

Board of Governors #478

May 13, 2025 01:00 PM

Haileybury Campus, Room 210



Attendance:

Board:

Ansari, Abdullah
Bélanger-Corbin, Danielle
Bird, Kimberley
Crawford, Connor
Dumas, Mitch
Fortin, Gary
Grenke, Kraymr
Kaur Bains, Kanwaljit
Lachance, Mikayla
Ollila, Eliisa
Gibbons, Fred
Molyneaux, Jeff
Patel, Dixitkumar

Staff:

Baghdady, Ahmed
Dicks, Jaret
Lessard, Dean
MacDougall, Glenn
Moorlag, Jennifer
Hanes, Leslie

Guests:

Haque, Asif

Regrets:

Fournier, Samantha
Naveau, Devin

1. Call to Order

1.1. Remarks from the Chair

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to the Haileybury Campus. He welcomed a presenter to the Board: Asif Haque from the CAAT Pension Plan.

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: 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. First Vice-Chair Naveau declared a conflict for item 6.3 - Board Vacancy Nominating Committee Report.

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.

3. Approval of Agenda

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

Motion: 24-05-25

Moved by: D. Patel

Seconded by: A. Ansari

THAT the agenda for the Northern College Board of Governors Meeting #478 dated May 13, 2025, be adopted as presented.

Carried

4. Presentation: Colleges of Applied Arts and Technology Pension Plan, Asif Haque, Chief Investment Officer

Asif Haque is the Chief Investment Officer at the Colleges of Applied Arts and Technology Pension Plan. He leads the team that manages the pension plan's investment portfolio and ensures that the investment returns keep the pension benefits secure for all our staff.

Over the last 15 years, the CAAT Pension Plan has grown from 31 to 713 employers, which has led to greater reach; from \$4B to \$23B in assets, which has allowed them to be diversified; from being underfunded to being 124% funded and healthy; and from having a \$0.3B reserves deficit to a \$6B surplus.

The year 2024 was a milestone year for the CAAT Pension Plan, where they concentrated their efforts on strategic areas of focus: sustainability and mitigation of risks, increasing benefit value per dollar to increase the attractiveness of the pension as an employee benefit, adjusting RCA contributions for those who earn over the compensation threshold, building influence and mitigate risks of government interference to protect independence and long-term health of the plan, and increasing awareness and align with business' goals to attract talent and improve loyalty.

The CAAT Pension Plan represents a cross-section of the country and employment sectors. They have a need to maintain attractiveness to many different employers. They have introduced many digital and automated services, including online retirement forms and reporting, through consultation on enhancements and pilots. The Plan is proactive in seeking out feedback through an employer survey.

Overall, the Plan is in good shape. Members can learn more by reaching out to their employer representative or by joining in their annual webcast.

The Chair thanked Mr. Asif for joining the Board and delivering his presentation.

5. Consent Agenda

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

Motion: 25-05-25

Moved by: E. Ollila

Seconded by: D. Bélanger-Corbin

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

Carried

5.1. Receive Board Committee Minutes

Motion: THAT Board Committee Minutes be received.

Carried

5.2. Program Advisory Committee Schedule

5.3. Program Advisory Appointments

Motion: THAT the Board of Governors approve the appointment of Lisa Wilson to the Business Program Advisory Committee.
THAT the Board of Governors approve the appointment of Jamie Roach to the Business Program Advisory Committee.
THAT the Board of Governors approve the appointment of Lindsay Gulliver to the Business Program Advisory Committee.
THAT the Board of Governors approve the appointment of Robin Fera to the Automotive Service Program Advisory Committee.
THAT the Board of Governors approve the appointment of Nancy Duquet-Harvey to the Mining and/or Environmental Program Advisory Committees.
THAT the Board of Governors approve the appointment of Curtis Westcott to the Trades Program Advisory Committee.

Carried

5.4. Board Goals

5.5. Board Work Plan

5.6. Correspondence and Information Report

6. Discussion Items

6.1. Approval of Minutes of Meeting #477 held March 18, 2025

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

Motion: 26-05-25

Moved by: D. Patel

Seconded by: A. Ansari

THAT the minutes of Board Meeting #477 held March 18, 2025, be approved as presented.

