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**BOARD OF GOVERNORS MEETING #468**

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**Date:** Friday, September 15, 2023  
**Time:** 9:00 am  
**Location:** Haileybury Campus

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**PRESENT:**

**Board:** J. Molyneaux, Chair  
D. Naveau, First Vice-Chair  
K. Wojtus, Second Vice-Chair  
C. Ellis  
C. Crawford  
D. Chaudhari  
D. Patel

A. Penner, President & CEO  
E. Poulin  
K. Bains  
K. Bird  
K. Grenke  
J. Harrington  
P. Hamilton

**Staff:** G. MacDougall, A/Senior Vice-President Academic & Student Success  
L. Hanes, Executive Assistant, Office of the President and Board of Governors  
M. Dumas, Senior Vice-President Corporate Services  
S. Hunter, Chief Cultural Officer, Marketing, Communications and External Relations

**Regrets:** F. Nickner, Chief Information Officer and Director of Information Technology  
L. Innes  
M. Metatawabin, Governor-at-Large

**1. Call to Order**

## 1.1 Remarks from Chair

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to Haileybury Campus for the first Board meeting of the term. He introduced the new governors joining the Board: Dixit Patel, Connor Crawford, Daisy Bains, Dhruvraj Chaudhari, and Kraymr Grenke.

## 1.2 Acknowledgement 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 Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest. Governors Eric Poulin and John Harrington declared a conflict with item 5.8 Approval for External Auditor Extension.

### 3. Approval of Agenda

The Chair asked if there were any additions or modifications to the agenda. None received.

Moved by: P. Hamilton Motion  
Seconded by: D. Naveau 57-09-23

THAT the agenda for the Northern College Board of Governors Meeting #468 dated September 15, 2023, be adopted as presented. Carried

### 4. Consent Agenda

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. None noted.

Moved by: E. Poulin Motion  
Seconded by: K. Wojtus 58-09-23

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

#### 4.1. Receive Board Committee Minutes

THAT Board Committee Minutes be received. Carried

#### 4.2. Program Advisory Appointments

- 4.3.1 M. Bigras - Recommendation for Appointment to Instrumentation
- 4.3.2 L. Straatman - Recommendation for Appointment to Business
- 4.3.3 J. Elomaa - Recommendation for Appointment to Business

THAT the Board of Governors approve the following Program Advisory Committee appointments:

- Jeremy Elomaa to the Business and Office Administration Program Advisory Committee
- Michael Bigras to the Instrumentation and Control Engineering Technician Program Advisory Committee
- Louise Straatman to the Business and Office Administration Program Advisory Committee

Carried

## 5. Discussion Items

### 5.1 Approval of Minutes of Meeting #467 held June 13, 2023

Chair Molyneaux asked for any changes to the Minutes presented. Governor Ken Wojtus noted that he was not present at the May meeting. His attendance will be removed. Edit to the date in section 5.5.

Moved by: C. Ellis Motion  
Seconded by: J. Harrington 59-09-23

THAT the Board of Governors approves the minutes of meeting #467 held June 13, 2023, as presented.

Carried

### 5.2 Reaffirmation of Northern College Vision and Mission

Moved by: P. Hamilton Motion  
Seconded by: D. Chaudhari 60-09-23

THAT the Board of Governors reaffirm the Northern College Vision and Mission as presented.

Carried

### 5.3 Approval of Board of Governors' Statement of Purpose

Moved by: D. Patel Motion  
Seconded by: K Bird 61-09-23

THAT the Board of Governors' Statement of Purpose be approved as presented.

Carried

### 5.4 Approval of Delegation of Duties to the Executive Committee

Moved by: D. Patel Motion  
Seconded by: P. Hamilton 62-09-23

THAT the Board of Governors approve delegation of duties to the Executive Committee as presented.

Carried

### 5.5 Approval of Board Goals

Moved by: C. Ellis Motion  
Seconded by: K. Wojtus 63-09-23

THAT the Board of Governors approve the 2023-2024 Board Goals as amended.

Carried

5.6 Approval for 2023-24 Board of Governors Work Plan

President Penner reviewed the 2023-24 Work Plan. This document guides the work of the Board throughout the year, though items may be shifted as needed and approved by the Board Executive.

Moved by: D. Patel  
Seconded by: D. Naveau

Motion  
64-09-23

THAT the Board of Governors approve the 2023-2024 Board of Governors Work Plan as presented.

Carried

5.7 Appointment of Members to Board Standing Committees

- 5.7.1. Policy Review Committee
- 5.7.2. Board Vacancy Nominating Committee
- 5.7.3. Audit Committee
- 5.7.4. Ad-hoc Committee(s) (as required)

All governors were invited to participate on the Board Standing Committees. The Board Chair and President are ex-officio members of all committees.

