
BOARD OF GOVERNORS MEETING #477

Date: Tuesday, March 18, 2025
Time: 1:00 pm
Location: Timmins Campus, Room A106

PRESENT:

Board:

J. Molyneaux, Chair	D. Naveau, First Vice-Chair
D. Patel, Second Vice-Chair	M. Dumas, President & CEO
A. Ansari	F. Gibbons
D. Bélanger-Corbin	M. Lachance
E. Ollila	

Staff:

- A. Baghdady, Executive Director, International Recruitment and Market Development
- D. Lessard, Senior Vice-President Academic & Student Success
- G. MacDougall, A/Senior Vice-President Corporate Services
- J. Dicks, Director, Marketing, Communications and External Relations
- J. Moorlag, Executive Director, Student Services, Institutional Research and Registrar
- L. Hanes, Executive Assistant, Office of the President and Board of Governors

Guests:

K. Fyfe	L. Vachon
C. Raycraft	M. Larson
F. Richards	T. Duclos
K. Furness	

Regrets:

K. Grenke, Governor-at-Large	G. Fortin
C. Crawford	K. Bains
K. Bird	S. Fournier

1. Call to Order**1.1 Remarks from Chair**

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone back to the Timmins Campus. He welcomed the guests joining the Board today: Kate Fyfe, Dean Christine Raycraft, Professors Tara Duclos and Lori Vachon, and student Katrina Furness. Our Strategic Plan consultants, Mary Larson and Fiona Richards, will also be joining the meeting to present the Strategic Plan.

BOARD OF GOVERNORS STATEMENT OF PURPOSE

The Northern College Board of Governors is responsible to govern effectively:

- to ensure Northern College is successfully managed;
- to achieve Northern College's mission; and
- to remain responsive to community need and emerging opportunity.

The Board of Governors is accountable to students, employees, employers, Indigenous Peoples and the communities Northern College serves. The Board of Governors is also accountable to the citizens of Ontario because the college is publicly funded.

1.2 Acknowledgement of Territory

We acknowledge 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: Temagami, Timiskaming, Matachewan, Mattagami, Apitipi Anicinapek Nation, Taykwa Tagamou, Beaverhouse, Flying Post, Moose Cree, Fort Albany, Kashechewan, Attawapiskat Weenusk, and Metis Peoples Region #3.

2. Declaration of Conflict of Interest

Chair Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest. Chair Molyneaux declared a conflict for item 8.5 - MaJIC Report.

3. Approval of Agenda

The Chair asked if there were any additions or modifications to the agenda. President Dumas asked to move item 6.7 - Efficiency and Accountability Fund Review to the In-Camera Agenda.

Moved by: F. Gibbons

Motion

Seconded by: E. Ollila

10-03-25

THAT the agenda for the Northern College Board of Governors Meeting #477 dated March 18, 2025, be adopted as amended.

Carried

4. Presentation

Northern College Signature Programs – Social Service Worker and Addictions and Mental Health Worker

Christine Raycraft, Dean of Community Services and Business

The Board has made a goal of learning more about the College's signature programming to more effectively advocate on behalf of the College. Dean Christine Raycraft, Professors Tara Duclos and Lori Vachon, and student Katrina Furness have joined to share more information on the Addictions and Mental Health Worker (AMHW) and Social Service Worker (SSW) programs in Timmins.

The AMHW program began in 2021 with just eight students. Since then, it has grown to ninety students in 2024-25. The SSW program welcomed 261 students this year. Most students are non-direct entry, many of which are international students in the AMHW program. The SSW program has a growing online intake that allows students from all over the province to partake in the same level of practical and theoretical learning as their in-person counterparts.

Despite a growing cohort, there has recently been an alignment of common courses between the AMHW and SSW programs. This will ensure the sustainability of both programs, should enrolment decrease. Both pathways allow for registration for the Social Service Worker accreditation. Students can earn an additional AMHW certificate following completion of the SSW program.

Students undertake clinical practice to prepare for the workplace. They take part in clinical scenarios and practice intake and assessment, then receive feedback. They use the mock apartment at the College to simulate safety and risk assessment, the mock courthouse to practice giving testimony or supporting clients and attend placements with community partners.

All aspects of the SSW program are fully accessible to those attending online, including all labs and other synchronous activities. Through a collaboration with McMaster University, the labs and simulations can be conducted virtually. Northern College is unique in this offering. Small lab sizes facilitate the success of this program. Distance students from as far away as the James Bay Coast are fully engaged, with mics and cameras on.

