



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 432

GENERAL SESSION

Friday, September 15, 2017
9:00 a.m.

Boardroom A102
Kirkland Lake Campus

PRESENT:

Board:

A. Spacek (Chair)
R. Foy (First Vice-Chair)
G. Pirie (Second Vice-Chair)
L. Kozak (Governor at Large)
F. Gibbons (President)
J. Carbonneau
B. Allan
D. Walsh
G. Waghorn
I. Tomatuk
A. Rondeau
C. Stringer
D. Larkman
D. Lessard

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
A. Penner, V.P., Academic & Student Success
M. Baker, V.P. Finance, Administration & Indigenous Services
L. Berthiaume, Executive Director, Student Services, Institutional Research & Registrar
C. Heavens, Executive Director, Community, Business Development & Employment Services

Regrets:

D. Rizzuto
A. Bartlett
P. McConnell

1. OPENING PROCEDURES

(a) CALL TO ORDER

Chair Spacek called the meeting to order at 9:00 a.m.

(b) CHAIR'S REMARKS

Chair Spacek welcomed everyone to the first meeting and introduced Governors Carly Stringer, Irene Tomatuk and Dean Lessard.

The Chair thanked everyone for their participation at yesterday's planning meeting and shared a Traditional Territory Acknowledgement.

2. AGENDA

(a) MODIFICATIONS/ADDITIONS/DELETIONS

There were no additions to the agenda.

(b) ADOPTION

Moved by: L. Kozak	Motion
Seconded by: D. Walsh	70-09-17
THAT the agenda for the Meeting No. 432 of the Board of Governors of Northern College of Applied Arts & Technology dated September 15, 2017 be adopted as presented.	
	Carried

3. CONFLICT OF INTEREST – DECLARATIONS

The Chair called for disclosures of actual, potential, or perceived conflict of interest. None were expressed.

4. APPOINTMENT OF NEW GOVERNOR

Moved by: R. Foy	Motion
Seconded by: B. Allan	71-09-17
THAT the Board of Governors appoint Mr. Dean Lessard for a 1-year period effective September 1, 2017 to August 31, 2018.	
	Carried

5. PRESENTATIONS

(a) Verbal Report on 2017-2018 Enrolment

President Gibbons provided a verbal report on September 2017 enrolment. While students continue to register and some withdraw at this time, we have exceeded our projected enrolment with 1211 registered students. This compares to 1185 students last year. Also encouraging is that we have close to 70 international students at our campuses. The President elaborated on specific program enrolment at our campuses and Governor Tomatuk shared there may be a partnership opportunity with INAC for our Environmental Technician Program. Discussion followed on promoting programs more aggressively in high schools and Ms. Heavens shared information on FNETB's Local Employment Council who will be hosting an event in October where the college will have an opportunity to meet with guidance counsellors. The Great Moon Gathering is another great opportunity for us to connect and promote our programs and services with school administrators. A comprehensive enrolment presentation will be provided at our November Board meeting.

(b) Presentation on Integrated Risk Management

V.P. Mike Baker presented an Integrated Risk Management (IRM) update which also encompasses Emergency Management and Business Continuity. One of our key deliverables in the next year will be to integrate these two closely related programs. Our programs were developed based on a standardized risk management framework and templates provided to the 24 colleges. Mr. Baker informed the Board about the key components of IRM, our status in the various IRM stages and next steps going forward. The presentation is saved in the “Presentations Folder” on the Board portal.

6. STANDING ITEMS

(a) APPROVAL OF GENERAL SESSION MINUTES NO. 431
(Meeting Held June 13, 2017)

Moved by: L. Kozak	Motion #
Seconded by: A. Rondeau	72-09-17
THAT the minutes of Meeting No. 431 dated June 13, 2017 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 431, dated June 13, 2017 follow.

