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**BOARD OF GOVERNORS MEETING #471**

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**Date:** Tuesday, March 19, 2024  
**Time:** 1:00 pm  
**Location:** Timmins Campus

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**PRESENT:**

**Board:** J. Molyneaux, Chair  
D. Naveau, First Vice-Chair  
D. Chaudhari  
D. Patel  
E. Poulin  
K. Bains

M. Dumas, President & CEO  
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

**Guests:** Tiffany Cecchetto, Partner, KPMG

**Regrets:** K. Wojtus, Second Vice-Chair  
M. Metatawabin, Governor-at-Large  
C. Crawford

L. Innes  
C. Ellis

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

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to Timmins Campus. He introduced the Board's guest, Tiffany Cecchetto from KPMG, who will present to the Board on Finance and Investment Questions.

**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. Governor Harrington declared a conflict with item 6.7. Chair Molyneaux declared a conflict with item 7.3.

## 3. Approval of Agenda

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

Moved by: J. Harrington  
Seconded by: K. Grenke

Motion  
12-03-24

THAT the agenda for the Northern College Board of Governors Meeting #471 dated March 19, 2024, be adopted as presented.

Carried

## 4. Presentations

- 4.1 Finance and Investment Questions  
– Tiffany Cecchetto, Partner, KPMG

Chair Molyneaux introduced Tiffany Cecchetto, a partner from KPMG, the accounting firm that conducts the financial audits for the College. One of the Board's goals is to host professional development sessions for items of common interest. One topic identified in the PD survey is understanding the types of questions that Board members should be asking regarding the College finances and investments.

Ms. Cecchetto guided the Board in examining the Statement of Financial position. This document is a snapshot of the College's finances: assets, including unrestricted and capital, and liabilities. Governors can ask about the collectability of any assets the College has the right to receive and whether the College has enough funds in the bank to cover any debts.

She reviewed the Statement of Operations, including revenues and expenses, the Statement of Changes in Net Assets, including the differences between unrestricted, internally restricted and endowment funds, and the Statement of Cash Flows. Important questions include identifying variances between action and budgeted amounts, year-over-year changes and plans for any surplus. She highlighted best practices, such as using a separate bank account for each fund and reporting to the Board each quarter. Board members can quickly calculate whether all expenses can be covered by cash, short-term investments, or other investments to satisfy all cash obligations.

Finally, Ms. Cecchetto discussed the Board's governance role in oversight, risk management and compliance.

The Board Chair thanked Ms. Cecchetto 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. No items were removed from the consent agenda.

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

Motion  
13-03-24

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

THAT the Board of Governors approve the appointment of Tom Fought to the Business Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Daniel Porter to the Social Service Worker/Addictions and Mental Health Worker Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Denise Plante-Dupuis to the Social Service Worker/Addictions and Mental Health Worker Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Lindsay Verdu to the Business 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 Board Minutes

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

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

Motion  
14-03-24

THAT the minutes of Board Meeting #470 held January 23, 2023 be approved as presented.

Carried

6.2 Report from Board Policy Review Committee

The Board Policy Review Committee met on February 28, 2024, and discussed recommended changes to several Board policies. Chair Molyneaux reviewed the recommended changes to the policies B-18, C-6, D-12 and D-15.

There were no questions or recommended changes to the draft policies.

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

Motion  
15-03-24

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

B-19 Board Monitoring System  
C-6 Incidents Involving the College President  
D-12 Financial Matters  
D-15 Staff Relations

Carried

### 6.3 Approval of Budget Expenditures

Acting Senior Vice-President 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 14, 2024.

Moved by: K. Grenke  
Seconded by: D. Naveau

Motion  
16-03-24

THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2024 to May 14, 2024, not to exceed total expenditures of \$7.5 million.

Carried

### 6.4 Approval of Tuition and Ancillary Fee Schedule

Chief Information Officer Nickner explained the government's decision that domestic tuition remains frozen for at least 3 years. An approximately 3% increase in ancillary fees is recommended, equal to \$46 for domestic students and \$45 for international on-campus students.

Investigation and negotiation have resulted in a change in healthcare providers for international students. The cost to international students is lower but provides greater coverage and services as an OHIP alternative.

PURES has also submitted an increase in ancillary fees for students attending the PURES campus. This increase is just under 20%.

Governors asked about the option to opt out of certain ancillary fees, which is only available for healthcare, and which fees are exempt from protocol. Only fees collected on behalf of students, determined by referendum, would be exempt from protocol, as they are not included in the Minister's Binding Policy.

