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**BOARD OF GOVERNORS MEETING #474**

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**Date:** Friday, September 20, 2024  
**Time:** 9:00 am  
**Location:** Kirkland Lake Campus

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**PRESENT:**

**Board:** J. Molyneaux, Chair  
D. Naveau, First Vice-Chair  
K. Wojtus, Second Vice-Chair  
D. Patel, Governor-at-Large  
M. Dumas, President & CEO  
A. Ansari

E. Ollila  
F. Gibbons  
K. Grenke  
M. Lachance  
S. Frappier

**Staff:** A. Baghdady, Executive Director, International Recruitment and Market Development  
D. Lessard, Senior Vice-President Academic & Student Success  
G. MacDougall, A/Senior Vice-President Corporate Services  
L. Hanes, Executive Assistant, Office of the President and Board of Governors  
J. Dicks, Director, Marketing, Communications and External Relations  
J. Moorlag, Executive Director, Student Services, Institutional Research and Registrar

**Regrets:** C. Crawford  
K. Bains

K. Bird  
M. Metatawabin

**1. Call to Order**

## 1.1 Remarks from Chair

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to Kirkland Lake Campus for the first Board meeting of the term. He introduced the new governors joining the Board: Abdullah Ansari, Eliisa Ollila, Mikayla Lachance, and Samantha Frappier. President Mitch Dumas introduced new members of his Senior Management Team: Jaret Dicks, Jennifer Moorlag, and Ahmed Baghdady.

## 1.2 Acknowledgement of Territory

We begin by acknowledging that we are on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway, and Algonquin homelands. 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, Flying Post, Wahgoshig, Taykwa Tagamou and Metis Peoples Region #3.

**2. Declaration of Conflict of Interest**

Chair Molyneaux called for disclosures of actual, potential, or perceived conflicts of interest. None were declared.

### 3. Approval of Agenda

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

Moved by: D. Patel Motion  
Seconded by: K. Wojtus 54-09-24

THAT the agenda for the Northern College Board of Governors Meeting #474 dated September 20, 2024, be adopted as presented. Carried

### 4. Consent Agenda

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. President Dumas asked to remove item 4.2.1 Board Members

Moved by: D. Patel Motion  
Seconded by: F. Gibbons 55-09-24

THAT item #4.2.1 be placed on the regular agenda; and  
THAT the Board of Governors approves Consent Agenda items, including all applicable motions. Carried

4.1. Receive Board Committee Minutes

THAT Board Committee Minutes be received. Carried

4.2. Program Advisory Committee Schedule  
4.2.1 Board Members Assigned to PACs

President Dumas reviewed the vacancies for Board Representatives on PACs. Several Board members expressed interest in various PACs. Program Assistants will be in contact with the Board Representatives about future meetings.

4.3. Program Advisory Appointments

THAT the Board of Governors approve the following Program Advisory Committee appointments:

- Elizabeth Symes to the Office Administration Program Advisory Committee
- Kaitlin Wheeler to the Office Administration Program Advisory Committee
- Jamie Pouw to the Welding Program Advisory Committee
- Mallory Rydzik to the Electrical Engineering Program Advisory Committee
- Nick Hansen to the Electrical Engineering Program Advisory Committee
- Taylor Finlay to the Electrical Engineering Program Advisory Committee
- Jason Fortier to the Electrical Engineering Program Advisory Committee

Carried

4.4. Correspondence and Information Report

## 5. Discussion Items

### 5.1 Approval of Minutes of Meeting #473 held June 11, 2024

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

Moved by: F. Gibbons Motion  
Seconded by: M. Dumas 56-09-24

THAT the minutes of Board Meeting #473 held June 11, 2024, be approved as presented.

Carried

### 5.2 Reaffirmation of Northern College Vision and Mission

The vision and mission were reviewed at the Board Planning Session. No changes were made at this time.

Moved by: M. Lachance Motion  
Seconded by: E. Ollila 57-09-24

THAT the Board of Governors reaffirm the Northern College Vision and Mission as presented.

Carried

### 5.3 Approval of Board of Governors' Statement of Purpose

The Board of Governors Statement of Purpose was reviewed at the Board Planning Session. An amendment was made.

Moved by: A. Ansari Motion  
Seconded by: D. Patel 58-09-24

THAT the Board of Governors' Statement of Purpose be approved as amended.

Carried

### 5.4 Approval of Delegation of Duties to the Executive Committee

The Delegation of Duties to the Executive Committee was reviewed at the Board Planning Session. No changes were made.

Moved by: D. Patel Motion  
Seconded by: F. Gibbons 59-09-24

THAT the Board of Governors approve delegation of duties to the Executive Committee as presented.

