



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 464

Tuesday, January 24, 2023  
1:00 p.m.

Kirkland Lake 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
D. Naveau	O. Hayhurst
E. Poulin	P. Hamilton

#### Guest:

K. Gennings, Marketing & Communications Officer  
J. Olaisola, Human Resources Manager  
Katherine Harvey, Interim Executive Director East End Family Health Team

#### 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  
C. Ellis  
L. Innes  
M. Metatawabin, Governor-at-Large

### 1. CALL TO ORDER

#### 1.1 Remarks from the Chair

Vice-Chair Jeff Molyneaux called the meeting to order and welcomed everyone to the year's first meeting. He also welcomed guests: Kyle Gennings, Marketing & Communications Officer, Jennifer Olaisola, Human Resources Manager, and Katherine Harkey, Interim Executive Director at the East End Family Health Team.

#### 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**

Vice-Chair Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest.

Governor Eric Poulin disclosed a conflict for item 6.5 Appointment of Chartered Bank.

## **3. AGENDA**

Dr. Penner asked that item 5.2 be taken out of the consent agenda for a further discussion.

Moved by: J. Harrington

Motion

Seconded by: P. Hamilton

01-01-23

THAT the agenda for the Northern College Board of Governors Meeting #464 dated January 24, 2023, be adopted as amended. Carried

## **4. PRESENTATION**

### **4.1 Northern College Art History and Coffee Table Book**

Mr. Gennings joined the board from Marketing & Communications. He began by thanking Jessica Goff and Anna Sawicki for their help in undertaking the art history survey on Northern College campuses.

Art has an integral place in education. It has its own history; understanding the past help to inform our future. Each piece of art is an opportunity for conversation, education, and connection.

The Board appreciated the presentation to connect with the past and recognize where we have come from. It is also part of the Strategic Plan “Invigorating Northern Experiences”, where locally created art can connect with the community.

President Penner presented the Board with the “Follow your North Star” coffee table book, which contains some of the Northern College stories. She stated that each Northern College employee would be receiving a copy of the book as a gift.

In an ongoing effort to celebrate who we are as a college, there are plans to create future books with themes on art history, indigenous art, or Chinese art.

## **5. CONSENT AGENDA**

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. Item 5.2 will be removed from the consent agenda.

- 5.1 Receive Board Committee Minutes
- 5.2 Program Advisory Committee Report
- 5.2 Program Advisory Appointments
- 5.3 Board of Governors' Work Plan
- 5.4 Correspondence and Information Report

Moved by: E. Poulin  
Seconded by: C. Reasbeck

Motion  
02-01-23

THAT item 5.2 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 Program Advisory Appointments**

President Penner reviewed the process for Program Advisory Committee Appointments and guided a discussion on the appropriateness of the applicant's credentials and experience to the PAC.

Vice-President Academic, Aaron Klooster, explained the importance of the PACs; they create connections to industry. The appointees advise the College of what is coming up in the industry. This advice forms the basis to make decisions to ensure the College can meet the needs of the industry. It provides a competitive advantage to colleges (as opposed to universities), as they are always responsive to industry and keep healthy programming.

Moved by: D. Naveau  
Seconded by: A. Penner

Motion  
03-01-23

THAT the Board of Governors approve the appointment of Scott Foster to the Pre-Service Fire Program Advisory Committee.

Carried

## **5. DISCUSSION ITEMS**

### **6.1 Approval of Minutes of Meeting #463 held November 8, 2022**

Moved by: K. Bird  
Seconded by: O. Hayhurst

Motion  
04-01-23

THAT the Board of Governors approves the minutes of meeting #463 held November 8, 2022, as amended. Carried

### **6.2 Update from Board Policy Review Committee**

The Board Policy committee communicated over email in early January to review and amend several of the Board Policies. Dr. Penner reviewed the amendments recommended by the Board Policy Review Committee.

Most changes are an alignment of formatting, grammar correction, switching to gender-neutral pronouns, as well as look at the policies through an EDI and Indignity lens:

- A2 inclusion of the 3-year applied degree and bachelor's with the list of credentials
- A3, A4, A5, B-1, and D10 no change to policy intent
- B2 wording to reflect the Ontario Not-for-Profit Corporations Act
- B8 changes to the general procedure to reflect actual practice
- D5 update to signing authorities in relation to the new management structure

Moved by: E. Poulin  
Seconded by: C. Stringer

Motion  
05-01-23

THAT the Board of Governors approves the following policies, as presented:

A-2 Programs of Instruction  
A-3 Strategic Plan  
A-4 Business Plan  
A-5 Annual Report  
B-1 Policy Development  
B-2 Governance & Accountability  
B-8 Board Agenda  
D-5 Signing Authority  
D-10 Leadership Succession Plan

Carried

### **6.3 Update from Board Vacancy Nominating Committee**

The Board Vacancy Nominating Committee met on January 5th, 2023. There have been 3 recent unforeseen vacancies on the Board and one upcoming vacancy. The BVNC focused on indigeneity and Equity, Diversity, and Inclusion in their search for candidates. They have begun work on a draft posting/advertisement calling for candidates. They also discussed a more stringent screening process to be enacted during the search.

