



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 438

GENERAL SESSION

Friday, September 14, 2018
9:00 a.m.

Boardroom A106
Timmins Campus

PRESENT:

Board:

G. Pirie (Chair)
D. Walsh (First Vice-Chair)
D. Rizzuto (Second Vice-Chair)
C. Stringer (Governor at Large)
F. Gibbons (President)
J. Carbonneau
B. Allan
D. Larkman
E. Poulin
M. Dumas
R. Desgagnes
C. Ellis
J. Molyneaux

Guests:

L. Kozak
G. Waghorn
P. McConnell

Staff:

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

Regrets:

I. Tomatuk

Prior to the start of the Board Meeting, Ms. Christine Heavens provided a presentation on Diversity in the Workplace. Board members thanked Ms. Heavens and the presentation is saved in the Board "Presentations" folder on the Board Portal.

1. OPENING PROCEDURES

(a) CALL TO ORDER

Chair Pirie called the meeting to order at 9:10 a.m.

(b) CHAIR'S REMARKS

Chair Pirie welcomed everyone to the first meeting and introduced Governors Cathy Ellis, Jeff Molyneaux, Renée Desgagnés, Eric Poulin and Mitch Dumas. The Chair thanked everyone for their participation at yesterday's Board Planning meeting, stating it was a motivating session that provided opportunities for sharing new perspectives and getting refocused.

Pending acknowledgement of LGIC re-appointments, Ms. Gail Waghorn, Ms. Lois Kozak and Mr. Pat McConnell are attending as guests and will abstain from voting on motions.

The Chair shared a Traditional Territory Acknowledgement.

2. AGENDA

(a) MODIFICATIONS/ADDITIONS/DELETIONS

Items 6a. and 6c. were deferred.

Item #7b (i) was removed as requested by Governor Dorothy Larkman.

(b) ADOPTION

Moved by: D. Rizzuto

Motion

Seconded by: D. Walsh

70-09-18

THAT the agenda for the Meeting No. 438 of the Board of Governors of Northern College of Applied Arts & Technology dated September 14, 2018 be adopted as amended.

Carried

3. CONFLICT OF INTEREST – DECLARATIONS

The Chair called for disclosures of actual, potential, or perceived conflict of interest. Governor Rizzuto is in conflict with item 7e. Advisory Committee Appointments.

4. PRESENTATIONS

(a) Verbal Report on 2018-2019 Enrolment

President Gibbons introduced Mr. Cam McEachern, our new Executive Director, Student Services, Institutional Research and Registrar. Mr. McEachern reported that September 2018 enrolment currently stands at 954 first-year students compared to 737 last September. The decrease in domestic (high school and indirect) students was countered by significantly higher than expected enrolment in international students, with over 400 students mostly from India. All Ontario colleges and universities saw an increase in international enrolment this year as more study visas were granted than usual. The Registrar elaborated on measures taken to accommodate the additional influx of international students. Dr. Penner thanked and recognized the work of Mr. McEachern over the last few weeks to assist our international students.

A formal enrolment report will be provided at our November Board meeting.

President Gibbons presented three distinct maps that identify additional college activity (1) in Access Centres and LBS Centres in 12 northern and coastal communities; (2) in China through 8 partner institutions delivering our curriculum; and (3) for future on-shore enrolment through direct entry partnerships with 21 Chinese secondary institutions.

(b) Strategic Enrolment Management Plan

Dr. Audrey Penner provided an update on the SEM plan, currently being prepared. A consultation phase will be undertaken with community groups, faculty, students and graduates. Hanover Research is gathering data on our behalf in the areas of accessing non-direct learners, Automation, and Artificial Intelligence (program mix) with a view to determining their influence on programming. A draft SEM Plan will be presented to the Board in November.

5. STANDING ITEMS

(a) APPROVAL OF GENERAL SESSION MINUTES NO. 437
(Meeting Held June 12, 2018)

Moved by: D. Walsh
Seconded by: J. Carbonneau 71-09-18
THAT the minutes of Meeting No. 437 dated June 12, 2018 be adopted
as presented. Carried

Motions from the Committee of the Whole minutes of Meeting No. 437, dated June 12, 2018 follow.