<i>Moved by: D. Walsh</i>	<i>Motion</i>
<i>Seconded by: A. Spacek</i>	<i>58-06-17</i>
<i>THAT the Committee of the Whole Agenda No. 431 dated June 13, 2017 be adopted as amended.</i>	<i>Carried</i>

<i>Moved by: B. Allan</i>	<i>Motion</i>
<i>Seconded by: L. Kozak</i>	<i>59-06-17</i>
<i>THAT the Committee of the Whole Minutes No. 430 dated May 9, 2017 be approved as presented.</i>	
<i>AND THAT motions 39-05-17 to 44-05-17 be recorded in the General Session of the minutes.</i>	<i>Carried</i>

<i>Moved by: R. Foy</i>	<i>Motion</i>
<i>Seconded by: D. Rizzuto</i>	<i>60-06-17</i>
<i>THAT the Board of Governors receive the minutes of the Board Executive Committee meeting dated April 27, 2017; the Board Policy Review Committee minutes dated April 19, 2017; the Board Online Survey Review Committee minutes dated May 18 and 23, 2017; and the Board Vacancy Nominating Committee minutes dated November 8, 2016 and May 23, 2017.</i>	<i>Carried</i>

Moved by: D. Rizzuto *Motion*
Seconded by: G. Waghorn *61-06-17*
THAT the Board of Governors of the Northern College of Applied Arts and Technology approve a Lease Agreement with Health Sciences North for premises in the Integrated Emergency Services Complex, Timmins Campus, for an annual base rent of \$10,000 per year, for a 5-year period, effective as of the commencement date and ending on the fifth anniversary thereof; and a renewal option for an additional 5-year term, to be agreed upon in writing, with no further right of renewal afterwards, substantially in the form presented.
Carried

Moved by: A. Spacek *Motion*
Seconded by: G. Pire *62-06-17*
THAT the Board of Governors approve a building permit application to the City of Timmins for the Integrated Emergency Services Complex construction, in the amount of \$144,160.
Carried

Moved by: A. Rondeau *Motion*
Seconded by: G. Pirie *63-06-17*
THAT the Board of Governors appoint Ms. Carly Stringer as legal counsel to deal solely with the JBEC Campus Ownership, effective when she starts her practice, until the matter is fully complete.
Carried

Moved by: B. Allan *Motion*
Seconded by: G. Waghorn *64-06-17*
THAT the Board of Governors delegate approval of a Final Executive Compensation Program to the Board Executive Committee.
Carried

Moved by: P. McConnell *Motion*
Seconded by: D. Rizzuto *65-06-17*
THAT the Board of Governors approve a renewed contract with Mr. Fred Gibbons as President and Chief Executive Officer of Northern College, for a 5-year period commencing July 1, 2017 and expiring June 30, 2022, in the form presented.
Carried

Moved by: R. Foy *Motion*
Seconded by: A. Spacek *66-06-17*
THAT the Board of Governors approve the recommendation that President Fred Gibbons' performance be rated as exceptional;
AND THAT the President's salary be adjusted as recommended and in accordance with Compensation Levels for College Presidents;
AND THAT the Board of Governors offer their congratulations to President Gibbons for a job well done.
Carried

Moved by: G. Waghorn *Motion*
Seconded by: D. Rizzuto *67-06-17*
THAT the Board of Governors approve the President's 2017-2018 Performance Objectives as presented. *Carried*

Moved by: P. McConnell *Motion*
Seconded by: D. Walsh *68-06-17*
THAT the Board of Governors of the Northern College of Applied Arts and Technology approve a lease agreement with the Agricultural Research Institute of Ontario (ARIO) for premises at 280 Armstrong St., New Liskeard, Ontario, effective January 1, 2017 to March 31, 2020, for a total of \$237,939 plus HST. *Carried*

Moved by: A. Spacek *Motion*
Seconded by: D. Rizzuto *69-06-17*
THAT the meeting be adjourned. *Carried*

(b) FINANCE REPORT

Mr. Mike Baker presented the finance report for the period ended July 31, 2017 and reviewed changes in the statement of operations resulting in an increased projected surplus for the period.

7. NEW BUSINESS

(a) FINANCIAL HEALTH INDICATORS

V.P. Baker presented a financial health indicators dashboard which reflects that the college is in good financial health, per criteria from the Ministry of Advanced Education and Skills Development.

(b) REAFFIRMATION OF NORTHERN COLLEGE VISION AND MISSION

The Board completed a review of the Vision and Mission at its annual planning meeting where replacing the term Aboriginal with Indigenous was noted. It was suggested that the Board Policy Review Standing Committee review the Vision/Mission document further and bring any recommendations for additional revisions to the Board at a future meeting.

Moved by: D. Walsh *Motion*
Seconded by: R. Foy *73-09-17*
WHEREAS the Board of Governors of The Northern College of Applied Arts and Technology adopted a refreshed Vision – Mission on September 11, 2015.
AND WHEREAS this Vision – Mission continues to guide the actions of the College in future-oriented planning leading to quality, value and improved potential for the success of learners in our communities;
THAT the Vision – Mission of The Northern College of Applied Arts and Technology is hereby reaffirmed. *Carried*

(c) APPROVAL OF 2017-2018 BOARD GOALS

Draft Board goals were presented for approval and further to discussion, goal #5 was removed with a direction to Administration to develop a strategy around student enrolment. Members of the Board offered their assistance, as required, to support student enrolment.

