
BOARD OF GOVERNORS MEETING #470

Date: Tuesday, January 23, 2024
Time: 1:15 pm
Location: Moosonee Campus

PRESENT:

Board: J. Molyneaux, Chair
D. Naveau, First Vice-Chair
K. Wojtus, Second Vice-Chair
C. Crawford
D. Chaudhari
C. Ellis
D. Patel
M. Dumas, Interim President & CEO
E. Poulin
K. Bains
K. Bird
K. Grenke
J. Harrington
P. Hamilton

Staff: D. Lessard, Senior Vice-President Academic
G. MacDougall, A/Senior Vice-President Corporate Services
L. Hanes, Executive Assistant, Office of the President and Board of Governors
S. Hunter, Chief Cultural Officer, Marketing, Communications and External Relations
F. Nickner, Chief Information Officer and Director of Information Technology
Katherine Harvey, Executive Director, East End Family Health Team

Guests: Janet Hope, Vice-President Policy and Innovation, Colleges Ontario
Chris Martin, Senior Research and Policy Advisor, Colleges Ontario

Regrets: 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 Moosonee Campus. He thanked everyone who was able to travel to Moosonee to be here in person, as well as everyone who joined virtually. A special welcome to the College's new Vice-President Academic, Dean Lessard.

1.2 Acknowledgement of Territory

We begin by acknowledging that we are on the traditional and territorial lands of the Cree, Ojibway, Algonquin and Region #3 of the Métis peoples. 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, Taykwa Tagamou, Beaverhouse, Flying Post, Moose Cree, Fort Albany, Kashechewan, and Attawapiskat Weenusk.

2. Declaration of Conflict of Interest

Chair Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest. Governors Harrington and Poulin both declared conflicts with items 6.2 and 6.3.

3. Approval of Agenda

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

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

Motion
01-01-24

THAT the agenda for the Northern College Board of Governors Meeting #470 dated January 23, 2024, be adopted as presented.

Carried

4. Presentations

- 4.1 College Funding Sustainability
 - Janet Hope, Vice-President Policy and Innovation, Colleges Ontario
 - Chris Martin, Senior Research and Policy Advisor, Colleges Ontario

Chair Molyneaux introduced Janet Hope of Colleges Ontario, who presented on the sustainability of funding in the college sector. The recent IRCC announcement has changed some of what is presented today.

Funding for the college sector is based on a pot of money made available from the government and distributed (equitably) amongst the 24 colleges in Ontario. The equitable distribution is determined using the Strategic Mandate Agreement, which was established over a decade ago. At that time it was assumed that the college-target population (18-35 year olds) was decreasing, and the sector needed to ensure funding as a result. The solution was performance linked funding (as opposed to the previously used enrolment-based funding). However, the implementation of the outcomes-based funding was delayed due to COVID.

College tuition fees in Ontario were cut by 10%, then frozen in 2019/20. These fees are very low compared to universities and to colleges in other provinces. Including both operating grants and tuition, colleges receive total funding per student than secondary schools. Ontario has lowest total funding of all provinces & territories in Canada.

Domestic enrolment still in a very slow decline, whereas international enrolment has been dramatically increasing over last 10 years. Attracting international students is the only thing colleges can do to increase funding. Year over year enrolment has shown an average increase in domestic enrolment but decreases are still seen at some colleges.

The report resulting from the Blue-Ribbon Panel was fairly university-centric, but it showed a similar reliance on international tuition at universities.

Colleges Ontario's main advocacy goals at this time are to increase domestic contribution to cost of domestic education, reduce the risk of reliance on international enrolment and position colleges within context of workforce needs.

Governors asked questions regarding Northern College's place in the statistics reported.

The Board Chair thanked Ms. Hope and Mr. Martin on behalf of the Board.

5. Consent Agenda

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. Item 5.4.1 – PAC Committee Membership was removed from the consent agenda.