Moved by: D. Walsh Motion
Seconded by: P. McConnell 62-06-18
THAT the Committee of the Whole Agenda No. 437 dated June 12, 2018 be
adopted as presented. Carried

Moved by: P. McConnell Motion
Seconded by: G. Waghorn 63-06-18
THAT the Committee of the Whole Minutes No. 436 dated May 8, 2018 be approved as
presented.
AND THAT motions 37-05-18 to 44-05-18 be recorded in the General Session
of the minutes. Carried

Moved by: G. Pirie Motion
Seconded by: D. Walsh 64-06-18
THAT the Board of Governors receive the minutes of the Board Executive Committee
Meeting held April 19, 2018 and Board Policy Review Committee minutes dated
February 21 and May 16, 2018. Carried

Moved by: G. Pirie Motion
Seconded by: R. Foy 65-06-18
THAT the Board of Governors approve the recommendation that President Fred
Gibbons' performance be rated as exceptional;

AND THAT the Board of Governors offer their congratulations to President Gibbons for a job well done. *Carried*

Moved by: P. McConnell *Motion*
Seconded by: L. Kozak *66-06-18*
THAT the Board of Governors approve the President's 2018-2019 Performance Objectives as presented. *Carried*

Moved by: R. Foy *Motion*
Seconded by: D. Walsh *67-06-18*
THAT the Board of Governors approve a Board of Governors' Restricted Account in the amount of \$400,000. *Carried*

Moved by: P. McConnell *Motion*
Seconded by: J. Carbonneau *68-06-18*
THAT the Board of Governors approve a Third Lease Extension and Amending Agreement with The Minister of Infrastructure for facilities located at 140 Government Road, Kirkland Lake (referred to as the KL Courthouse), effective December 1, 2018 to November 30, 2023.
And two (2) further extension options/terms of five years effective December 1, 2023 to November 30, 2028 and December 1, 2028 to November 30, 2033. *Carried*

Moved by: G. Pirie *Motion*
Seconded by: D. Walsh *69-06-18*
THAT the meeting be adjourned. *Carried*

(b) FINANCIAL REPORTS

i. Finance Report for the Period ended July 31, 2018

Mr. Mitch Dumas, Controller, presented changes in the Statement of Operations for the period, resulting in an increased projected year-end surplus to \$6.6M.

ii. Quarterly Report on Investments – June 30, 2018

Mr. Dumas presented the investments report as at June 30th, which reflects that since inception, this program has increased the market value of the portfolio by \$970K.

iii. Financial Health Indicators

Mr. Dumas reviewed financial health indicator data that is tracked by the Ministry for all 24 colleges. The data reflects that Northern College is in a good financial health position.

6. NEW BUSINESS

(a) REAFFIRMATION OF NORTHERN COLLEGE VISION AND MISSION

Further to discussion at the Board Planning meeting, this item is deferred until a review is conducted by the Board's Ad-hoc committee.

(b) APPROVAL OF 2018-2019 BOARD GOALS

Board goals prepared during the Planning Meeting were presented for approval.

Moved by: C. Stringer	Motion
Seconded by: D. Rizzuto	72-09-18
THAT the Board of Governors approve the 2018-2019 Board Goals as amended.	
	Carried

(c) APPROVAL OF BOARD OF GOVERNORS STATEMENT OF PURPOSE

This item will also be reviewed by the Ad-hoc Committee and is therefore deferred.

