The CEO for Colleges Ontario is retiring, and Dr. Penner will be part of the search team for a new CEO. She will also be taking part in a Colleges Ontario trade mission to Ireland in March, with the potential to advance articulation agreements with post-secondary institutions there. There may also be a recruiting agent visit to India sometime this year.

#### **7.8 Business Plan**

Mr. Klooster gave an update on status of business plan initiatives; no further initiatives have been completed since the last report.

### **7.8.1. Business Plan Initiatives**

#### **7.8.1.1. Initiative 2.2.1**

“Incorporate Social Responsibility Metrics into annual program review process and new program development framework.”

Mr. Klooster presented the framework for embedding social responsibility into college programming. Though there are many things that the college is already doing, this could affect many decisions by the Board. The College is working towards the ultimate goal, and keeping it top of mind by signing onto the Sustainable Development Goals and creating standards to adhere to.

#### **7.8.1.2. Initiative 3.3.1**

“Implement a "Northern Experience" General Education Elective, recognizing extracurricular learning and supplemental reflection and assessment, for launch in January 2023.”

Dean Sarah Campbell presented on providing unique northern experiences. A general education course has been developed with a broad array of experiential learning experiences for students. The College is building partnerships to enrich learning, with the ultimate goal of encouraging students to stay in the North once they complete their studies.

Governors discussed the possibility of extending this program to staff and faculty.

Chair Stringer asked the Board to share their ideas for activities and partnerships for providing northern experiences.

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

No reports. Meetings have been planned for November and December 2022.

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

No updates.

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

Moved by: J. Harrington

Seconded by: E. Poulin

Motion

84-11-22

THAT the Board of Governors move in-camera at 3:18 p.m.

Carried

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

Moved by: C. Reasbeck

Motion

Seconded by: P. Hamilton

85-11-22

THAT the Board resume the open session at 3:47 p.m.;

AND THAT matters discussed proceed as presented.

Carried

**10. NEXT MEETING**

**10.1 Date and Location:**

Board meeting January 24, 2023 – 1:00 p.m. at Kirkland Lake Campus

**10.2 Future Agenda Items**

The Chair invited governors to send any requests for agenda items to Executive Assistant, Leslie Hanes.

**11. ADJOURNMENT**

Moved by: E. Poulin

Motion

86-11-22

THAT the meeting be adjourned.

Carried

Time noted at 3:49 p.m.

Leslie Hanes

Executive Assistant to the Board