Moved by: L. Kozak	Motion
Seconded by: G. Waghorn	74-09-17
THAT the Board of Governors approve the 2017-2018 Board Goals as amended.	
	Carried

(d) APPROVAL OF BOARD OF GOVERNORS STATEMENT OF PURPOSE

Moved by: D. Larkman	Motion
Seconded by: A. Rondeau	75-09-17
THAT the Board of Governors approve the Board of Governors Statement of Purpose as amended.	
	Carried

(e) APPROVAL OF DELEGATION OF DUTIES TO THE EXECUTIVE

Moved by: J. Carbonneau	Motion
Seconded by: A. Rondeau	76-09-17
THAT the Board of Governors approve delegation of duties to the Executive Committee as presented.	
	Carried

(f) APPOINTMENT OF MEMBERS TO STANDING COMMITTEES

Moved by: G. Pirie	Motion
Seconded by: G. Waghorn	77-09-17
THAT the Board of Governors appoint Board members to Standing Committees as follows:	

Board Policy Review Committee:

A. Spacek; F. Gibbons; D. Walsh; B. Allan; I. Tomatuk; G. Waghorn

Board Vacancy Nominating Committee:

A. Spacek; F. Gibbons; G. Pirie; R. Foy; C. Stringer; D. Lessard

(g) APPROVAL FOR 2017-2020 STRATEGIC MANDATE AGREEMENT

The President elaborated on the genesis of this document. Strategic mandate agreements (SMAs) are a vehicle for colleges [and universities] to differentiate themselves from one another. Our first SMA expired as of March 2017. SMA-2 will serve as a transitional agreement and provide an opportunity for us to adjust our performance metrics over the next 3 years. In contrast, SMA-3 will be more structured and the performance metrics that we set will be tied to funding; no new funding will be available, thus colleges will essentially be competing for funds in a redistribution of some of the ministry's current funding envelopes. The President explained how we strategically set our targets; how the SMA emphasizes pathways and partnerships; and introduces aspirations for capital expansion. Our SMA-2 is close to being final, however, the

Ministry is finalizing commitment statements for colleges to insert into their SMAs. Consensus from the Board was to proceed to approve the agreement, in the form in which it is presented. It is the Ministry's intention to approve SMAs by the end of September.

Moved by: G. Pirie	Motion
Seconded by: B. Allan	78-09-17
THAT the Board of Governors approve the 2017-2020 Strategic Mandate Agreement, substantially in the form presented.	Carried

Governor Pirie expressed concern for the risk the SMA represents to the college in the future. The intent of SMAs to eliminate duplication may limit colleges' flexibility and nimbleness. He suggests municipalities and Indigenous communities should be aware of the Ministry's direction that could result in moving away from the goal of colleges to serve communities. Governor Spacek would be happy to share this information in his role as Chair of the Federation of Northern Ontario Municipalities (FONOM) which also works with the Rural Ontario Municipal Association and the Northwestern Ontario Municipal Association. Mining and Forestry Associations should also be informed and engaged in lobbying for policy that will not be detrimental to us.

(h) APPOINTMENT OF ARCHITECT OF RECORD

Moved by: G. Pirie	Motion
Seconded by: D. Walsh	79-09-17
THAT the Board of Governors appoint Architecture 49 as provider for Architectural Services, for a five (5) year period starting October 1, 2017 and ending September 30, 2022.	Carried

(i) QUARTERLY REPORT ON INVESTMENTS FOR THE PERIOD ENDED JUNE 30, 2017

Mr. Baker presented the investment report for the period, which now presents additional measures including portfolio performance since inception.

(j) SUMMARY REPORT ON PROGRAM REVIEWS

V.P. Audrey Penner presented the annual report on program reviews, as scheduled in the Board Work Plan. Dr. Penner pointed out that Local Board approved certificates offered through Northern Training Division are incorporated in the report, as is off-shore programs, as they are part of the quality assurance audit. Our policy on program reviews will be updated to ensure it is in line with College Quality Assurance Audit Process (CQAAP) standards which have changed since we initiated the first program review policy. Our Quality Assurance Audit official site visit is scheduled for November 5 and 6, 2018 and we will be inviting Ms. Karen Belfer, Executive Director with the Ontario College Quality Assurance Service, to join a Board meeting to talk about quality assurance and the audit process. A summary of recommendations and actions from reviews conducted last year will be shared with the Board in November.