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

Motion  
17-03-24

THAT the Board of Governors approve the proposed 2024-2025 fees as presented in this report.

Carried

## 6.5 Winter Enrolment Report

Senior Vice-President Lessard thanked the Institutional Research and Registrar's Office for their work on this enrolment report. He identified apprenticeship, preparatory, and contract training areas for future growth as revenue streams. There are also opportunities for targeted recruitment of women in trades and men in community services.

Self-identifying Indigenous students are mainly mature learners who need consideration to ensure student success. International students are currently mainly from India, which will be improved through diversification. Non-postsecondary education includes alternative options for innovative approaches to access, including career advancement and workforce training.

## 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 College Consortium negotiates together to achieve the best insurance rates.

Moved by: K. Bird  
Seconded by: K. Grenke

Motion  
18-03-24

THAT the Board of Governors approve an insurance premium payment to Aon Reed Stenhouse Inc. for a maximum payment of \$401,000 + applicable taxes to bind the policies for insurance coverage of Northern College, beginning April 1, 2024.

Carried

## 6.7 Approval of Security Contract

Governor Harrington reported a conflict for this item and abstained from the vote.

Mr. MacDougall explained that of the nine proposals for the security contract that were received, the evaluation committee recommends the Commissionaires be granted the contract. Previously, the Timmins Campus and residence building were under separate contracts. This contract brings them under the same company.

Governors asked regarding the transition between companies. The guards would remain the same and be employed by the new security company, ensuring service continuity. They also asked about whether local companies had been considered. The new BOBI rules incorporated in the Broader Public Sector Procurement Directive require companies with local presence to be given higher consideration. The rates were also reviewed; with an increase in the number of hours and specific duties, the total difference to this contract is approximately \$20,000.

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

Motion  
19-03-24

THAT the Board of Governors approve the Commissionaires as provider for Security Services for the Timmins Campus & Student Residence, for a five (5) year period starting April 1, 2024 to March 31, 2029.

Carried

## 6.8 Program Approval: RN Prescribing

SVP Lessard presented a program available to registered nursing graduates that would allow them to prescribe certain medications. This is not necessarily a high-profit program but a service to our catchment areas. It would help to alleviate local pressures on emergency services and other healthcare. While it would qualify for OSAP, it is not currently incentivized by grants.

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

Motion  
20-03-24

THAT the Board of Governors approve the Registered Nurse Prescribing Program, and recommend this program for MCU funding, as per approved CVS Validation documents  
Carried

## 7. Reports and Information

### 7.1 Financial Reports:

#### 7.1.1 Finance report for the period ended January 31, 2024

A/SVP MacDougall presented the finance report ended January 31, 2024. A change in other revenues resulted from a change in accounting practices for PURES-related revenues. An increase in salary expenses is related to settling contracts for the outgoing President and Interim President.

#### 7.1.2 Quarterly Investment Report

Mr. MacDougall reported that the College's investments are performing better than projected, posting an increase just under \$3M.

### 7.2 Quarterly Risk Management Report

The new Risk Manager is familiarizing himself with the operations and risks of the College, and populating the Risk Management Tool. Full implementation of the Risk Task Force is expected in July 2024.

#### 7.2.1 PCPP Risk Registry

Mr. MacDougall also presented the PCPP Risk Registry update. This registry is colour-coded (Green – low, Blue – moderate, and Gold – high). One of the identified risks has come to pass, but we do not yet know the full effects or impacts on the College. The College will address post-event mitigation strategies as information comes from IRCC and the provincial government.

Governors asked about how the percentages of each risk were calculated. They are estimated based on the information available at the time. However, the software tool will be more specific.

### 7.3 MaJIC Report

Chair Molyneaux is in conflict with this item and passed the chair to First Vice-Chair Naveau.

MaJIC experienced a tough year and finished in a deficit position. The company is still sustainable and is trying new marketing tactics to boost profitability. A new staff member has joined the team: a graduate engineer. They are also working with the innovation hub to boost their connection with the industry.

Mr. Molyneaux invited the Board to tour the MaJIC facilities at the next opportunity.

Governors asked about the costs of the partnership with MaJIC to the College. The College provides space for MaJIC at the Kirkland Lake Campus. In return, MaJIC provides learning space and experiences for students, as well as access to equipment.

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

### 7.4 Report from Northern College Indigenous Council on Education

Governor Bird shared an update as the Chair of the NCICE. The Council provided feedback to the College on the Indigenous Status Confirmation Protocol to assist HR hiring procedures, the Indigenous Cultural Awareness Elective, as well as the development of guidelines on communicating with the Indigenous peoples and communities for research and other purposes.