Carried

6.2. Policy Review Committee Report

The Policy Review Committee met on February 28, 2024, to discuss the changes necessary to several Board Policies. There were general grammar, formatting and branding changes. Chair Molyneaux highlighted other changes to policies B-7, C-4, and D-16.

Motion: 27-05-25

Moved by: D. Bélanger-Corbin

Seconded by: D. Patel

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

A-8 Ends Policy Our Staff
B-7 Board Self Evaluation
B-11 Health and Safety
B-13 Presentations to the Board
B-21 Investment Policy
C-4 President Contract
C-7 President Emeritus
D-6 Naming of Facilities
D-16 Risk Management

Carried

6.3. Board Vacancy Nominating Committee Report

Governor Naveau declared a conflict for this item and did not vote.

The Board Vacancy Nominating Committee met on April 23, 2025, and reviewed the attendance records and contributions of the current governors. The BVNC

recommends the reappointment of Devin Naveau for a three-year term, ending August 31, 2028.

The annual student governor selection process was carried out, and Gauri Sharma is recommended for appointment for a 1-year term, effective September 1, 2025.

The Ministry of Colleges, Universities, Research Excellence and Security launched the 2025 College Board of Governors Lieutenant Governor in Council Appointment Cycle, inviting colleges to submit candidates. There are currently two LGIC vacancies and one upcoming external vacancy.

Applications for positions on the Board were advertised on the College website, social media, and targeted ads on Facebook and LinkedIn to attract candidates for consideration of these vacancies. The BVNC reviewed the applications and selected recommendations for the Board's vacancies. Several other candidates were referred to various Program Advisory Committees and other opportunities within the College community.

As a result of a recent Board resignation, the BVNC met again on May 12, 2025, to reconsider the candidates and their recommendations.

Kate Fyfe and Loretta Loon are recommended for appointment to external governor positions for a three-year term, ending August 31, 2028. Anthony Lawley and Seamus Murphy are recommended for the LCIG appointment process.

Motion: 28-05-25

Moved by: K. Grenke

Seconded by: M. Lachance

THAT the Board of Governors approve the following, effective September 1, 2025:

The appointment of Gauri Sharma as the Student Representative for a one-year term.

The reappointment of Devin Naveau for a three-year term.

The appointment of Kate Fyfe and Loretta Loon for a three-year term.

Carried

6.4. Election of Board Executive

President Dumas assisted with the election process and invited nominations for four elected Board Executive positions from its appointed members: Chair, First Vice-Chair, Second Vice-Chair and Governor at Large. Following their election, the officers will assume their responsibilities on the 1st of September 2025.

Governor Lachance nominated Governor Grenke for the position of Chair, seconded by Chair Molyneaux.

Governor Grenke accepted the nomination.
The President put out two more calls for any further nominations.
As there were no further nominations, nominations were closed.
The Board sent congratulations to Governor Grenke.

Governor Grenke nominated Governor Naveau for the position of First Vice-Chair, seconded by Governor Ollila.
Governor Naveau accepted the nomination via email.
The President put out two more calls for any further nominations.
As there were no further nominations, nominations were closed.
Congratulations to Governor Naveau.

Governor Grenke nominated Governor Patel for the position of Second Vice-Chair, seconded by Governor Bélanger-Corbin.
Governor Patel accepted the nomination.
The President put out two additional calls for any further nominations.
As there were no further nominations, nominations were closed.
The Board sent congratulations to Governor Patel.

Governor Lachance nominated Governor Bélanger-Corbin for the position of Governor at Large, seconded by Governor Ansari.
Governor Bélanger-Corbin accepted the nomination.
The President put out two additional calls for any further nominations.
As there were no further nominations, nominations were closed.
Congratulations to Governor Bélanger-Corbin.

Motion: 29-05-25

Moved by: E. Ollila
Seconded by: G. Fortin

THAT the Board of Governors approve the appointment of:
Chair Kraymr Grenke
First Vice-Chair Devin Naveau
Second Vice-Chair Dixitkumar Patel
Governor at Large Danielle Bélanger-Corbin
to the Executive Committee of the Board, effective September 1, 2025, for a one-year period.

Carried

6.5. Appointment of Officers of the Corporation

Officers are appointed on an annual basis. With the exception of the President, officers are not necessarily members of the Board and need to be appointed. Officers assume their responsibilities on the 1st of September each year.