Moved by: C. Ellis Motion
Seconded by: P. Hamilton 02-01-24

THAT item 5.4.1 be placed on the regular agenda; and
THAT the Board of Governors approves Consent Agenda items, including all applicable motions.

Carried

5.1. Receive Board Committee Minutes

THAT Board Committee Minutes be received.

Carried

- 5.2. Program Advisory Committee Schedule
- 5.3. Program Advisory Appointments (None)
- 5.4. Board Goals
 - 5.4.1 PAC Committee Membership

The Board discussed the membership of each governor on each Program Advisory Committee. All committees will be represented by at least one governor, who will provide updates at subsequent Board meetings. Program Assistants will communicate with governors on the scheduling of committee meetings.

5.5. Correspondence and Information Report

6. Discussion Items

6.1 Approval of Board Minutes

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

Moved by: E. Poulin Motion
Seconded by: K. Wojtus 03-01-24

THAT the minutes of Board Meeting #469 held November 7, 2023 and the email vote of December 4, 2023, be approved as presented.

Carried

6.2 Appointment of Chartered Bank 2024-2029

Governors Harrington and Poulin declared a conflict with this item. They have abstained from voting.

Senior VP MacDougall noted that the chartered bank contract expired on December 31, 2023. Negotiations with the Royal Bank of Canada have resulted in a new 5-year term contract. The Banking Resolution was presented for approval of RBC as the College's chartered bank. In Moosonee, the banking services are provided by CIBC.

Governors inquired about the rates provided by RBC. Mr. MacDougall confirmed that the rates were quite competitive and the costs related to changing banks were prohibitive. The contract presented is favorable for the College.

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

Motion
04-01-24

THAT the Board of Governors approve the appointment of the Royal Bank of Canada as the College's principal chartered bank for a 5-year term, from February 1, 2024 to January 31, 2029; and
THAT the banking resolution be approved for Royal Bank as amended; and
THAT the appointment of the Canadian Imperial Bank of Commerce for the provision of services in Moosonee be extended for five years.

Carried

6.3 Appointment of Investment Services Provider

Governors Harrington and Poulin declared a conflict with this item. They have abstained from voting.

Interim President Dumas described the process undertaken to evaluate the 8 vendors who submitted proposals to become the College's investment services provider. The Accountant, Controller and Interim President evaluated and scored the proposals. They found that TD Wealth Private Investment Counsel was most favorable and recommended offering the contract for investment services for the next 5 years.

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

Motion
05-01-24

THAT the Board of Governors appoint TD Wealth Private Investment Counsel as provider for Investment Services for Northern College, for a five (5) year period starting February 1st, 2024 to January 31, 2029.

Carried

6.4 Approval of Tuition and Ancillary Fee Schedule

Chief Information Officer Nickner presented the recommendation on international tuition and ancillary fees. It includes a 3% increase in tuition for international students on-campus, plus the introduction of a second tier of tuition for higher cost or higher demand programs. The second tier also has a 3% increase, plus a \$1000 increase in tuition.

The Ministry requires that program specific compulsory fees be strictly regulated and must balance with actual expenditures, as they fit into rules regarding OSAP and would result in an increase in funding.

The Board discussed the proposed international tuition changes, in light of the recent IRCC announcements and upcoming implementation. Binding Policy requires that the College post its tuition and fees for the upcoming year by May 1st. However, decisions on potential rebates and enrolment incentives may be implemented after that time.

Other categories of tuition and ancillary fees will be presented to the Board in March.

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

Motion
06-01-24

THAT the Board of Governors approve the proposed 2024-25 international tuition increases (and Tiers) and the proposed Program Specific Ancillary Fees.

Carried

6.5 FY25 Capital Projects List

The Board Executive approved the use of reserve funds for capital investment projects for the upcoming fiscal year. Six projects were carried over with funds approved from last fiscal year. All others are included in the FY25 approved funds. Interim President Dumas reviewed the new projects, totaling \$6.8M (which is approximately \$1M less than FY24). These funds come from previous year's surpluses.