Moved by: P. Hamilton  
Seconded by: D. Naveau

Motion  
06-01-23

THAT the notes of the Board Vacancy Nominating Committee meeting of January 5, 2023, be accepted.

#### **6.4 Tuition and Ancillary Fee Schedule**

Chief Information Officer, Fred Nickner, noted that this fee schedule is traditionally presented at the January Board meeting for approval. Due to changes in reporting structure, some things have been shuffled. This schedule will be presented at the March Board meeting. Tuition is expected to remain the same, as it has been frozen for some years. Ancillary fees are expected to change to reflect the actual reality of current costs.

Fee schedules are required by the Ministry of Colleges and University to be posted no later than May 1<sup>st</sup>. This allows students to make an informed decision about their college choice.

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

Governor Poulin disclosed a conflict of interest with this item and abstained from discussion and voting.

Senior Vice-President Corporate Services, Mitch Dumas, described the current contract for banking. The college system is currently awaiting the outcome of an OECM request for proposal on behalf of all Ontario colleges. To be able to continue services until the outcome is realized, an extension of the current contract for one year is recommended.

Moved by: J. Harrington  
Seconded by: C. Reasbeck

Motion  
07-01-23

THAT the appointment of the Royal Bank of Canada as the College's principal banker be extended for one year, to December 31, 2023; and  
THAT the appointment of the following chartered bank also be extended for one year for the provision of services in Haileybury, Kirkland Lake and Moosonee: Canadian Imperial Bank of Commerce.

Carried

## **6. REPORTS AND INFORMATION**

### **7.1 Financial Reports**

#### **7.1.1. Finance report for the period ended November 30, 2022**

SrVP Dumas presented the financial report ending November 30, 2022. He reported a high variance in Plant Services due to ongoing capital projects. Those expenses are moved to other budgets at year-end to balance. As of the last report to the Board, the anticipated budget surplus has increased by \$94K to bring us to an anticipated surplus of \$15.12M.

Moved by: K. Bird

Motion

Seconded by: P. Hamilton

08-01-23

THAT the Northern College Board of Governors approves the Finance Report dated November 30, 2022 as presented.

Carried

Mr. Dumas addressed some previously posed questions from the Board on the use and make-up of restricted funds. One of the key points for the financial sustainability of the College is the ability to advocate on behalf of the College.

#### **7.1.2. Financial Health Indicators**

Mr. Dumas reviewed the report that the MCU tracks for all 24 colleges. This report is as of the last audited statements or as of March 31, 2022. The indicator for “total debt to asset ratio” failed due to the liabilities in accounts payable, not due to actual debt. All other measures were passed by Northern College.

### **7.2 Enrollment report**

Mr. Nickner reported a record intake for Northern College. In the midst of recovering post-pandemic, the college saw 163% growth. These are mostly full-time students, with the most growth seen at Timmins Campus (1,600 students). However, these are not the final numbers as we are still in the attrition period. Increased enrollment has put pressure on admin support and student services. Though due to Northern College maintaining the same level of pre-pandemic staffing, this has not caused as much of a disruption as predicted.

Mr. Nickner attributed part of the increase in enrollment to a higher than usual conversion rate (offers to acceptance), because Immigration, Refugee and Citizenship Canada approved a much higher percentage of visa applications than pre-pandemic.

### **7.3 FY24 Capital Projects List**

Mr. Dumas shared the capital projects list for information purposes. The funds required will be coming from several different areas including capital expense budget lines, funding, and partnerships. Each project will be brought before the board for approval as required.

### **7.4 Verbal Report on Campus Master Plan Roadmap**

SrVP Dumas presented a summarized report based on the Master Plan from Dialog Consulting. This includes a flexible 5-year plan. Some of the included projects will only be going forward in the event that outside funding is secured.

Anticipated projects include the replacement and/or upgrading of the Timmins Campus B-wing as a state-of-the-earth health services wing. A feasibility site study is currently underway to investigate a potential student residence at Kirkland Lake Campus. The focus of this roadmap remains on student development, active learning, and other means to attract and retain students.