A re-examination of the Ontario Not-for-profit Corporations Act revealed that the Audit Committee can be made up of currently serving Board members, so long as the majority are not officers or employees of the corporation. The Chair and President are ex-officio members and at least two other non-officers are invited to join the committee. The Treasurer acts as a resource to the committee only.

Moved by: K. Wojtus  
Seconded by: J. Harrington

Motion  
65-09-23

THAT the Board of Governors appoint Board members to Standing Committees as follows:

Board Policy Review Committee:  
J. Molyneaux, A. Penner, C. Crawford, D. Patel, and J. Harrington

Board Vacancy Nominating Committee:  
J. Molyneaux, A. Penner, K. Wojtus, E. Poulin, and D. Patel

Board Audit Committee:  
J. Molyneaux, A. Penner, K. Bird, C. Ellis, and K. Grenke

Board Bylaw 1 Review Ad-hoc Committee:  
J. Molyneaux, A. Penner, K. Wojtus, D. Naveau, and D. Bains

Carried

#### 5.8 Approval for External Auditor Extension

Senior Vice-President Mitch Dumas presented a new contract for the College's auditors. KPMG has been recommended as the auditor of choice.

Having declared a conflict with this item Governors Poulin and Harrington abstained from voting.

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

Motion  
66-09-23

THAT the Board of Governors appoint KPMG as provider of Audit Services, for a three-year period starting October 1st, 2023 and ending August 31st, 2026.

Carried

#### 5.9 Higher Education Summit

The Executive has recommended that the Board fund seven governors to attend the Higher Education Summit this year. While we have gained savings by switching to flight passes for governor travel, the cost for accommodation have increased. This will account for approximately 50% of the Board's travel budget for the 2023-24. Priority will be: the executive, the new governors, those who have not attended before, then anyone else interested in attending.

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

Motion  
67-09-23

THAT the Board support sending seven governors to the Higher Education Summit following the recommended priorities.

Carried

#### 5.10 Kirkland Lake Housing

President Penner updated the Board on the current state of consultations on student housing in Kirkland Lake. SrVP Dumas summarized the findings of the Scion Housing Study that the College commissioned. The study recommends building a residence on campus to house 22-25 students, with an estimated cost of \$5M. He qualified that the ongoing costs of construction would likely lead to a total cost nearing \$10M.

Another option was presented to the Board: the purchase of an 11-unit apartment building that is currently for sale in the Kirkland Lake community. With the cost of the real estate and renovations to retrofit for the purposes of the College, the total price is estimated at \$2M. Each of these units could accommodate 2-3 students.

Both options were discussed, with considerations of risk and liability, needs of the community, potential partnerships, and the political climate regarding housing. The Board directed the President to continue to investigate the purchase and retrofit option, with the build option as secondary, and bring more information to Board at a later date. The Board Executive may be called between Board meetings to make a time-sensitive decision.

## 6. Reports and Information

### 6.1 Financial Reports:

#### 6.1.1. Finance report for the period ended July 31, 2023

From the budget that was presented in May 2023, Mr. Dumas reported that the projected surplus has increased by \$11M, mainly due to the increase in “other revenues” from higher than expected enrollment with the private partnership. The move to a Nurse Practitioner-led model at the East End Family Health Team has also led to reduced salary costs, while increasing the number of practitioners and the number of patients they serve.

#### 6.1.2. Investment Report as of Jun 30, 2023

SrVP Dumas reported that the mix of investments are still within the range of the investment plan. Growth is still positive and has grown by an additional \$95k since this report was prepared. The annualized return is not quite at the benchmark, but it is much closer than it has been in the past year. The interest earned on investments is set aside in reserves.

The Board discussed ultra-short-term investments and potential return. However, due to the high interest rate the College receives due to the volume of investment, the difference in return would be negligible.

### 6.2 Quarterly Risk Management Report

Mr. Dumas presented the Risk Management Report. The new Risk, Health and Safety Manager position has been created based on existing positions within the college system. It has been posted and is expected to be filled by the end of the year.

### 6.3 [Annual Report on Joint Health & Safety / JH&S Policy Statement](#) 5 mins.

SrVP Dumas reviewed the report. Great efforts have been made to reduce health and safety incidences, while ensuring accurate reporting. Governor Hamilton contributed that exceptional adherence to standard operating procedures has improved health and safety of students, faculty and staff.

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

Motion  
68-09-23

THAT the Board of Governors receive the 2023 Report of the Joint Health and Safety Committee;  
AND THAT the Occupational Health, Safety and Environmental Policy Statement be approved as presented.

Carried

#### 6.4 Verbal Enrolment Report

The Board received a report from Acting Registrar, Kristen Hamilton, on the unaudited enrolment numbers for Fall semester. These are subject to change, as students can still withdraw and enroll before Day 10 of the semester.