Governor Carbonneau added that our Bachelor of Science in Nursing program will be undergoing its scheduled 5-year accreditation review by the Canadian Association of Schools of Nursing on October 31st. The five collaborative institutions (Northern, St-Lawrence, Cambrian, Sault and Laurentian) are also undergoing this review.

(k) 2017 GOOD GOVERNANCE PROGRAM AND HIGHER EDUCATION SUMMIT

Members of the Board are encouraged to attend the orientation and conference as they provide a great learning and networking opportunity. The Board Executive Committee is recommending that a maximum of eight governors attend the conference; this represents half of the Board membership, excluding the President.

Moved by: J. Carbonneau

Motion

Seconded by: I. Tomatuk

80-09-17

THAT the Board of Governors approve that a maximum of eight governors attend the 2017 Good Governance Program and Higher Education Summit in Toronto, with preference given to new Board members.

Carried

8. ROUTINE ITEMS

(a) CORRESPONDENCE

Correspondence is provided in the Board package.

(b) NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION

Governor Larkman shared that the Council will be looking at a proposal for an Elders Conference at their meeting next week. The Council has established a working committee to look into how we may fulfill some of the recommendations from the Truth and Reconciliation Commission (TRC) report and meet the needs of the college. Ms. Larkman noted she is looking forward to the Council moving ahead on initiatives and to having new members join this fall. Mr. Baker will provide Ms. Larkman with a copy of the PEFAL report that was submitted to the Ministry with details on what the college is doing to meet some of the TRC recommendations.

(c) PRESIDENT'S REPORT

The President's Report is provided in the Board package. The President added the Ministry of Advanced Education and Skills Development is going through a realignment and is appointing a new Deputy Minister, Mr. Greg Orencsak, to replace Mr. Sheldon Levy as of October 16th, 2017. The ministry also made a fundamental change by distributing its former standalone policy unit through other branches of the Ministry.

(d) EXECUTIVE TEAM REPORTS AND BUSINESS PLAN PROGRESS

Executive Director Christine Heavens reported on initiatives under the Accessibility Strategic Direction. Our goal to identify and implement English as a Second Language (ESL) support at the college is well on its way to being complete and we are also looking at online facilitation support. Our larger international strategy will incorporate ESL support as well.

The Career Coach tool is now on our college website. This tool will be particularly useful for students and graduates who wish to access employment information, as well as guidance and employment counsellors. Ms. Heavens encouraged members to visit our website to check this feature.

The conversion of Business Fundamentals program courses to a hybrid, distance learning platform is moving ahead and courses will be available to be offered by January. The primary focus is for international access through online delivery and a continuous intake. The next opportunity will be to make these online courses available through our Continuing Education department.

V.P. Audrey Penner reported on the Signature Programs initiative to create an applied research entrepreneurship engagement strategy for students and faculty. This engagement strategy has just been completed. For faculty this includes identifying the champions; providing the resources; and celebrating and recognizing successes. For our students, the strategy will encompass clarifying the process; being up front about the challenges; finding alumni champions; highlighting the benefits (e.g. greater opportunity for employment); and again, celebrating the success of applied research. Dr. Penner was pleased to share that the college has received two significant research grants for science and technology – one from the Ontario Centres of Excellence (OCE) and the other from the Natural Sciences and Engineering Research Council of Canada (NSERC).

Executive Director Lynn Berthiaume reported on Northern Experience initiatives. Our review of the feasibility and necessity for security services at the Kirkland Lake and Haileybury campuses has revealed different models are required at each campus. We have spoken with Campus Living about a collaborative approach to providing services at the Haileybury residence while security services in Kirkland Lake are mainly required for special events held after hours. We continue to work on implementing services.

We are moving forward on our commitment to greening sustainability throughout the college. Campus “green committees” have been established and strategies are in place to implement action plans.

Designs were completed and construction has begun for our new Integrated Emergency Services complex at the Timmins Campus.

Our initiative to develop a digital strategy has been accomplished. A comprehensive policy was developed with engagement from multiple stakeholders; the policy has been published on our intranet. We are in the process of replacing our Director of IT who will be taking the lead on implementing the strategy.