Motion: 30-05-25

Moved by: D. Bélanger-Corbin

Seconded by: D. Patel

THAT the following positions be appointed as Officers of the Corporation for 2025-2026:

President

Executive Assistant to the Board / Secretary

Senior Vice President, Corporate Services / Treasurer

Senior Vice President, Academic

Carried

6.6. Annual Board Survey

The Board routinely completes surveys on its best practices and performance evaluation. Our survey provider has tracked survey data over the years to identify how the Board of Governors can improve performance. The survey will be completed at the end of May and early June. There are no recommended changes to the survey for this year.

Motion: 31-05-25

Moved by: M. Lachance

Seconded by: E. Ollila

THAT the Board of Governors approve the launch of the 2025 Board of Governors Annual Online Survey.

Carried

6.7. 2025-2026 Business Plan

The development and monitoring of the Business Plan is the responsibility of the Senior Vice-President Academic, Dean Lessard. The internal Business Plan is used for monitoring purposes and reported to the Board Quarterly. The external narrative version of the Plan is created in collaboration throughout the College and finalized in the SVPA and MCER offices. The Strategic and Strategic Enrolment Management and Marketing (SEMM) Plans inform the Business Plan development. The external narrative tells the story of what Northern College intends to accomplish over the next year.

The members of the Senior Management Team are ultimately responsible for each of the Business Plan initiatives. They have identified individual initiative leads, who then assembled their initiative committee members, drafted the initiative narrative, a SMART goal, and estimated a budget. For accountability and transparency, a new structure for monitoring and reporting progress has been developed, including the

initiative leads tying their administrator performance objectives to the goal for which they are responsible, one-on-one coaching and mentoring, and comprehensive reporting templates. This structure will facilitate the achievement of the initiative and the measurement of success.

Motion: 32-05-25

Moved by: F. Gibbons

Seconded by: A. Ansari

THAT the Board of Governors approves the 2025-2026 Business Plan as presented.

AND THAT the approved Business Plan be submitted to the Ministry of Colleges and Universities and posted to the college website, as required.

Carried

6.8. 2025-2026 Budget

Acting Senior Vice-President Corporate Services, Glenn MacDougall, presented the proposed budget for 2025-2026. This budget is vastly different from the previous year's as the PURES revenues have been drastically reduced due to changes to federal immigration policy. Initial projections showed the College posting a \$6 million deficit for fiscal year 26. Many Ontario colleges have reportedly posted deficits of greater than \$60 million. However, through activities such as the early retirement incentive, voluntary exit incentive and layoffs, many difficult conversations, compromises and changing what and how Northern College accomplishes its primary business, the current budget proposal now includes a \$875k surplus.

Underlying this budget proposal are several assumptions about both domestic and international enrolment. Northern College recruitment initiatives have resulted in a 10% increase in domestic enrolment over the last fiscal year. Further increases are expected this year as well. However, international enrolment has significantly declined due to federal immigration policy changes that have damaged Canada's reputation as a post-secondary education destination.

Motion: 33-05-25

Moved by: M. Lachance

Seconded by: D. Bélanger-Corbin

THAT the Board of Governors approves the 2025-2026 projected operating budget as presented.

AND THAT the approved budget be submitted to the Ministry of Colleges and Universities, as required.

Carried

6.9. Strategic Enrolment Management and Marketing Plan

SVP Lessard presented the SEMM Plan, which was developed in collaboration with administrators, support staff, and faculty, with the assistance of Duklas Cornerstone Consulting. It creates a model for a student's journey from discovery to alumni.

From the consultation, six themes were distilled, creating six pillars of success. The plan describes the actions and implementation goals over each of the five years of the timeline to ensure achievement of all six pillars. Creating a data governance committee will ensure that the success metrics remain measurable over the life of each plan.

A detailed communications and engagement plan will ensure awareness of SEMM college-wide. Every employee will understand why SEMM is essential to the College.

Integrating the Strategic, SEMM and Business Plan ensures that the three ambitious plans remain achievable with the proper support. Alignment of initiatives allows the best use of allocated budgets without duplication.