(d) APPROVAL OF DELEGATION OF DUTIES TO THE EXECUTIVE

Moved by: B. Allan	Motion
Seconded by: J. Molyneaux	73-09-18
THAT the Board of Governors approve delegation of duties to the Executive Committee as presented.	
	Carried

(e) APPOINTMENT OF MEMBERS TO STANDING COMMITTEES

Moved by: C. Ellis	Motion
Seconded by: D. Rizzuto	74-09-18
THAT the Board of Governors appoint Board members to Standing Committees as presented.	
	Carried

Board Policy Review Committee:

G. Pirie, F. Gibbons, B. Allan, D. Rizzuto, G. Waghorn, L. Kozak, C. Ellis,
D. Walsh

Board Vacancy Nominating Committee:

G. Pirie, F. Gibbons, C. Stringer, P. McConnell

Board Ad-hoc Committee:

G. Pirie, F. Gibbons, G. Waghorn, P. McConnell, D. Walsh

(f) PROGRAM APPROVAL: HIGHWAY MAINTENANCE WORKER PROGRAM

Moved by: C. Stringer	Motion
Seconded by: E. Poulin	75-09-18
THAT the Board of Governors approve the Northern College Highway Maintenance Worker Certificate Program.	Carried

(g) SUMMARY REPORT ON PROGRAM REVIEWS

Dr. Audrey Penner presented the annual report-back on program reviews. Six summative program reviews and six formative reviews were completed this year. We have updated the policy on Quality Assurance and created a new procedure for program review, which was implemented. Dr. Penner highlighted a few of the recommendations we are working on.

Law Clerk Summative Review:

In response to identified gaps in the program, a recommendation was made to incorporate a Landlord-Tenant law course into the program;

Business Cluster Review:

The student pre-placement preparation and experiential learning component of Advanced Business Diploma was revised and updated;

Animal Grooming:

No recommendations from this review will go into the business plan; however, some Marketing recommendations are common in a number of reviews and all marketing-type recommendations will be collated for discussion by the Academic-Operations Working Group;

Companion Animal Physical Rehabilitation:

This review also has a recommendation on experiential learning which can be funded through the Career Ready Fund. The recommendation around an addition to Veterinary Sciences Centre programs will be included in the Business Plan, as an exploratory initiative.

Environmental Technician:

Recommendations included: (1) to remove obstacles to international enrolment to improve program financial contribution; and (2) increase domestic Northern College recruitment to improve program financial contribution. A recommendation to evaluate the possibility of increasing hands-on practical trades emphasis in the program is being explored.

(h) 2018 GOOD GOVERNANCE PROGRAM AND HIGHER EDUCATION SUMMIT

Chair Pirie encouraged attendance at the orientation and conference as they offer great learning and networking opportunities. The Board Executive Committee is recommending that a minimum of eight governors attend the events. The Executive also recommended that attendance be prioritized with new governors, CCBE participants seeking additional credits, and governors who have not attended to date. Governors Ellis, Molyneaux, and Dumas expressed interest, with confirmation to follow from Governors Poulin and Desgagnés. Other governors were asked to get back to Pierrette.

Moved by: J. Carbonneau

Motion

Seconded by: D. Walsh

76-09-18

THAT the Board of Governors approve that a minimum of eight governors attend the 2018 Good Governance Program and Higher Education Summit in Toronto.

Carried

7. **ROUTINE ITEMS**

(a) **CORRESPONDENCE**

Correspondence is provided in the Board package.

(b) **NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION**

Governor Larkman reported she had a conversation with President Gibbons earlier in the week and wished to put off the discussion on Board support for NCICE to a future Board meeting. Governor Larkman looks forward to new members joining the Council at their upcoming meeting in October, and to working with the new Manager of Indigenous Services and Initiatives.

Mr. McEachern elaborated on the work of the new Manager, Ms. Trudy Wilson, over the coming weeks and President Gibbons indicated an invitation will be extended for Ms. Wilson to share a draft work plan at the January Board meeting.

(c) **PRESIDENT'S REPORT AND INTEGRATED EMERGENCY SERVICES COMPLEX UPDATE**

The President's Report is provided in the Board package. President Gibbons reported that the Academic Wing of the Integrated Emergency Services Complex opened as scheduled and classes are taking place in the building. Construction is near complete for the First Responder (fire and ambulance services) wing. A grand opening ceremony will take place on October 29th and various demonstrations and activities will continue over the week. A formal invitation will be sent to the Board of Governors. The IESC construction project remains on budget.

President Gibbons shared information on upcoming Indigenous Cultural Awareness events occurring at our four campuses starting next week. Events calendars are linked to the Board agenda.