Dr. Penner presented the roadmap at the campus town hall. She reminded everyone that this is not a list of items to get done. But rather a roadmap that is subject to change depending on funding, partnerships, etc. The college is taking a transparent approach and sharing as much information as possible with the community.

Mr. Dumas, in consultation with other stakeholders, is preparing a list of “shovel-ready” projects that will be ready to begin once funding has been secured.

### **7.5 East End Family Health Team**

President Penner introduced Katherine Harvey, the new Interim Executive Director of the Eastern Family Health Team. Ms. Harvey is actively recruiting new family physicians to fill the needs of the 1500 rostered patients the clinic serves. The EEFHT has one doctor who is dedicated to seeing NC students, which helps to relieve pressure on the healthcare system, especially the emergency department.

The Board is made up of members from Northern College, their partners, and patients, among others. The EEFHT has partnerships with the Timmins Youth Wellness Hub and recently helped to hire a Mental Health and Addictions Counsellor.

As we emerge from the pandemic, there is a move to seeing more patients in person, while maintaining hybrid availability. The clinic welcomes students from the Nurse Practitioner, Registered Practical Nurse, and co-op students from high schools, to help support the growth of the healthcare system.

## **7.6 Verbal Report from Northern College Indigenous Council on Education**

Governor Bird remarked that it is her goal to make the indigenous community aware and become involved with this Council. Unfortunately, quorum was not met at their last meeting. The meeting revolved around ways to improve attendance, include other indigenous organizations or communities, and cast a wider net for members. One indicator of good attendance is support from their employer to be involved.

The new General Education course on indigenous culture has reached over 850 students to date. There is a constant reflection on the course content and improvements made in response.

Governor Bird announced that she will be attending the Colleges and Institutes Canada conference at the end of April on behalf of NCICE.

## **7.7 President's Report**

President Penner supplied her report. She expanded on some activities that were not accounted for in the calendar meetings, but rather through email and informal phone calls.

The Equity, Diversity, and Inclusion Hub, funded through the 50-30 project, will soon be announced through the sponsor, CIGan.

The International Student Experience Standards – Quality Assurance Framework is close to completion. Dr. Penner has volunteered to be a part of the committee developing this framework and has been asked by Colleges Ontario to chair the committee. Northern College will be part of the pilot testing the QA Framework.

## **7.8 Business Plan**

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

#### **7.8.1.1. Initiative 1.2.2**

“Using the "Building a Strong Fire" framework, integrate at least one relevant performance objective for each manager.”

Jennifer Olaisola presented how managers are incorporating the “Building a Strong Fire” indigenous quality assurance standards into their performance objectives.



#### **7.8.1.2. Initiative 2.1.1**

“Audit the Student Support Framework, identifying factors impacting retention and completion rates.”

VP Klooster presented on the Student Support Framework audit. This is just one example of Strategic Enrolment Management implementation. It is an evidence-based exercise to see the impact of these supports on students. The audit will provide insights into areas to improve, which will help reengage and retain students.

Governors asked about the strategy for implementing the findings. There will be a reframing of the overall landscape of supports. Changes will be made to make the more efficient and ensure effectiveness. Dr. Penner clarified that this is a proactive approach to supporting student success, rather than reactive to crises.

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

No reports.

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

President Penner and Chair Stringer shared their experience at the Timmins town council meeting.

Governor Pat Hamilton described the issues with public transportation in Temiskaming Shores, which is affecting NC students at the Haileybury campus. A short-term solution has been put into place to provide shuttles to and from campus, as well as to transport students to grocery stores.

Vice-Chair Reasbeck shared that she has heard positive feedback regarding the presentations given to town councils by President Penner.

Chief Cultural Officer, Susan Hunter, shared that the College hosted a special guest speaker, Tyler Smith, at Kirkland Lake campus. This event was extremely well attended. He will also be speaking at Timmins Vocational High School this evening.

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

Moved by: P. Hamilton  
Seconded by: J. Harrington

Motion  
09-01-23

THAT the Board of Governors move in-camera at 3:30 p.m.

Carried

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

Moved by: K. Bird

Motion

Seconded by: E. Poulin

10-01-23

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

AND THAT matters discussed proceed as presented.

Carried

**9. NEXT MEETING**

**10.1 Date and Location:**

Board meeting Thursday, March 16, 2023 – 1:00 p.m. at Timmins Campus

**10.2 Future Agenda Items**

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

**10. ADJOURNMENT**

Moved by: O. Hayhurst

Motion

11-01-23

THAT the meeting be adjourned.

Carried

Time noted at 3:48 p.m.

Leslie Hanes

Executive Assistant to the Board