6.6 Update on Community Climate Survey Results

Mr. Dumas reported on the Community Climate Survey results and analysis. A total of 59 responses were received, compared to 110 in 2022. This is a significant drop in participation. In order to address participation the delivery process, timing, and method of outreach will be examined.

Highlights of this year's analysis include highly positive responses regarding access, quality and in-demand programs. Northern grads are sought after and hired. Labor force is aligned w/community needs. Positive responses were also received in the comments relating to international students, boosting the diversity in the communities.

Lower responses were received in communications, marketing and technology, points to a lack of knowledge in the community of what is happening at Northern. Increased marketing and promotion are needed to deliver these messages to the public.

Governors provided some feedback from the community on timing and respondent list.

The Interim President thanked the Institutional Research team for their work on the survey and analysis.

6.7 Annual review of Respectful College Community Policy

SVP MacDougall reported that this policy needs to be reapproved each year. It was last updated in 2022 for approval in 2023. It is unchanged for approval in 2024, however a rigorous review will be performed later this year.

Moved by: D. Patel
Seconded by: J. Harrington

Motion
07-01-24

THAT the Board of Governors approve the Respectful College Community Policy for Presidential signature in order to comply with Ministry of Labour posting requirements.

Carried

7. Reports and Information

7.1 Financial Reports:

7.1.1 Finance report for the period ended November 30, 2023

Mr. Dumas presented the finance report ended November 30, 2023, which shows that the projected surplus has decreased by \$0.5 M. Revenues increased by 1.47M, while expenses increased by 1.89M. An increase in tuition revenues due to higher than expected on campus international students.

This Board-approved finance report must be submitted to the Ministry as an interim to the financial statements.

Moved by: K. Bains

Motion

Seconded by: D. Patel

08-01-24

THAT the Northern College Board of Governors approves the interim finance forecast dated November 30, 2023 as presented.

Carried

7.1.2 Financial Health Indicators FY23

The Financial Health Indicators are based on data collected by the Ministry. Interim President Dumas reviewed the indicators for Northern College. No ratios were failed and the College is not carrying debt.

7.2 Enrolment Report

Senior Vice-President Lessard presented the preliminary enrolment report for Winter 2024 semester.

7.3 Public College Private Partnership Risk Registry

In following with the Treasury Board Secretariat's Audit recommendations, Northern College has developed a Public College Private Partnership Risk Registry. Interim President Dumas presented the new registry, which outlines the risks to the College involved in the partnership. It also includes the likelihood, risk tolerance, mitigation strategies, exposure, categorizes each of the risks.

The registry will be presented to PURES College for their information and the reports from this registry will be shared with the Board during the quarterly Risk Management reporting.

The Board discussed the risk mitigation strategies, government relations strategies and other tools that are currently in use or in development in relation to partnerships with private colleges, in light of the recent IRCC announcement.

7.4 East End Family Health Team Annual Report

Interim President Dumas introduced Katherine Harvey, who has been named as the Executive Director for the East End Family Health Team.

Ms. Harvey reported that the EEFHT lost its lead physician, who provided care for 1200 patients, in early 2023. Since that time 1100 patients have been rostered with Nurse Practitioners at the clinic. After Ministry of Health and Advisory Board consultations, it has been decided that the clinic will move to a nurse practitioner-led model. Applications have been made and they are waiting on an answer from Ontario Health to confirm this change.

Ms. Harvey informed the Board that graduates from BScN programs can apply to become nurse practitioners after 2 years of practice. This has encouraged a "grow our own" philosophy with Northern grads.

The clinic is currently fully staffed and they have hired a third nurse practitioner in order to take on patients from the waitlist. This has been a huge success with the clinic now serving 1300 community patients, in addition to 1000 students. By providing more spaces for patients with nurse practitioners, the community benefits from decreased wait times in emergency departments. The clinic has also partnered with community organizations, such as the Youth Wellness Hub to provide services.