Through a pathway with Algoma University, graduates from the Northern College SSW program receive sixty credits towards the 120-credit Bachelor of Social Work. This pathway sets students up for success with two accreditations: Registered Social Service Worker and Social Worker. They also offer a pathway to the Community Social-Economic Development Program with forty-five credits towards the ninety-credit program.

First Nations Child and Youth Workers now need to be registered, and the College is working towards a partnership to facilitate this transition.

Katrina Furness has been a student in both programs. She recently completed her 750-hour pavement in the withdrawal unit. She has learned practical skills that will make her confident in her future career. She believes the Northern College has played a key role in her success. The online options provided her with the flexibility, and the professors provided the support that she needed. She will graduate with a dual diploma recognition.

Enthusiastic professionals make these programs strong and successful.

5. Consent Agenda

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

Moved by: M. Lachance	Motion
Seconded by: D. Bélanger-Corbin	11-03-25

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

Carried

5.1. Receive Board Committee Minutes

THAT the Board of Governors receive Board Committee minutes.

Carried

- 5.2. Program Advisory Committee Schedule**
 - 5.2.1 Board Members Assigned to PACs**
- 5.3. Program Advisory Appointments**

THAT the Board of Governors approve the appointment of Mathieu Fortier to the Trades and Automotive Program Advisory Committee.

Carried

THAT the Board of Governors approve the appointment of Josee Perras to the Trades and Automotive Program Advisory Committee.

Carried

- 5.4. Board Goals
- 5.5. Board Work Plan
 - 5.5.1 Change to Work Plan March 2025
- 5.6. Correspondence and Information Report

6. Discussion Items

6.1 Approval of Minutes of Meeting #476 held January 21, 2025

Chair Molyneaux asked for any changes to the Minutes presented. A typo was noted in the attendance list.

Moved by: D. Patel
Seconded by: E. Ollila

Motion
12-03-25

THAT the minutes of Board Meeting #476 held January 21, 2025, be approved as amended.

Carried

6.2 Policy Review Committee Report

The Policy Review Committee met on February 28, 2024, to discuss the changes necessary to several of the Board Policies. There were general grammar, formatting, and branding changes. Chair Molyneaux reviewed the recommended changes to the policies A-6, A-7, B-3, B-5, B-6, B-12, B-14, C-3, D-1, and D-2, as well as procedure PR_C3.

The Committee also addressed the implementation of a modernized Board Policy Template. All policies, including those approved today, will be updated to reflect the new template. For policies that were not revised today, a note will be added indicating that while the template has changed, the content remains the same, and the revision date will remain unchanged.

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

Motion
13-03-25

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

- A-6 Ends Policy Student Success
- A-7 Ends Policy Our Communities
- B-3 New Relationships with Indigenous Peoples
- B-5 Effective Student Representation
- B-6 Election of Internal Members
- B-12 Travel Expenses Board Members
- B-14 Reappointment of Board Members
- C-3 Selecting a New President
- PR_C3 Selecting a New President procedures
- D-1 General Executive Constraint
- D-2 Communication with the Board

Carried

6.3 Board Vacancy Nominating Committee Report

The Board Vacancy Nominating Committee met on February 19, 2025, to discuss the current Board vacancies and two relevant policies.

Given the recent election, the Ministry of Colleges and Universities has been in caretaker mode, and there has been no movement on LGIC appointments. While we are waiting for the government to get back to normal, advertisements will be made to attract candidates for consideration of the LGIC and external governor vacancies.

The Committee also reviewed the current policies on governor recruitment and orientation (Board Policy B-15) and external governor representation (Board Policy B-4). Redundancy between the two policies has been eliminated. Board Policy B-4 covers the achievement of a balance of representation and reflection of the diversity of the community in which the Northern College Board of Governors serves. Board Policy B-15 is a guide for advertisement, recruitment, and evaluation of candidates, as well as the orientation of new governors. The updated governor application is now included as an appendix to this policy, along with the new interview guide, references guide, and criminal records search letter.

