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**BOARD OF GOVERNORS MEETING #469**

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**Date:** Tuesday, November 7, 2023  
**Time:** 1:00 pm  
**Location:** Timmins Campus

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**PRESENT:**

**Board:**

J. Molyneaux, Chair	E. Poulin
D. Naveau, First Vice-Chair	K. Bains
K. Wojtus, Second Vice-Chair	K. Bird
A. Penner, President & CEO	K. Grenke
C. Crawford	J. Harrington
D. Chaudhari	P. Hamilton
D. Patel	

**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
- F. Nickner, Chief Information Officer and Director of Information Technology

**Regrets:**

- C. Ellis
- 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 Timmins Campus.

**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. None declared.

### 3. Approval of Agenda

The Chair asked if there were any additions or modifications to the agenda. Governor Grenke asked to add Board Communication to the agenda.

Moved by: P. Hamilton  
Seconded by: K. Grenke

Motion  
72-11-23

THAT the agenda for the Northern College Board of Governors Meeting #469 dated November 15, 2023, be adopted as amended.

Carried

### 4. Presentation

#### 4.1 Media and Advocacy Training

Kyle Gennings, Communications and Government Relations Officer, provided media and advocacy training to the Board of Governors. He described how media coverage occurs in our catchment area, how news is created and distributed, as well as the speed of news. He provided tips for being a spokesperson, including consistently keeping to the public relations plan, being comfortable in silence, and providing a statement instead of a live interview.

Governors may be asked to advocate on behalf of the College and are provided with key messages, as issues arise. Generally, the President is the spokesperson for the College and all media inquiries will be referred to them.

Chair Molyneaux thanked Mr. Gennings for sharing his knowledge and experience in managing media and advocacy opportunities with the Board.

### 5. Consent Agenda

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

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

Motion  
73-11-23

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

#### 5.1. Receive Board Committee Minutes

THAT Board Committee Minutes be received.

Carried

#### 5.2. Program Advisory Committee Schedule

#### 5.3. Program Advisory Appointments

##### 5.3.1 Recommendation for Appointment to Police Foundations PAC

THAT the Board of Governors approve the appointment of Tammy Gregoire to the Police Foundations Program Advisory Committee.

Carried

#### 5.4. Correspondence and Information Report

## 6. Discussion Items

### 6.1 Approval of Minutes of Meeting #468 held September 15, 2023

Chair Molyneaux asked for any changes to the Minutes presented. None received.

Moved by: E. Poulin  
Seconded by: K. Wojtus

Motion  
74-11-23

THAT the Board of Governors approves the minutes of meeting #468 held September 15, 2023, as presented.

### 6.2 Update on Board Goals

In support of the Board's goal to establish professional development sessions on common interests of governors, President Penner shared the results of the PD survey. The majority expressed a preference for sessions to be held in concurrence with Board meetings.

The top four topics will be developed into education sessions hosted at the following Board meetings:

- Advocacy and media relations - November
- College funding sustainability - January
- Finance and investment questions - March
- Risk management - May

### 6.3 Update from the Board Policy Review Committee

The Board Policy Review Committee met on October 27<sup>th</sup>.to review and amend several Board policies. Dr. Penner summarized the changes:

- All policies have updated branding and formatting.
- The date of review and the motion will be updated for today's meeting.
- D-7, D-13 and D-14 have no major changes
- D-11 has a minor change to the background section for clarity
- C-8, section 4 was edited for clarity
- D-4 aligned part of the background to be more in alignment with PAC handbook
- B-18 changes are mainly for clarity, also to reflect actual practice

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

Motion  
75-11-23

THAT the Board of Governors approve the following policies, as revised:

- B-18 Board Information System
- C-8 Terminating the President's Contract
- D-4 Program Advisory Committees
- D-7 Language Services Policy
- D-11 Asset Protection Policy
- D-13 Insurance
- D-14 Commitment to Quality

Carried

The Board Chair thanked the Committee for their continued work to keep the Board Policies up to date.

#### 6.4 Update from Board Vacancy Nominating Committee

The Board Vacancy Nominating Committee met on October 27<sup>th</sup> to review six applications submitted as a result of recent advertising. The BVNC continues to focus on indigeneity and Equity, Diversity, and Inclusion in their search for candidates, while recognizing regional representation as an important factor for anticipated vacancies. The recommendations represent regions outside of Timmins.

The BVNC recommends the addition of three of the candidates to the roster for upcoming vacancies:

- Danielle Bélanger Corbin
- Gary Fortin
- Colleen Tapas Hookimaw

No motion is needed at this time. When a vacancy arises, a recommendation to appoint one of the applicants on the roster will be brought to the Board.

#### Board Chair Extension Proposal from MCU

After the Committee met, a proposal from the Ministry of Colleges and Universities was brought to the attention of the President. It proposes to amend *Ontario Regulation 34/03* under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, enabling the extension to the term of a Board Chair for a period of two years beyond the current limit of six years. Following the extension, the member would not be eligible for reappointment or re-election to the Board. This is intended to support effective institutional governance by allowing the Board to retain Chairs with the experience and expertise needed to support board decision-making. Boards would have additional flexibility to maintain continuity of leadership and ensure an orderly Board Chair transition.