Carried

## 5.5 Approval of Board Goals

The Board of Governors reviewed the three Board goals that were developed at the Board Planning Session.

Moved by: E. Ollila  
Seconded by: A. Ansari

Motion  
60-09-24

THAT the Board of Governors approve the 2024-2025 Board Goals as presented.  
Carried

## 5.6 Approval for 2024-25 Board of Governors Work Plan

President Dumas reviewed the 2023-24 Work Plan. This document guides the work of the Board throughout the year, though items may be shifted as needed and approved by the Board Executive. The Board requested that Finance Reports be presented at each Board meeting, with May and June being verbal only.

Moved by: D. Naveau  
Seconded by: M. Lachance

Motion  
61-09-24

THAT the Board of Governors approve the 2024-2025 Board of Governors Work Plan as amended.  
Carried

## 5.7 Appointment of Members to Board Standing Committees

- 5.7.1. Policy Review Committee
- 5.7.2. Board Vacancy Nominating Committee
- 5.7.3. Audit Committee
- 5.7.4. Ad-hoc Committee(s) (as required)

All governors were invited to participate on the Board Standing Committees. The Board Chair and President are ex-officio members of all committees.

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

Motion  
62-09-24

THAT the Board of Governors appoint Board members to Standing Committees as follows:

Board Policy Review Committee:  
J. Molyneaux, M. Dumas, D. Patel, E. Ollila, and M. Lachance

Board Vacancy Nominating Committee:  
J. Molyneaux, M. Dumas, D. Patel, F. Gibbons, and K. Grenke

Board Bylaw 1 Review Ad-hoc Committee:  
J. Molyneaux, M. Dumas, F. Gibbons, D. Naveau, K. Grenke

Carried

## 5.8 Higher Education Summit

The Executive has recommended that the Board fund eight governors to attend the Higher Education Summit this year. This will account for approximately 50% of the Board's travel budget for the 2023-24. Priority will be: the Board Chair, Vice Chair, the new governors, those who have not attended before, then anyone else interested in attending.

Moved by: D. Patel  
Seconded by: A. Ansari

Motion  
63-09-24

THAT the Board support sending eight governors to the Higher Education Summit following the recommended priorities.

Carried

## 6. Reports and Information

### 6.1 Financial Reports:

#### 6.1.1. Finance report for the period ended July 31, 2024

Mr. MacDougall reported the variances that have occurred from the budget that was presented in May 2024. Revenue and expenses relating to funding received by the East End Family Health Team were recorded. The recently negotiated contract for cleaning services at Timmins Campus were also added. The end of fiscal surplus is projected to be \$12M.

#### 6.1.2. Investment Report as of Jun 30, 2024

A/SVP MacDougall reported that the mix of investments are still within the range of the investment plan. The value has steadily increased since the last report. No major changes to report.

### 6.2 Quarterly Risk Management Report

Mr. MacDougall presented the Risk Management Report. The new Risk, Health and Safety Manager position has been meeting with departments. Information Technology risks have been added to the program. An internal website has been developed to share information on resources and reporting within the College. An updated risk registry will be reported at the next Board meeting.

### 6.3 Annual Report on Joint Health & Safety / JH&S Policy Statement

Governor Ollila reported a conflict of interest with this item. She abstained from the vote.

SrVP MacDougall reviewed the report. The Joint Health & Safety committee has reviewed the policy statement and approved it for posting. The minutes of their meeting were shared for the Board's information.

Governors asked about the College's insurance coverage. The College self-insures through the Workers' Safety and Insurance Board.

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

Motion  
64-09-24

THAT the Board of Governors receive the 2024 Report of the Joint Health and Safety Committee;  
AND THAT the Occupational Health, Safety and Environmental Policy Statement be approved as presented.

Carried

#### 6.4 Marketing Strategy

Chair Molyneaux introduced Melanie Kozlow, the Manager for Marketing, Communications and External Relations. As requested by the Board, Ms. Kozlow and Director Jaret Dicks presented on Northern College's revised Marketing Strategy.

This new strategy aligns with the Business and Strategic Plans. It aims to build synergy and community across all campuses by 2025. Key highlights also include brand awareness and program promotion, fostering and fortifying relationships, and building mechanisms to identify emerging trends and evolve domestic and indigenous recruitment strategies.

Improvements to internal communications include the launch of an internal newsletter. Media reach has been boosted beyond local to regional and further. Key priorities of the external relations department are to reignite the Foundation to increase funding opportunities, increase perks and services to Alumni Relations, and boost community and industry partnerships through a client relationship management tool. Indigenous services have repatriated regalia, developed a protocol for outreach and are developing mechanisms to recognize and respond to all aspects of indigenous learners. The recruitment team is in the process of pursuing experts in different target areas.