7. Reports and Information

7.1. Financial Reports for the Period Ended March 31, 2025

ASVP MacDougall presented a verbal report on the 2024-2025 fiscal year. The Finance department is working on the year-end financials. They are in the final stages of error checking. There is currently an \$8.8M total projected surplus, which includes accrued interest that will be allocated to reserve funds. This will result in an operational surplus of approximately \$5M, largely due to more accrued interest than expected.

7.2. Program Plan Report

Mr. Lessard provided an update on the Program Plan and reported on the intake suspensions and cancellations for the Fall 2025 term. Applicants whose intake was affected were offered alternative program options, as well as bursary opportunities and intake deferrals. The uptake of these options has been relatively successful, as only a very small number of students were affected.

For each program, the breakeven point is calculated using several measurements in the Program Viability Framework, including consideration of the labour market and industry need. Some programs are still under consideration and will be finalized as international student transcripts become available through the summer.

7.3. Strategic Plan Measurement Report

President Dumas presented the final Strategic Plan metrics update for 2023-2024. Several metrics were not measurable. The result was still favourable for those not achieved, but the improvement goal was not achieved.

7.4. Business Plan Initiative Presentations

At each Board meeting, presentations on the Business Plan Initiatives will be made to give the Board fulsome information about how these initiatives help the College meet its strategic objectives, and ultimately, its vision and mission.

7.4.1. Business Plan Initiative 2.4.1

Mr. MacDougall presented on the Mentorship Program for New Employees. This initiative aims to develop a comprehensive twelve-month mentorship program tailored for newly hired staff, aligning with Strategic Direction 2: Innovative Approaches to Access. The primary goal is to enhance communication and build stronger internal relationships through structured support and training. Led by Human Resource Services and supported by the Learning Excellence and Innovation Department, the plan includes creating a 'Coach/Mentor' training module. The mentorship program is designed to facilitate employee onboarding and development, fostering a culture of learning and collaboration within the institution.

Progress has been steady throughout the year, with a strong focus on developing an in-house solution. The program was finalized, including resources and training materials, and prepared for launch in the 2025–2026 academic year.

7.4.2. Business Plan Initiative 3.4.1

Executive Director Ahmed Baghdady presented on the Cross-Training Strategy for Business Continuity. This initiative focuses on developing a formal cross-training strategy to enhance operational continuity, particularly in departments with a history of critical staffing vulnerabilities. It supports Strategic Direction 3: Invigorating Northern Experiences, emphasizing internal collaboration to strengthen institutional resilience. Spearheaded by Human Resource Services, the strategy requires department heads to identify essential functions and prepare cross-training plans to mitigate service disruptions.

Human Resources played a facilitative role throughout the year by engaging managers early in the process, ensuring consistent progress, and providing feedback and tools to support implementation. The project gained momentum after being introduced at the August 2024 SMT retreat, with additional resources allocated to reinforce its importance and execution.

7.5. Report from Northern College Indigenous Council on Education

NCICE Chair Bird provided a verbal report on the ongoing work from the Council, including the consultative work on the Business Plan initiative with Mikana Consulting. The council has recently recruited three new members.

7.6. President's Report

President Dumas presented a verbal report on the actions taken following the end of the fiscal year and the completion of the 2024-2025 performance objectives. In collaboration with the Board Executive, four new performance objectives have been created to meet the long-term objectives of the College's Strategic Plan. They will be reported at the next Board meeting.

7.7. Reports from Advisory Committee Board Representatives

Governors who sit on Advisory Committees are invited to give an update on the meetings they have attended since the last meeting.

7.8. Board Member Community Related Updates

No reports.

8. Move to In-Camera Meeting

Motion: 34-05-25

Moved by: A. Ansari

Seconded by: D. Bélanger-Corbin

THAT the Board of Governors move in-camera at 3:10 pm.

Carried

9. Report from In-Camera Meeting

Motion: 35-05-25

Moved by: D. Bélanger-Corbin

Seconded by: G. Fortin

THAT the Board resume the open session at 4:12 pm.
AND THAT matters discussed proceed as presented.

Carried

10. Next Meeting

10.1. Tuesday, June 10, 2025 (Timmins Campus)

10.2. Future Agenda Items

None requested.

11. Motion to Adjourn

Motion: 36-05-25

Moved by: E. Ollila

THAT the Board of Governors meeting be adjourned at 4:13 pm.

Carried