

## BOARD OF GOVERNORS MEETING #472

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**Date:** Tuesday, May 14, 2024  
**Time:** 1:00 pm  
**Location:** Kirkland Lake Campus

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**PRESENT:**

**Board:**

J. Molyneaux, Chair	M. Dumas, President & CEO
D. Naveau, First Vice-Chair	K. Wojtus, Second Vice-Chair
C. Ellis	K. Bains
D. Patel	K. Bird
E. Poulin	K. Grenke
F. Gibbons	

**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
- L. Michel, Manager Risk, Safety & Security

**Regrets:**

C. Crawford	L. Innes
D. Chaudhari	M. Metatawabin, Governor-at-Large
J. Harrington	P. Hamilton

### 1. Call to Order

#### 1.1 Remarks from Chair

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to the Kirkland Lake Campus. He welcomed a presenter to the Board: Lonny Michel, Manager, Risk, Safety and Security at Northern College. He also introduced the Board's newest LGIC appointee, Fred Gibbons.

#### 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: Mattagami, Matachewan, Apitipi Anicinapek, Taykwa Tagamou, and Flying Post.

### 2. Declaration of Conflict of Interest

Chair Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest. Governor Poulin declared a conflict with item 6.3 – Approval of 2024-2025 Budget.

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### BOARD OF GOVERNORS STATEMENT OF PURPOSE

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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.

Moved by: D. Patel  
Seconded by: C. Ellis

Motion  
24-05-24

THAT the agenda for the Northern College Board of Governors Meeting #472 dated May 14, 2024, be adopted as presented.

Carried

### 4. Presentations

- 4.1 Risk Management
  - Lonny Michel, Manager Risk, Safety, and Security

Chair Molyneaux introduced Lonny Michel, the Manager for Risk, Safety and Security at Northern 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 Board's role in Risk Management.

Mr. Michel defined risk and guided the Board through the risk management process. He reviewed some questions to begin talking about risk, mitigation strategies to reduce the likelihood and impact of the risk, and the determination of acceptable exposure to accomplish ends. Risk management removes silo-based decision-making to ensure the larger picture is considered when managing resources across the College. Risk tolerance and risk appetite are determined strategically.

The College uses a bow-tie assessment as a risk management tool. The types of risks included are financial, health & safety, legal and compliance, operational, and strategic. This is a living tool; it is everchanging and follows trends. It highlights areas of concern with a heat map, and decision-makers create objectives and action items to reduce those risks.

The Board Chair thanked Mr. Michel 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: K. Grenke  
Seconded by: E. Poulin

Motion  
25-05-24

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 Noella Rinaldo and Mike Scott to the Business Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Bailey Skeavington, Julianne Schuh, Katerina Beard, Katrine Prudhomme, Dana Bonsall, Debbie Jolly, Jennifer Whelan, and Julia Mathew to the Office Administration Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Suzanne Hachez to the Social Services Worker/Addictions and Mental Health Worker Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of Heather Vaillancourt, Batbayar Baatar, Hugh Drummond, Norm Ladouceur, Brendan Zuidema, James McDougall, Mark Melanson, David Capstick, Jean-Paul Chiasson, Kevin Melong, Thomas Hopkins, and Thomas Palangio to the Mining Engineering Technician Program Advisory Committee.

AND THAT the Board of Governors approve the appointment of James Fizzell and Susan Tesluk to the Technology and 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 Board Minutes

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

Moved by: K. Bird

Motion

Seconded by: K. Wojtus

26-05-24

THAT the minutes of Board Meeting #471 held March 19, 2024, be approved as presented.

Carried

### 6.2 Approval of 2024-2025 Business Plan

Senior Vice-President Lessard presented the internal and external versions of the 2024-2025 Business Plan. He described the process by which this plan was developed; a committee was struck with representatives of all areas of the College. Sub-committees were assigned for each pillar of the Strategic Plan. They drafted objectives and validated them with staff in each relevant department. The committee determined nine objectives for the upcoming year.

Some objectives include creating outdoor learning space for integration with the Indigenous Learning Outcomes, focusing on communication to all areas of the college, assigning training coaches for onboarding new staff, and cross-training to ensure staffing needs are covered in the summer months and throughout the year during leaves.