This new strategy is data driven; metrics and evaluation tools are utilized to ensure they are meeting their business and strategic goals. Regular reports and information sharing will be presented to the Board to ensure they have the information needed to advocate on behalf of the College.

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

Governor Kim Bird noted that there were no NCICE meetings over the summer.

#### 6.6 President's Report

President Dumas presented his report and highlighted some exciting activities. This graduation season he will attend 8 ceremonies, as well as PURES convocation and job fair. Work continues on Northern College's downtown location, where the Board will be invited to its grand opening. The Strategic Plan development process has kicked off. Building and continuing relationship meetings have occurred with Kirkland Lake Hospital, several local political reps, and industry partners such as Agnico Eagle and Newmont.

#### 6.7 Business Plan Q1 Progress Report

Senior Vice-President Dean Lessard reported on the first quarter status of the Business

Plan. As there has been a change to the personnel assigned as leads for some initiatives, those deadlines will be changed to allow the new leads to make progress.

#### 6.7.1. Business Plan Initiative 1.1.1

Mr. Dicks presented on the Indigenous Education and Empowerment initiative on Fully Engaging Indigenous Communities. Indigenous perspectives are placed at the forefront of our efforts to allow Northern College to respond with a greater sense of urgency to the ever-growing need to move the organization forward in visiting and listening to our indigenous communities, and inviting learners from regional communities to the table for decision-making to further support Indigenous communities and learners. An environmental scan of other Ontario post-secondary institutions is underway with the aim to develop a formal protocol for engagement with First Nations partners, with a focus on a foundation of engagement, identifying key contacts and partners, and recommending practices for meaningful engagement.

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#### 6.7.2. Business Plan Initiative 3.2.1

Mr. Lessard presented on curriculum mapping training for faculty as a means for improving the content, delivery and methodology of Northern's programming. This includes the development of "Master Courses" and a migration to COMMS3 (Course Outline Mapping and Management System). The master courses align evaluations with learning requirements and outcomes to create a consistent high-quality learning experience. They provide a standardized look, feel and navigability, which promotes a comfortable and secure experience for students. How best to present the content is adapted to faculty strengths. Faculty are provided with time to learn and prepare their course from the outline. Training for master Course development is provided by the Quality Assurance Officer.

### 6.8 Summary of Program Reviews

The schedule for the annual and comprehensive program reviews was presented, as required. Annual reviews are yearly check-in for programs, whereas comprehensive reviews offer a deeper dive.

Emerging themes from these reviews are being addressed through several initiatives, including the creation of Master Courses, providing more professional development and paid time to explore, increasing experiential learning and implementation of Universal Design for Learning (UDL).

The most important academic undertaking for the college, the College Quality Assurance Audit Process, includes a self-study review report and a virtual site visit. Recommendations from the audit process are implemented with targeted initiatives through future business, academic and strategic plans.

### 6.9 Strategic Measurements Report

Progress towards accomplishment of the Strategic Plan is measured through 24 metrics. Some metrics have proven difficult to collect in the years since the development of the 2020-25 Strategic Plan. The Strategic Planning Steering Committee is working to ensure the next strategic plan is very easily measurable.

The final status report for the 2022-23 academic year was presented. Seventeen metrics have been identified as achieved, two are not achieved and five are N/A as data was not available. The metric for Employer Satisfaction metric was not available, as participation was too low to be meaningful. Dean Assessment was not available as the faculty survey has not been completed since Covid. The targeted increase in the metric for Student feedback was not achieved, however the results were still strong. It was noted that the data for the metric on Enrollment in Programs of Strength lags by year, therefore the results not yet available for recent initiations.

6.10 Reports from Advisory Committee Board Representatives

No reports.

6.11 Board Member Community Related Updates

Board members will be invited at future meetings to report on their advocacy efforts on behalf of the College.

**7. Move to In-Camera Meeting**

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

Motion  
65-09-24

THAT the Board of Governors move in-camera at 11:03 am.

Carried

**8. Report from In-Camera Meeting**

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

Motion  
66-09-24

THAT the Board resume the open session at 11:38 am.  
AND THAT matters discussed proceed as presented.

Carried

**9. Next Meeting**

- 9.1. Tuesday, November 12, 2024 (Timmins Campus)
- 9.2. Future Agenda Items

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

**10. Motion to Adjourn**

Moved by: D. Naveau  
THAT the meeting be adjourned.  
Time noted at 11:41 am.

Motion  
67-09-24  
Carried

Leslie Hanes  
Executive Assistant to the Board