(d) **EXECUTIVE TEAM REPORTS AND BUSINESS PLAN PROGRESS**

Vice President Audrey Penner reported on two Signature Program initiatives that have been completed. The first which aims to maximize the strategic impact of Signature Programs was to realign the current compressed Automotive program to a traditional four semester offering – the program is now being offered in the traditional 4 semester framework. The second initiative was to recruit one hundred and twenty-five (125) on-shore, culturally diverse, international students which we have surpassed with over 400 international students accepted this fall. An exact enrolment count will be available on Day 10.

Vice-President Laurel Campbell shared that as part of the initiative to identify and evaluate new revenue streams, sub-committees were created and they are developing action plans to move the initiative forward. Human Resources has a number of initiatives underway, including the development and implementation of a plan to simplify and reduce errors in payroll system, to be led by an interim Automation Manager. Other Human Resources initiatives are to develop and implement a plan to reduce recruitment time, and develop an attendance management policy. Lastly, recruitment materials for international markets are being created and will include new markets such as Vietnam and Ukraine.

Executive Director Christine Heavens reported on Accessibility initiatives. We will be making application to the Ministry for a new online offering of a Mental Health and Addictions program and we are excited to proceed as we have curriculum for it from the face to face delivery of Addictions Counsellor and our online Child & Adolescent Mental Health programs. Ministry approval has been received for the Global Business Entrepreneurship and Technology program, to be offered through the digital campus. Christine recognized Audrey and the Academic Team for their work launching intercultural professional development sessions for staff, both via webinar and in-person.

Executive Director Cam McEachern reported that a key initiative has been completed over the summer with the hiring of the Manager of Indigenous Services and Initiatives. Ms. Trudy Wilson started with the College in late August.

(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS

Governor Rizzuto abstained from voting due to a conflict of interest.

Approval was requested for the following appointments:

Police Foundations: Mr. Scott Hilady

Business and Office Administration: Dany Bonsall

Paramedic: Mr. Seamus Murphy

Trades Advisory Committee: Marc Fleury, Curtis Westcott and Steve Levesque

Moved by: C. Stringer

Seconded by: D. Walsh

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

Motion

77-09-18

Carried

(f) BOARD REPRESENTATION ON PROGRAM ADVISORY COMMITTEES

Chair Pirie invited members to express their interest in joining a committee. Members were asked to review the committees list and get back to Pierrette.

(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

This item provides an opportunity for members to share information that would be of interest to other members, provide a better understanding of the broad region we represent and identify opportunities or risks for the college.

Chair Pirie reiterated the need for community support services to ensure the success of our new international students.

The Chair also encouraged Board members to participate in Indigenous Awareness Week activities next week.

(j) APPROVAL OF 2018-2019 BOARD OF GOVERNORS WORK PLAN

Moved by: C. Ellis

Motion

Seconded by: D. Rizzuto

78-09-18

THAT the Board of Governors approve the 2018-2019 Board of Governors Work Plan, as revised.

Carried

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

- Registrar's detailed report on Enrolment
- Revised Board Policies
- Confirmation of member participation at the Higher Education Summit
- Approval for the Annual Report on Joint Health and Safety and the Occupational Health and Safety Policy

(k) FUTURE AGENDA ITEMS

As discussed during our Board Planning meeting, we will try to include presentations from students on the agenda.

(l) NEXT MEETING

Board Meeting: Tuesday, November 13, 2018
Haileybury Campus
Meeting with students/faculty
Tour of Haileybury Campus
12:30 p.m. Lunch provided
1:00 p.m. – Board Meeting

8. INFORMATION REPORT

As provided in the Board package. The President referred to an article regarding a Freedom of Speech policy to be developed by colleges and universities. A draft policy will be shared with the Board, for information purposes, once developed.

9. PROPOSED MOTIONS

As recorded in the minutes.

Moved by: D. Rizzuto

Seconded by: B. Allan

THAT the Board move into Committee of the Whole, time noted at 11:15 a.m.

Motion

79-09-18

Carried

P. Fortier,
Executive Assistant to the Board