Increased enrolment has been seen in the ECE program due to a special partnership with local associations. Redistribution of enrolment in Health Sciences and Computer Sciences has made better use of faculty, space and resources available amongst all campuses.

The Board discussed the community capacities for international students, a focus on domestic enrolment and graduation rate, as well as using the Program Viability Framework to target programs to boost or suspend. Programs may be suspended to ensure the highest quality education. When programs are suspended due to insufficient enrolment, the College provides students with redirection and supports to ensure their success.

The College has created opportunities for students to identify as indigenous earlier in the registration process, which has helped to increase the supports available to ensure their success.

#### 6.5 Report from Northern College Indigenous Council on Education

NCICE Chair Kim Bird shared an update from the Indigenous Council. The Council will hold its first meeting of the academic year next week. They have plans to meet with community partners to share knowledge and explore ways to make it easier or more appealing for indigenous students to enroll and stay in school.

President Penner shared that Indigenous Learning Outcomes are being presented at NCICE to be approved and incorporated in the curriculum of all programs at Northern College.

#### 6.6 President's Report

Dr. Penner provided her written report. She added that there have been several follow up discussions with the Colleges Ontario Ireland Group on articulation agreements with institutions in Ireland.

Despite the negative press the College and colleges in general have been receiving lately in relation to private partnerships, there have been several outreached from private institutions seeking opportunities to collaborate, not necessarily in terms of a partnership agreement.

The President's Blogs have been appended to the report. These are communications that are delivered to our internal College community.

## 6.7 Business Plan Q1 Progress Report

Acting Senior Vice-President Glenn MacDougall provided an update on the work towards achieving business plan initiatives for the first quarter. He confirmed that the Board will receive presentations on each of the initiatives in this year's Business Plan with more fulsome information about how these initiatives help the College meet its strategic objectives, and ultimately its vision and mission, at subsequent Board meetings.

While some initial deadlines have been extended due to new hires, the Q1 progress report reflects these changes. The Business Plan is specifically targeted to accomplish the Strategic Plan by 2025.

## 6.8 Summary of Program Reviews

A/SrVP MacDougall explained the importance of the College Quality Assurance Audit Process (CQAAP) that Northern will undergo this academic year. The Ministry has approved a short deferral of the audit visit, as a result of recent and upcoming changes to the Senior Management Team.

The Standards of Practice for International Education Quality Assurance Audit (SPIEQAA) will also take place this academic year. A virtual site visit will occur in November, with the submission of a number of reports and submissions due ahead of this. The International Student Experience Lead, Sumit Swami, along with the Office of the President, have been leading this audit pilot, where the College's practices are compared to the new International Student Experience Standards. All of the College's related policies, procedures, practices and mechanisms are reviewed, coinciding with community and student consultations and focus groups.

Through the SPIEQAA pilot audit, the International Student Experience Standards will not change. The goal of the pilot is to ensure that the way the standards are measured is accurate and effective. Dr. Penner expressed the pride that Northern College has in being part of this pilot process.

The schedule for the annual program reviews, as well as the comprehensive program reviews, was presented. A/SrVP MacDougall also commented on the applications for 3-year applied degrees, along with the updating of terminology and criteria in our policies and procedures to meet the Ministry requirements.

## 6.9 Reports from Advisory Committee Board Representatives

Governors who sit on Advisory Committees are invited to give an update on what has been happening over the summer. There were no PAC meetings over the summer.

## 6.10 Board Member Community Related Updates

Governors were invited to share information regarding advocacy opportunities for the College in their communities.



Governor Hamilton shared that she attended an event along with the representatives from the University of Guelph. Those representatives express that they were very pleased with the relationship with the Northern College Vet Sciences and hope that it will continue to grow.

**7. Move to In-Camera Meeting**

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

Motion  
69-09-23

THAT the Board of Governors move in-camera at 11:11 am.

Carried

**8. Report from In-Camera Meeting**

Moved by: D. Patel  
Seconded by: K. Wojtus

Motion  
70-09-23

THAT the Board resume the open session 12:51 pm;  
AND THAT matters discussed proceed as presented.

Carried

The Board reports that a Presidential Search Committee has been established and the process to recruit a new President and CEO has begun.

**9. Next Meeting**

9.1. Date and Location:  
Board meeting Tuesday, November 7, 2023 – 1 pm at Timmins Campus

9.2. Future Agenda Items

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

**10. Motion to Adjourn**

Moved by: P. Hamilton  
THAT the meeting be adjourned.  
Time noted at 12:54 pm.

Motion  
71-09-23  
Carried

Leslie Hanes  
Executive Assistant to the Board