Mr. Lessard reflected on the lessons learned through his first time going through this process in his new position. He thanked Melissa Lalonde, Kyle Gennings and the Marketing Team for their efforts on the Business Plan presented.

Members of the Board asked about communicating with the Unions to ensure consultation and understanding of the purpose of cross-training. This is a benefit to all staff, as well as to the organization. Mr. Lessard also addressed the use of the word “integrate” in the plan, as many of these ideas have been used in the College for some time. The goal of their inclusion in the plan is for these processes to be formally documented and to ensure the goals are accomplished within the set timeframe. The Business Plan explains how the College will dedicate resources and fully operationalize these goals.

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

Motion  
27-05-24

THAT the Board of Governors approves the 2024-2025 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

### 6.3 Approval of 2024-2025 Budget

Acting Senior Vice-President MacDougall presented the proposed budget for fiscal year 25. He reviewed the greater context in which this budget was created, including the repeal of Bill 124, which resulted in increased salary costs, and the new IRCC requirements, resulting in reduced approved visas and lower international student enrolment than in past years.

Mr. MacDougall reviewed the major changes, including a 25% reduction in discretionary spending (equipment, travel, etc.) for the first six months of the year. This reduction will be reviewed mid-year and released if enrolment goals are achieved. The Ministry now requires that gross revenues and expenses from private partnerships be reported separately, rather than the net amount as in past years. This inflates certain budget lines but is netted out in the totals.

Aggressive targets have been set for the Northern Training Division to achieve a \$2M increase in contract training revenues this year. The contract training expenses have increased correspondingly. The department is very optimistic about achieving these revenue targets.

Mr. MacDougall noted that staffing processes are being closely monitored to determine where duties may be reallocated, staff may be redeployed, or positions may be eliminated through attrition to result in cost savings without sacrificing quality.

The Board discussed funding availability from the Ministry of Colleges and Universities and the Ministry of Labour, Immigration and Skills Development. Northern College was allocated only \$42K of MCU's \$10M announcement of additional one-time funding for the Small, Northern and Rural Grant for colleges and the Northern Ontario Grant for Universities in 2024-25. It is anticipated that the College will not receive much of the upcoming \$1.3B in funding over the next 3 years.

The budget is presented with a projected surplus of \$12,307,247.

Moved by: K. Grenke

Motion

Seconded by: K. Bird

28-05-24

THAT the Board of Governors approves the 2024-2025 projected operating budget as presented.

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

Carried

#### 6.4 Report from Board Vacancy Nominating Committee

Chair Molyneaux and Governor Wojtus declared a conflict for this item and did not vote.

The Board Vacancy Nominating Committee met on April 2, 2024. The Committee reviewed the changes to the *Ontario Colleges of Applied Arts and Technology Act*, which now allows a Board Chair's term to be extended up to 2 years beyond the current 6-year limit. Given the recent changes to leadership and in the interests of organizational continuity, the Committee recommends that the Board of Governors amend Bylaw 1 to adopt this change. The Committee also recommends extending Jeff Molyneaux's term as Board Chair up to 2 years.

The BVNC is recommending the reappointment of Lieutenant Governor in Council appointee Ken Wojtus for a second 3-year term, effective September 1, 2024. The annual student governor selection process was carried out, and Abdullah Ansari is recommended for appointment for a 1-year term, effective September 1, 2024. The BVNC recommends Danielle Corbin-Belanger, Kate Fyfe, Gary Fortin and Colleen Tapas-Hookimaw to the LCIG appointment process. Following the outcome of the LGIC appointment process, the remaining candidates will be appointed to vacancies on the Board in the order noted above.

Moved by: E. Poulin

Motion

Seconded by: K. Grenke

29-05-24

THAT the Board of Governors amend Bylaw 1 to reflect the legislative amendments allowing a term extension for the Board Chair up to 2 years.

AND THAT the Board of Governors recommend the reappointment of Lieutenant Governor in Council appointee Ken Wojtus for a second 3-year term effective September 1, 2024.

AND THAT the Board of Governors accept the appointment of Abdullah Ansari as the Student Representative for a 1-year term effective September 1, 2024.