7.5 Report from Northern College Indigenous Council on Education

Governor Bird shared an update as the Chair of the NCICE. The Council provided input on the Global Diversity, Equity & Inclusion Benchmarks, as well as the Sustainable Development Goals for Northern College. The next meeting is on February 21st.

7.6 President's Report

The Interim President's report was presented to the Board. There are currently no Performance Objectives listed as the Board Executive has not required the Mr. Dumas to set objectives as Interim President. Once a new President has been appointed, these objectives will be set and included in the President's report.

7.7 Business Plan Q3 Progress Report

SVP Lessard provided an update on the business plan initiatives.

7.6.1 Initiative 1.1.1 (Susan)

CCO Hunter presented on:
"Guidelines for Engaging with Indigenous Communities,
Educational Authorities, and Tribal Councils"

Creating a formal protocol to follow for engaging with Indigenous communities. An internal working group with Indigenous employees was created, led by a manager who is Indigenous, to meet and create guidelines on how to respect the rights of Indigenous peoples. This group has begun to look at what that respectful engagement would mean as Indigenous peoples. The group also emphasized how critical training is before any engagement occurs.

Going forward, Northern College would like to be more intentional in growing our understanding in order to be as respectful as possible when engaging with Indigenous peoples, communities, organizations, and Councils.

7.6.2 Initiative 1.3.1 (Susan)

Ms. Hunter also presented on:

“The College Experience: Indigenous Graduates Speak”

As a College seeking to become a College of Choice for Indigenous students, it is vital to hear about the experiences of those who have attended the institution. Graduates have been identified to be contacted in working with the College’s Alumni Relations Department as well as the Indigenous Services and Initiatives Department, along with Student Advising. Survey questions for baseline evaluation were determined in conjunction with the College’s Institutional Research Department. Discussions are had instead of simply forwarding the survey along to graduates.

With feedback received from these graduates, we can keep doing what we had done in the past that has improved the lives and lived experience of these learners, and also address the improvements needed to better the experience for those who are learning with us or look to do so.

Continuing to check back in with Indigenous learners and those who support them, including community partners and Indigenous employees, will be crucial as we move forward.

7.6.3 Initiative 2.3.1 (Dean)

SVP Lessard presented on:

“Establish program-specific targets for incorporation of simulation in curriculum delivery and skill reinforcement”

Simulation is a learning and practice strategy that replicates aspects of authentic work world experiences. This initiative seeks to: measure the current use of simulation in the College’s program delivery and identify programs in which simulation can be incorporated in the future.

Deans have completed the inventory of the current use of simulation in programs. Each Dean is investigating the possibility of incorporating simulation activities in one program for the 2024-2025 academic year.

7.8 Reports from Advisory Committee Board Representatives

Governor Crawford attended the Welding PAC and reported that the discussions were productive and the College is well connected in its partnerships in the welding industry.

7.9 Board Member Community Related Updates

Governor Ellis remarked on the experience delivering donation cheques to the food banks in Iroquois Falls and Cochrane. The donations were very well received and appreciated.

Positive feedback has also been received from other donation recipients in Moosonee and Timmins.

8. Move to In-Camera Meeting

Moved by: C. Ellis
Seconded by: K. Bird

Motion
09-01-24

THAT the Board of Governors move in-camera at 3:20 pm.

Carried

9. Report from In-Camera Meeting

Moved by: K. Bird
Seconded by: C. Ellis

Motion
10-01-24

THAT the Board resume the open session at 3:37 pm;
AND THAT matters discussed proceed as presented.

Carried

10. Next Meeting

10.1 Tuesday, March 19, 2024 (Timmins Campus) – 1:00 pm

10.2 Future Agenda Items

The Chair invited governors to forward any requests for agenda items to Executive Assistant, Leslie Hanes.

11. Motion to Adjourn

Moved by: D. Patel
THAT the meeting be adjourned.
Time noted at 3:39 pm.

Motion
11-01-24
Carried

Leslie Hanes
Executive Assistant to the Board