Governor Harrington agreed that a one-year extension could contribute to continuity on the Board. Governor Hamilton reminded o the importance for this to be an elected process, not an appointment.

The proposal is currently open to public feedback through the Ministry's website. Board members are encouraged to participate through the website or to submit feedback directly to the President by email.

#### 6.5 Program Approval

Acting Senior Vice-President MacDougall presented NORT 01245 - Accommodation and Human Rights Management program for approval. This program has been condensed from three to two semesters. It is not currently OSAP-eligible and requires board approval to apply for funding.

Moved by: K. Grenke  
Seconded by: P. Hamilton

Motion  
76-11-23

THAT the Board of Governors approve the change in length of the Accommodation and Human Rights Management Program from a three-semester delivery to a two-semester delivery.

AND THAT it approve the submission of the corresponding Request for Approval for Funding in order for the two-semester delivery to be considered for OSAP funding.

Carried

## 6.6 Board Meeting in Moosonee

The next Board meeting is scheduled to be held in Moosonee on January 23<sup>rd</sup>. In order for this to be an effective meeting, commitment from Board members to attend is required. At least 10 Board members have signaled their interest in attending.

## 6.7 Employee Climate Survey

A/SrVP MacDougall presented the results and recommendations from the 2023 Employee Climate Survey. The participation rate was higher than in past years. With the use of a shorter survey format, the number of comments was higher as well. A thematic analysis of the comments was conducted to draw suggestions from employee's own words. The Senior Management Team is working to integrate recommendations that support the College's strategic goals into upcoming business, academic and operational plans. Inclusion in these plans will ensure regular follow-up, communication of changes, and accountability.

The Board provided feedback on some of the suggested recommendations, including increasing the number of faculty, improving the onboarding process, availability of varied professional development, communication, encouraging engagement.

Employee Climate Surveys take place every two years; the next survey will be conducted in 2025.

## 6.8 Board Communication

Governor Grenke explained the expectations of Board members regarding the type of information that is shared with them directly, including press releases. Given the governor's role as College advocates within their communities, it is important that these types of communication is done on a timely basis.

While operational matters are not the purview of the Board, community members may still expect governors to be aware of current issues. An information report is currently shared with the Board at all regular meetings. Between meetings, internal communications regarding events and press releases will be shared directly with the Board.

## 7. Reports and Information

### 7.1 Financial Reports:

#### 7.1.1 Finance report for the period ended September 30, 2023

From the budget that was presented in May 2023, Senior Vice-President Dumas reported that the projected surplus has decreased by \$97k. Variances include the cleaning contract being reallocated from Administrative to Plan Services budgets. The addition of a Health Sciences program has increased expenses in the Academic Post-Secondary line, while will be offset once tuition revenues are known. The Campus Safety grant line has increased by \$52k as a result of increased funding from the Ministry.

### 7.1.2 Investment Report as at September 30, 2023

SrVP Dumas reported that the College's asset mix remains within the prescribed ranges. There has been continued market volatility, however the diversification of the portfolio has helped to mitigate these highs and lows and resulted in overall positive growth.

Following up on the questions from the Board at the last meeting, Mr. Dumas investigated the possibility of utilizing ultra short term GICs to boost returns. The College has negotiated a favourable interest rate for its savings account, which is comparable to the rate of return for an ultra short term GIC. However, the savings account provides greater flexibility in cash flow, which is of greater benefit to the College.

### 7.2 Quarterly Risk Management Report

SrVP Dumas presented the Risk Management report. While the Risk Manager position remains vacant, the large pool of applicants from the most recent posting has provided excellent candidates. It is hoped that the successful candidate will be in place ahead of the next Board meeting.

Focus for this portfolio remains the risk register and leading the Integrated Risk Management Committee. The new incumbent will present specific risks to the Board to increase familiarity with those facing the College and having potential impact on the achievement of its vision and mission.

### 7.3 Enrolment Report

A/SrVP MacDougall presented the Fall 2023 Enrolment report. He reported that the offer to confirmation and confirmation to enrolled conversion rates for domestic vs. international are comparable (2-3% differences). In terms of total enrolment from all sources, international students make up 82% of the student body. Main campus only enrolment comprises 60% international students. Though not all students voluntarily self-identify, at least 16% of students have identified as indigenous.

Non post-secondary enrolment is comprised of 81% domestic students, including those enrolled in Diamond Driller Assistant, Academic and Career Entrance, Driver Education, Welding, Addition and Mental health Worker and Electrical Apprenticeship.

Conversion rates are reported as part of the Key Performance Indicators to the Ministry. Geographical location plays a part in the conversion rates, as local employment rate increases, conversion rate decreases.

The Academic department is actively targeting admissions for student success and to meet the needs of the northern communities. This is key to promoting pathways to permanent resident status through targeted recruitment efforts. This may also have ties to the Immigration, Refugees and Citizenship Canada's presumed work on trusted institution status.