Carried

#### 6.5 Election of 2024-2025 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, 2024.

Governor Naveau nominated Governor Molyneaux for the position of Chair, seconded by Governor Wojtus.

Governor Molyneaux 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 Molyneaux.

Governor Wojtus nominated Governor Naveau for the position of First Vice-Chair, seconded by Governor K. Bird.

Governor Naveau accepted the nomination.

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 Naveau nominated Governor Wojtus for the position of Second Vice-Chair, seconded by Governor Grenke.

Governor Wojtus 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 Wojtus.

Governor Bird nominated Governor Patel for the position of Governor at Large, seconded by Governor Grenke.

Governor Patel accepted the nomination.

Governor Naveau nominated Governor Grenke for the position of Governor at Large, seconded by Governor Ellis.

The President put out an additional call for further nominations.

As there were no further nominations, nominations were closed.

An election was conducted via Zoom polls secret vote.

Majority voted for Governor Patel.

Congratulations to Governor Patel.

Moved by: F. Gibbons

Seconded by: K. Bird

Motion  
30-05-24

THAT the Board of Governors approve the appointment of:

Chair – Jeff Molyneaux

First Vice-Chair – Devin Naveau

Second Vice-Chair – Ken Wojtus

Governor at Large – Dixitkumar Patel

to the Executive Committee of the Board, effective September 1, 2024, for a one-year period.

Carried

## 6.6 Appointment of Officers

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

Moved by: D. Patel  
Seconded by: F. Gibbons

Motion  
31-05-24

THAT the following positions be appointed as Officers of the Corporation for 2024-2025:

President  
Executive Assistant to the Board / Secretary  
Senior Vice President, Corporate Services / Treasurer  
Senior Vice President, Academic

Carried

#### 6.7 Community Climate Survey Recommendation

President Dumas explained that our local communities will be subject to a lot of consultation over the next year, regarding the preparations for the new Strategic Plan and Strategic Enrolment Management plan. Last year, the Community Climate Survey experienced much lower than anticipated participation, undermining the significance of the results.

Mr. Dumas recommends pausing the Community Climate Survey for the 2024-2025 year to review the methods, questions and timing and improve participation. With the rejuvenation of the Program Advisory Committees, there have been more opportunities to solicit feedback from community partners and industry. The Board has requested to be involved with recommending participants.

Moved by: C. Ellis  
Seconded by: D. Patel

Motion  
32-05-24

THAT the Board of Governors approves pausing the Community Climate Survey pending the Strategic Plan consultations and refinement of the survey process.

Carried

#### 6.8 Annual Online Survey

The Board routinely completes surveys on its best practices and performance evaluation. Our survey provider, Ron Furlong, has tracked survey data over the years to identify how the BOG can improve performance. The survey will be completed at the end of May and early June.

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

Motion  
33-05-24

THAT the Board of Governors approve the launch of the 2024 Board of Governors Annual Online Survey.

Carried

#### 6.9 Program Approval: Supply Chain Management 1-year

SVP Lessard reviewed the Supply Chain Management 1-year graduate certificate program for approval. It has been verified by OCQAS. It is currently available as an unfunded program. The Board is requested to approve sending this program to the



Ministry for funding approval. This certificate feeds into a 2-year program, which includes an opportunity for a paid co-op placement or capstone project. This program is mainly focused on international student demographics.

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

Motion  
34-05-24

THAT the Board of Governors approve the 1-year funded version of the Supply Chain Management program, to apply for MCU funding.

Carried

## 7. Reports and Information

### 7.1 Financial Reports: Verbal Report on the 2023-24 Fiscal Year

ASVP MacDougall provided a verbal update on the 2023-24 fiscal year. The auditors have just finished the audit to be presented at the June Board Meeting. The fiscal year ended with a \$27.6M operating surplus. This surplus was mainly due to exceeding enrolment targets for both domestic and international, as well as with our private partner. There have been no major changes or variances since the last report.

### 7.2 Strategic Plan Measurements

President Dumas presented the May 2024 update on the strategic plan measurements. He explained that these are point-in-time measures, many of which are still to be determined. With a change in staffing, some additional data is available, but the analysis needs to be conducted. Further data will be available in the Fall.