She also invited the Board to the Pow Wow on April 20-21. This is the 22<sup>nd</sup> year, and it will be hosted at Northern College. There will be over 50 vendors at this event.

### 7.5 President's Report

The Interim President's report was presented to the Board. This is a summary of activities as there are currently no performance objectives approved as President. The next report will include the approved performance objectives.

### 7.6 Business Plan Q4 Progress Report

SVP Lessard provided an update on the business plan initiatives. Of the 11 initiatives, 2 were fully achieved, 6 were carried over to the next plan, and 3 were operationalized.

#### 7.6.1 Initiative 1.2.1

SVP Lessard presented on: "Develop Indigenous Learning Outcomes (ILO) Training for Course Outline Writers"

This initiative focuses on fusing indigenous knowledge into the curriculum. Indigenous Learning Outcome (ILO) training will be developed and launched as online training for Course Outline Writers and all interested faculty. Initial discussions have been conducted with LEID and Indigenous Services and Initiatives. A review of potential training sources conducted and revised Indigenous Learning Outcomes were presented to the Northern College

Indigenous Council on Education (NCICE). An SME training partner was identified and they have submitted a proposal received. This initiative is to be operationalized.

#### 7.6.2 Initiative 3.1.1

CIO Nickner presented on: “Northern College will leverage its proximity to the natural elements by integrating invigorating learning experiences and overall well-being for students and employees.”

A new micro-credential is developed and launched. This supports the College’s efforts to develop micro-credentials and allows the layering of multiple micro-credentials or badges to achieve a full course credit. The micro-credential is adaptable per campus, based on the experiences available. It forges connections with community partners to determine the list of offerings/opportunities during each season. This offering has led to exploring potential other outdoor courses and programs to determine best practices.

Planning and logistics were a much heavier burden than predicted. A lot of coordination and cooperation from the weather is needed for success. The Northern Experience includes an activity and learning of testable knowledge. The course shells have been created, and the equipment has been acquired. However, there was a lower-than-expected uptake. This initiative has been operationalized, and the possibility of incorporating the micro-credential into another program to ensure viability will be investigated.

#### 7.6.3 Initiative 3.4.1

SVP Lessard presented on: “Implement A Vital Link for College-Wide Academic Operations Support”

The staffing model was implemented, acting as a vital link for critical information flow between academics, the Registrar, the International department, the Campuses, and the Student Services. With 4 active campuses offering both on-campus and online programming that often involve students across all campuses, it is essential that the academic operations at each campus are linked and monitored to ensure effective collaboration between campuses, students and staff.

An existing support staff position was identified as the main point of contact with responsibilities related to scheduling and support of academic operations. Processes and scheduling within the academic area are now centrally monitored for all academic programming on all campuses. In addition, this position will be responsible for ensuring effective communications and data sharing with all supporting departments.

#### 7.4 Reports from Advisory Committee Board Representatives

Chair Molyneaux clarified the governors’ role on Program Advisory Committees. They are the link to the Board, ensuring a link to industry, and showing the importance of the PACs to the College. Governors can flag important issues to the Board.



President Dumas sits on the East End Family Health Team Advisory Committee. He noted that additional funding has been allocated to hiring an additional Nurse Practitioner and a Mental Health Worker. There is a current shortage of NPs, as some are on leave. There is a posting for the additional NP, and locums will be called in to assist with workload.

#### 7.5 Board Member Community Related Updates

Chair Molyneaux has received inquiries from the community on the College's allocation of international visas. Governor Grenke met with Minister Dunlop in another capacity and spoke to her about the uncertainty in the community. Governor Poulin also mentioned overhearing conversations in the community about international allocations. The community is seeking answers. The College is still awaiting a response from the province.

### 8. Move to In-Camera Meeting

Moved by: K. Bird Motion  
Seconded by: D. Naveau 21-03-24

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

### 9. Report from In-Camera Meeting

Moved by: D. Naveau Motion  
Seconded by: K. Bird 22-03-24

THAT the Board resume the open session at 3:47 pm;  
AND THAT matters discussed proceed as presented. Carried

### 10. Next Meeting

10.1 Tuesday, May 14, 2024 (Kirkland Lake 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: K. Grenke Motion  
THAT the meeting be adjourned. 23-03-24  
Time noted at 3:47 pm. Carried

Leslie Hanes  
Executive Assistant to the Board