Governor Grenke raised comments heard in the community regarding the nature of the Supply Chain Management placements and ensuring that students are set up for success in the Rural and Northern Immigration Pilot or permanent residency processes.

While domestic enrolment is currently steady, a series of activities are underway to increase conversion rates and create a stronger draw for local applicants towards Northern College programming.

#### 7.4 Strategic Measurement Update

##### 7.4.1. 2021-22 Strat Plan Measurement Final Report

President Penner presented both the final report for 2021-2022 and the interim update for 2022-2023 Strategic Measurements. Much of the measurements lag behind by one or more years, however efforts have been made by Institutional Research to align the data capture windows to provide more timely reports, while still maintaining integrity of the reporting process.

The final 2021-2022 report shows that not all targets were achieved. Regardless, this process has identified new ways for the College to target achievement. The next report is expected in May 2024.

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

NCICE Chair Kim Bird shared an update from the Indigenous Council. The Council met to review the process proposed for verifying indigenous identification and brought comments back to the College's Human Resource Services.

Through the current Business Plan Indigenous Learning Outcomes are being incorporated into all programs. The Council has been asked to seek out a qualified trainer to help incorporate these into curriculum.

#### 7.6 President's Report

Dr. Penner provided her written report to the Board. The President's Blogs have been appended to the report. These are communications that are delivered to our internal College community.

She added that an apartment building has been purchased in Kirkland Lake, upon the advice and resolution received from the Board, in an effort to help support student housing in the area.

The SVPA Search Committee has completed its first round of interviews. Of the forty applications reviewed, five interviews were conducted and two candidates have been recommended to move forward to the second interview process.

The Blue Ribbon Panel report is set to be release shortly. Though not all recommendations will be good news for the college sector, there is hope that the report counsels financial and other supports for colleges. More information will be available in the coming weeks. Key messages from Colleges Ontario will be shared once available.

#### 7.7 Business Plan Q2 Progress Report

A/SrVP MacDougall provided an update on the status and projected completion of business plan initiatives. In order to provide more fulsome information about how these initiatives help the College meet its strategic objectives, and ultimately its vision and mission, the Board received presentations on three of these initiatives:

#### 7.8.1. Initiative 2.1.1

A/SrVP MacDougall presented on:  
“Implement Strategic Enrolment Management Data and Analytics Tools”

Strategic Enrolment Management brings together many parts of the College: deans, finance, human resources, marketing, recruitment, international, facilities, academic planning, and others. The SEMT tool brings together data from all these areas to create projections, suggest targets and identify areas that may become a concern long before the impacts would be recognized at an operational level.

The tool provides an examination of a potential student, long before application, through to beyond graduation for a continuous stream of data. This also includes information about student success and takes a life-long view of the learner. Though it requires a strong foundation of good data, the tool can provide a deep-dive to show where the College can target efforts for maximum results.

#### 7.8.2. Initiative 2.2.1

A/SrVP MacDougall also presented on:  
“Pilot the use of Feedback Fruits pedagogical tools”

Feedback Fruits is a program that allows students to receive more one-on-one feedback on their learning. This program is styled for individual learning and identifies where students need targeted help. It also incorporates peer review and encourages engagement.

Ongoing professional development is being offered to all staff and faculty. Feedback Fruits will be implemented college-wide in Fall 2024.

#### 7.8.3. Initiative 3.3.1

Chief Cultural Officer Hunter presented on:  
“Inventory current support available in the community/College for international learners”

This inventory captures the supports that enhance the Northern experience for international students. It will inform a way forward to ensure that international students have access to full-spectrum supports. All levels of the College are engaged to contribute to the inventory, as well as collaboration with organizations in the communities, including the Youth Wellness Hub and local food banks.

A notable win for international students is the six times increase in the awards to students at the Kirkland Lake campus between 2018 to 2023.

CCO Hunter noted that Northern College also provides financial and other supports to the community organizations that support our international students. A renewed focus on being proactive in preparing students to integrate into the community.



7.8 Reports from Advisory Committee Board Representatives

Governors who sit on Advisory Committees are invited to give an update. No reports.

7.9 Board Member Community Related Updates

Governors were invited to share information regarding advocacy opportunities for the College in their communities. No updates.

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

Moved by: K. Grenke  
Seconded by: P. Hamilton

Motion  
77-11-23

THAT the Board of Governors move in-camera at 3:34 pm.

Carried

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

Moved by: K. Bains  
Seconded by: K. Wojtus

Motion  
78-11-23

THAT the Board resume the open session at 3:54 pm;  
AND THAT matters discussed proceed as presented.

Carried

**10. Next Meeting**

9.1. Tuesday, January 23, 2024 (Moosonee Campus) – 1:00 pm

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: K. Wojtus  
THAT the meeting be adjourned.  
Time noted at 3:57 pm.

Motion  
79-11-23  
Carried

Leslie Hanes  
Executive Assistant to the Board