This report is a means of providing accountability to the Board. It shows the progress towards the Strategic Plan objectives. Where the College has not met a target, it does not indicate that it is not doing well or improving. It simply means that the 2.5% increase over the previous year's improvement target has not been met.

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

Governor Bird provided a verbal update. The Committee will be meeting tomorrow. They have recently reviewed the architecture design for an outdoor learning environment. With progress on the Sacred Garden, they were consulted on alternatives to planting tobacco, as it does not grow well in the northern climate.

### 7.4 President's Report

President Dumas presented his report and highlighted some exciting activities. Skills Ontario provided an excellent representation opportunity for Northern College. He is investigating ways to support more participation at these kinds of events to get high school students involved. This is an excellent recruitment opportunity and a strategic draw for domestic students.

Governor Ellis noted that there was a bus tour for northern high school students who were interested in trades and for women in trades. The College would be well-placed to become a stop on those tours.



## 7.5 2023-2024 Business Plan Presentations

### 7.5.1 Initiative 1.3.2

Chief Cultural Officer Hunter presented on: “Increasing the Number of Indigenous Art Occurrences on Northern College Campuses”

This initiative focuses on "occurrences," not just pieces of art. These are interactive and engaging and aim to develop cultural competency. The College is intentionally investing in indigenous art on all campuses. It is a move towards reconciliation and moving forward. The workshops attracted both Indigenous and non-indigenous staff and students. Art acquisitions included murals, tamarack geese, displays of art and prints of paintings. One major investment involved the acquisition of four matching bronze statues honoring survivors and those who did not make it through residential schools. Indigenous Ingenuity from Science North Exhibit was hosted at Northern College. It focused on the many ways of knowing and acknowledging the Indigenous origin of this knowledge.

Other important takeaways from this initiative include healing through participation, moving forward, representation matters, and the value of creating inclusive spaces.

### 7.5.2 Initiative 3.2.1

SVPA Lessard presented on: “Identify new program development specific to coastal communities”

This initiative involved integrating invigorating learning opportunities into new program development for coastal communities. It was a specialized opportunity to tailor the program to this cohort. In the Office Administration program, more than 80% of students successfully completed it. It afforded unique student supports that were specialized to these students. When hiring from within these communities, indigenous knowledge is inherent and gives the staff the edge needed to engage with the students successfully. When understanding the students and their needs, they can provide appropriate flexibility when needed.

Future programming includes the Mental Health and Addictions program, which may require a more hybrid approach to ensure credentialed faculty can provide teaching. There will be a Practical Nursing intake in the Fall in support of the Waha Hospital expansion. This includes creating pathways to the BSCN program with our partner institutions. They also plan to utilize space at Moosonee Campus for orientation & training for Pomerleau (Construction company for Waha Hospital). Also, the Indigenous Fine Arts Programs will launch in 2025. This will be in the form of micro-credentials that can be stacked for course credit towards a diploma or certificate.

## 7.6 Reports from Advisory Committee Board Representatives

No Reports.

## 7.7 Board Member Community Related Updates

Mr. Dumas reminded that the Board Goals committed for each Board member to attend 1-2 events on behalf of the Board, to advocate for the College.

Governor Bird reported attending the Vipond Road naming ceremony. The ceremony was held at the corner of Vipond Road and Moneta Avenue, unveiling the honorary name: Bernadette Sutherland Way.

Governor Grenke attended the Innovation Themed Conference at Northern College. The Applied Research, Entrepreneurship and Innovation department provided logistics and tours.

#### **8. Move to In-Camera Meeting**

Moved by: K. Bird	Motion
Seconded by: K. Grenke	35-05-24

THAT the Board of Governors move in-camera at 3:16 pm.	Carried
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#### **9. Report from In-Camera Meeting**

Moved by: F. Gibbons	Motion
Seconded by: C. Ellis	36-05-24

THAT the Board resume the open session at 3:38 pm; AND THAT matters discussed proceed as presented.	Carried
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#### **10. Next Meeting**

10.1 Tuesday, June 11, 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	Motion
THAT the meeting be adjourned.	37-05-24
Time noted at 3:47 pm.	Carried

Leslie Hanes  
Executive Assistant to the Board