Moved by: E. Ollila
Seconded by: D. Patel

Motion
14-03-25

THAT the Board of Governors approve the following policies, as revised:
B-4 External Governor Representation
B-15 Recruitment and Orientation of New Governors

Carried

6.4 Bylaw 1 Review Committee Report

The Board Bylaw 1 Review Committee met on February 21, 2025, to discuss the updates to Bylaw 1. Advice was obtained from Katherine Carre of Borden Ladner Gervais law firm in 2023. Aspects of the Ontario Not-for-profit Corporations Act were incorporated, as well as changes to the Ontario Colleges of Applied Arts and Technology Act, 2002. It was also updated with gender-neutral language and modernized formatting.

In 2024, the Board of Governors considered the change of leadership at the College and chose to adopt a motion to amend Bylaw 1, incorporating the change to the Ontario Colleges of Applied Arts and Technologies Act regarding an exception to the term limit for serving Board Chairs.

Moved by: D. Bélanger-Corbin
Seconded by: M. Lachance

Motion
15-03-25

THAT the Board of Governors approve the updates to Bylaw 1 as recommended.

Carried

6.5 Approval of Budget Expenditures

Acting Senior Vice-President Glenn MacDougall reminded that the fiscal year ends on March 31st. The budget will be approved at the May Board meeting. In the absence of an approved budget, the Board is requested to approve funds for operational financial requirements between April 1 and May 13, 2025.

Moved by: D. Patel
Seconded by: A. Ansari

Motion
16-03-25

THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2025, to May 13, 2025, not to exceed total expenditures of \$6 million.

Carried

6.6 Approval of Annual Insurance Premium

A/SVP MacDougall reported on the types of insurance the College holds on property, equipment, cybersecurity, and other things. The consortium of colleges negotiates together to achieve the best insurance rates.

The Board discussed the College's planned construction activities and reviewed the risks and liabilities that may present themselves during these projects.

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

Motion
17-03-25

THAT the Board of Governors approve an insurance premium payment to Aon Reed Stenhouse Inc. for a maximum payment of \$350,000 + applicable taxes to bind the policies for insurance coverage of Northern College, beginning April 1, 2025.

Carried

6.7 Efficiency and Accountability Fund Review

This item was moved to the in-camera agenda.

6.8 Approval of the Strategic Plan 2025-2029

President Dumas presented the final draft of the 2025-2029 Strategic Plan, , the title of which is "Reinforcing our Foundation, Shaping our Future," with support from the MNP consultants Fiona Richards and Mary Larson. In light of changes to international enrolment, there is a renewed focus on community needs, creating a sense of belonging and partnerships with industry.

A purpose statement is included in the Strategic Plan, which will be discussed during the revisit of the College's Vision and Mission at the September Planning Session.

The previous Institutional Commitments were streamlined into four values: Inclusive, Innovative, Present, and Impactful. These values are specific and relevant to the College's foundation, which will help guide students and staff to the most important ideals of the College.

The five new Strategic Goals are a reimagining of the three previous Strategic Directions. *Indigenous education and empowerment* is rebranded as Strengthen ties with the Indigenous community. *Innovative approach to access* is now incorporated into the goals. *Invigorating Northern experience* becomes the context for all the goals, where students will be exposed to this experience through everything that we do.

Critical success factors that are key to the achievement of the Strategic Goals are the availability of the human and financial resources needed, the strength of conviction in a shared purpose, the development and strengthening of partnerships, the commitment of support from the Board, SMT, and staff and faculty, and the progression of positive brand recognition for the College.

It was the opinion of the MNP consultants that Northern College had created a detailed and disciplined action plan, which the Board can feel confident in the management's passion and energy to implement. The Business Plan detailing how the initiatives will be achieved will be presented to the Board in May.

The Board discussed the validation and broader consultation on the plan, as well as the metrics by which the plan will be evaluated. President Dumas and Director of Marketing, Communications and External Relations, Jaret Dicks, outlined the communication and engagement plan, which will provide an opportunity for Northern College to tell its story and allow people to see themselves reflected in the Strategic Plan.

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

Motion
18-03-25

THAT the Board of Governors approve Northern College's 2025-2029 Strategic Plan.
AND THAT the Strategic Plan be shared with the Ministry of Colleges and Universities and posted to the Northern College website.

Carried

7. Reports and Information

7.1 Financial Reports:

7.1.1. Finance report for the period ended January 31, 2025

Mr. MacDougall presented the finance report that ended January 31, 2025, and reported that there were no variances from the budget report presented at the last meeting. The surplus is currently projected at \$9.4M.