The development of a short-term and long-term resource plan to support the growth of international enrolment is progressing with resource needs having been identified. A new Manager of International Operations was recently hired, staffing in the international department has been increased and restructured, and resources have been allocated to the department. The new manager will be developing an international strategy, to be shared with the Board at a future meeting.

V.P. Mike Baker indicated we are making progress on our Indigenous Perspectives initiatives, stating that the key to the success of this area is linked to the relationships we have with the people in Indigenous communities and our alignment with two foundational documents: (1) the Colleges and Institutes of Canada (CICan) Indigenous Education Protocol Agreement that the College signed and (2) the Truth and Reconciliation Report, both of which are referenced in our Business Plan.

Our first initiative is to build on the recommendations from the Northern Policy Institute (NPI) report with the principal goals to raise cultural awareness and increase sensitivity in the community at large. A program developed in our Training Division entitled Indigenous Cultural Awareness - Truth & Reconciliation Edition is being promoted regionally by our Manager of Indigenous Services, Diane Ryder, including promotion to the greater community through the Timmins Chamber of Commerce. As well, work continues by the college's Indigenous Working Group to develop the Indigenous Awareness Orientation program for Employees and Students at Northern College. A second initiative to create a targeted awareness campaign for Indigenous Education Authorities to promote Northern College as the College of Choice for Indigenous learners continues to be developed.

Thirdly, we are working on defining Indigenous programming needs by January 2018 and a fourth initiative is to create a pool of qualified Indigenous employee applicants. The employment of Indigenous staff that is representative of the population at large is protocol #5 of the 7 protocols in the CICan report mentioned earlier. A sub-committee of the Indigenous Working Group is presently working on this initiative and several related actions have taken place to advance this goal. Governor Tomatuk commended the college for their commitment to advance this initiative and recommended that Indigenous heritage be incorporated in the interview process.

(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS

Approval is requested for the following appointments:

Social Service Worker: Jacynthe Marshall and Caitlyn Lefebvre

Welding Engineering Technology: Dante Rizzuto

Moved by: G. Pirie

Motion

Seconded by: R. Foy

82-09-17

THAT the Board of Governors approve appointments to program advisory committees as presented.

Carried

(f) BOARD REPRESENTATION ON PROGRAM ADVISORY COMMITTEES

Chair Spacek invited members to represent the Board on a program advisory committee and to let Pierrette know if there is a committee they wish to sit on. Governor Walsh will continue being a representative on the Civil and Environmental PACs.

(g) ADVISORY COMMITTEE MEETING SCHEDULE

As provided in the Board package.

(h) REPORTS FROM BOARD ADVISORY COMMITTEE REPRESENTATIVES

Noted

(i) BOARD MEMBER COMMUNITY-RELATED UPDATES

Chair Spacek shared that over 350 residents from Kashechewan who had been evacuated to Kapuskasing for over two years were repatriated back to their new homes. Kapuskasing is now into a model of recurring planned evacuations; the municipality has an agreement with the Federal government and is recognized as an evacuation centre.

Governor Tomatuk was pleased to share that as of early October the “Path of our Elders” online program will be relaunched. The program comprises many resources and the link to access the program will be available on the Omushkego website.

(j) APPROVAL OF 2017-2018 BOARD OF GOVERNORS WORK PLAN

Moved by: C. Stringer	Motion
Seconded by: G. Pirie	83-09-17
THAT the Board of Governors approve the 2017-2018 Board of Governors Work Plan, as amended.	Carried

Chair Spacek enumerated some of the non-routine items we can expect to see on the agenda at the November meeting:

- Enrolment Report
- Quarterly Report on College Investments
- Confirmed member participation at Higher Education Summit
- Annual Report on Joint Health and Safety and the Occupational Health and Safety Policy

(k) FUTURE AGENDA ITEMS

Noted.

(I) NEXT MEETING

Board Meeting: Tuesday, November 14, 2017
Haileybury Campus
11:30 a.m. Tour of Haileybury Campus
12:30 p.m. Lunch provided
1:00 p.m. – Board Meeting

9. INFORMATION REPORT

As provided in the Board package.

10. PROPOSED MOTIONS

As recorded in the minutes.

Moved by: L. Kozak

Seconded by: D. Walsh

THAT the Board move into Committee of the Whole, time
noted at 11:34 a.m.

Motion

84-09-17

Carried

P. Fortier,
Executive Assistant to the Board