7.1.2. Quarterly Investment Report

A/SVP MacDougall reported that the College's investments are all within the prescribed asset mix. Since the last report, the value of the investments has increased by \$800k, despite economic changes south of the border. Given the anticipated economic changes, it is likely that the investment firm will advise some modifications to the current asset mix to be able to weather the upcoming volatility.

7.2 Quarterly Risk Management Report

The new risk management software continues to be populated through the work the Manager of Risk, Safety and Security has been conducting with the departments within the College. Various working groups have met to put in place internal mitigation strategies that reduce the impact or likelihood of the identified risks. These inputs allow the software to create heat maps that consider the impact, frequency, mitigation, and likelihood of the risks so that targeted strategies can be employed, where needed.

Mr. MacDougall reported that the realized risk of legislative changes that affect the College's ability to recruit international students has had an even greater impact than predicted. The outcomes are not only limited in the number of applications received and visas granted, but also there has been a reputational impact on the post-secondary sector, which has reduced the interest in Canadian post-secondary education.

7.3 Winter Enrolment Report

Executive Director, Jennifer Moorlag, presented the enrolment report for Winter 2025, which includes unaudited student numbers. The total headcount is 2639, excluding students enrolled through the private partner college. Historical data shows a significant increase in enrolment in 2023 and 2024, but a decreasing trend has begun as a result of federal and provincial policy changes. At our private partner college, enrolment has been considerably impacted by immigration policy; a reduction from 3-4k students to 828 in Winter 2025.

Northern College's smaller campuses have a higher ratio of domestic students compared to the larger campus. There has been a significant increase in distance program enrolment in 2025. Currently, 14% of full-time students self-identify as Indigenous, though there are barriers to self-identification that may artificially decrease that statistic. An education campaign on what it means to self-identify is planned in the upcoming Strategic Plan, which will lead to a better alignment of supports and accessibility. The top five programs for Indigenous students all lead to helping professions.

7.4 Report on Key Performance Indicator Data

The Board requested more frequent reporting on the Key Performance Indicator data released by the Ministry of Colleges and Universities through the Ontario College Application System (OCAS). The data for 2023-24 has not yet been released, as the government is currently in caretaker mode due to the election.

The Board policies monitor certain data, which is captured by different means; Graduation Rate comes from verified data from the College and Ministry; Graduate Satisfaction is a measure derived from survey data; Employer Satisfaction is also derived from survey data. There is a challenge to collecting this data, and the historical response rate has been low. The Ministry does not share the other metrics measured by survey data as they are not statistically relevant, or the response rate is too low, which makes the respondents potentially identifiable.

7.5 MaJIC Report

Chair Molyneaux has a conflict with this item and did not participate in the vote. He passed the chair to First Vice-Chair Naveau.

MaJIC experienced a good year, financially. The financial statements will be presented to their board at their next meeting. The organization lost key staff to other local businesses in mining, resulting in the CEO taking on the work of the lost staff. This is not a sustainable position, and they are in the process of recruiting from as far away as Alberta. This speaks to the industry's need for welding technician graduates.

A mechanical engineer was added to the staff, which allows MaJIC to offer more services and hire more students to provide a meaningful experience. This underscores the crucial need for the College's placement within the community.

Moved by: F. Gibbons
Seconded by: D. Patel

Motion
19-03-25

THAT the Board of Governors receive the 2024-2025 Materials Joining Innovation Centre report.

Carried

First Vice-Chair Naveau passed the chair to Chair Molyneaux.

7.6 Report from Northern College Indigenous Council on Education

Chair Molyneaux shared a written report from NCICE Chair Kim Bird: The NCICE last met on January 24, 2025. The meeting focused on updating the terms of reference from April 10, 2015. They were also asked to provide feedback on the draft Indigenous Engagement Protocols and Procedures Working in Solidarity with Indigenous Communities, Tribal Councils, and Indigenous Organizations.

The NCICE is seeking to add members to their council.

7.7 President's Report

President Dumas shared his report, which focused on his performance objectives. The Strategic Plan is complete and now approved. The SEMM plan will be complete by March 31 and presented to the Board in May. Building relationships is ongoing. The budget will be balanced, with a buffer in case international enrolment targets are not met. The draft budget will be presented for Board approval in May.

7.8 Business Plan Q4 Progress Report

SVP Academic Dean Lessard provided an update on the Business Plan for the fourth and final quarter. Of the ten initiatives for the 2024-2025 plan, nine of the initiatives are completed, and one is operationalized.

7.8.1 Business Plan Initiative 2.2.1

Executive Director Ahmed Baghdady presented on integrating Quality Assurance processes and measures throughout all programming and academic operations.

The initiative aims to foster a culture of continuous improvement in program quality assurance, meeting the Program Standards set out by the Ministry of Colleges and Universities (MCU), Colleges Quality Assurance and Audit Process (CQAAP) standards, and established Indigenous Quality Standards. Northern College has developed numerous policies, procedures, and processes to demonstrate its commitment to quality assurance and continuous improvement.

The Academic division has fully embraced and incorporated the Program Review mechanisms, Annual Program Review (APR) and Comprehensive Program Review (CPR) into its regular activities. Through the APR and CPR mechanisms, programs ensure they are delivering the intended student experience and that students are successfully achieving the program's stated learning outcomes. These reports allow for a formal way of documenting regular activities that contribute to quality assurance.

There is an expectation now that all programs and credential levels will follow the same procedures and approval requirements for all program development, renewal, and review, including micro-credentials. The Quality Assurance and LEID departments continue to develop resources, offer training and workshops, and provide guidance to ensure these processes are adhered to and supported throughout the program's lifecycle.

7.8.2 Business Plan Initiative 2.3.1

SVP Lessard presented on the initiative to build an individualized application to alumnus Student Coaching Program. While personalized student supports are one of Northern College's strengths, this initiative seeks to push this even further. All Campus Managers, as well as International and Indigenous Advisors, HR personnel and Alumni and External Relations departments engage in this initiative.

This initiative seeks to develop a personalized Student-Coach program for first-semester students, with the aim of improving the student experience and improving student retention rates. This initiative supports Strategic Direction 2: Innovative Approaches to Access, which seeks to reduce and eliminate barriers to learning. It is reflective of Business Plan Objective 2.3 – Northern College will prepare students to respond to a rapid and ever-changing economy.

Haileybury and Kirkland Lake Campus managers conducted a comprehensive review to determine the availability and effectiveness of post-secondary education Student Coaching resources and tools. Their research resulted in scheduling meetings with representatives from two application-based companies, Mentorease and MentorCity, which were deemed the most appropriate for Northern College students, staff, and alumni.

An executive summary of their findings was prepared, as well as a recommendation for the purchase of Mentorease once a budget has been allocated for this item.

7.9 Reports from Advisory Committee Board Representatives

Several Program Advisory Committee meetings are scheduled this spring. Governors shall receive personal invitations to attend the PAC meetings for which they are the Board representative.

7.1 Board Member Community Related Updates

Governor Bird was in Moosonee during Northern College Career Event (February 24-26, 2025). This event was well-orchestrated. Willard Small, Kayla Solomon and the team did a great job making everyone feel welcome and appreciated. There was a good community turnout. Several other colleges were present. One College has a “storyteller” whose role is to follow up with alumni and capture their stories for promotional and marketing purposes: a good concept for capturing the real-life success of former students. The new Moosonee hospital to be built is generating a lot of interest.

Chair Molyneaux attended the Prospectors & Developers Association of Canada (PDAC) convention March 2-5, 2025, in Toronto. There was good representation from the College. The main conversations and concerns centred around the impact of US tariffs on the industry.

8. Move to In-Camera Meeting

Moved by:	A. Ansari	Motion
Seconded by:	D. Bélanger-Corbin	20-03-25

THAT the Board of Governors move in-camera at 3:22 pm.

Carried

9. Report from In-Camera Meeting

Moved by:	D. Naveau	Motion
Seconded by:	D. Bélanger-Corbin	21-03-25

THAT the Board resume the open session at 4:11 pm.
AND THAT matters discussed proceed as presented.

President's Performance Evaluation

Moved by:	F. Gibbons	Motion
Seconded by:	D. Bélanger-Corbin	22-03-25

THAT the Board of Governors approve President Dumas' performance evaluation.
AND THAT the Board of Governors offer their congratulations to President Dumas for a job well done.

Carried

10. Next Meeting

- 10.1 Tuesday, May 13, 2025 (Haileybury Campus)
- 10.2 Future Agenda Items

11. Motion to Adjourn

Moved by: D. Naveau

THAT the Board of Governors meeting be adjourned at 4:12 pm.

Motion
23-03-25
Carried

Leslie Hanes
Executive Assistant to the Board