
BOARD OF GOVERNORS MEETING #476

Date: Tuesday, January 21, 2025
Time: 9:00 am
Location: Moosonee Campus, Room R102

PRESENT:

Board:

J. Molyneaux, Chair	F. Gibbons
K. Grenke, Governor-at-Large	M. Dumas, President & CEO
A. Ansari	G. Fortin
C. Crawford	K. Bird
D. Bélanger-Corbin	M. Lachance
E. Ollila	S. Fournier

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
- J. Dicks, Director, Marketing, Communications and External Relations
- J. Moorlag, Executive Director, Student Services, Institutional Research and Registrar
- L. Hanes, Executive Assistant, Office of the President and Board of Governors

Guests:

K. Fyfe	M. Leblanc
K. Harvey	J. Sutherland
S. Campbell	

Regrets:

D. Naveau, First Vice-Chair	K. Bains
D. Patel, Second Vice-Chair	

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

Board Chair Jeff Molyneaux called the meeting to order and welcomed everyone to the Moosonee Campus. He thanked everyone who could travel to Moosonee to be here in person and everyone who joined virtually. He introduced the guests joining the Board today: Kate Fyfe, Katherine Harvey of the East End Family Health Team, Dean Sarah Campbell, Professor Michelle Leblanc, and Jordana Sutherland, a student of the Practical Nursing program.

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. Governor Ansari has a conflict with item 6.8 - Approval of Tuition and Ancillary Fee Schedule. Governor Fournier has a conflict with item 6.4 - Annual Review of Respectful College Community Policy. Governor Grenke has a conflict with item 5.3.1 - Recommendation for appointment of D. Diné.

3. Approval of Agenda

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

Moved by: E. Ollila
Seconded by: M. Lachance

Motion
01-01-25

THAT the agenda for the Northern College Board of Governors Meeting #476 dated January 21, 2025, be adopted as presented.

Carried

4. Presentation

Northern College Signature Programs – Practical Nursing
Sarah Campbell, Dean of Health Sciences and Emergency Services

The Board has made a goal of learning more about the College's signature programming to more effectively advocate on behalf of the College. Dean Sarah Campbell, Professor Michelle Leblanc, and student Jordana Sutherland have joined to share more information on the Practical Nursing program in Moosonee.

The Practical Nursing program currently is running at the Moosonee Campus as an as-needed program, generating desperately needed nurses for the region. This is a 2-year college diploma approved by the College of Nurses Ontario. All faculty are CNO accredited. The program includes courses in anatomy and physiology, labs and practicals, and theory. The electives are in general education. All students also participate in clinical rotations. The quality assurance program reviews ensure that all campuses deliver the same calibre and content.

In Moosonee, there are mainly mature students, the majority of which are female. Running the program in Moosonee presents the usual challenge of finding CNO-registered and accredited teachers. Also the unique challenges, including geographical in crossing over the river to Moose Factory (where the hospital and some students are located). To combat this challenge, staff and faculty have become innovative in program delivery, scheduling, and coordinating with partner agencies.

In remote locations, they also face issues in finding placements for their practical/clinical rotations. Many agencies are short-staffed, and it isn't easy to get release of staff for teaching and practicals.

Professor Michelle Leblanc sought permission from her employer to take leave to teach so that Northern College could offer this program in this community. Student Jordana Sutherland appreciates that she doesn't have to leave home to pursue her education. Northern has targeted the needs of the community in offering opportunities for education in Moosonee. In the

Practical Nursing offering, people of all ages, from various backgrounds, and with a range of family needs are accommodated.

In the future, Weeneebayko Area Health Authority Hospital and Queens University plan to develop post-secondary programming in the area. Northern is also developing pathways from PN to a Bachelor of Science in Nursing or Paramedic degree.

5. Consent Agenda

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. None requested.

Moved by: F. Gibbons
Seconded by: C. Crawford

Motion
02-01-25

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

5.3.1 Recommendation for appointment of D. Dinel

Governor Grenke is in conflict with this item.

THAT the Board of Governors approve Darren Dinel to Police Foundations 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 Minutes of Meeting #475 held November 12, 2024

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

Moved by: K. Bird
Seconded by: E. Ollila

Motion
03-01-25

THAT the minutes of Board Meeting #475 held November 12, 2024, be approved as presented.

Carried

6.2 Efficiency and Accountability Fund Update

Acting Senior Vice-President MacDougall shared an Efficiency and Accountability Fund Review update. College staff have been working with KPMG to review the five areas. The Ministry of Colleges and Universities directed a deep dive of all five areas, instead of the previously instructed focus. A high-level draft with very high-level recommendations was delivered this morning. In March, the action plan with more detailed work plans will be presented to the Board for their endorsement.

6.3 Community Climate Survey Plan

The Board approved pausing the Community Climate Survey for one year. Since then, the President conducted a “Help Solve It” activity at the Administrator Meeting to help improve the delivery method and content. The collaborative feedback was delivered to a working group led by Marketing, Communications and External Relations Director Jaret Dicks. That group is working on a plan to be ready before April to make the best use of already planned events with community members at the Think Tank Luncheon and the Inspiring Collaboration Conference.

The Think Tank Luncheon will be piloted in Timmins and Haileybury, with the goal of hosting this event at all campuses next year.

6.4 Annual Review of Respectful College Community Policy

A/SVP MacDougall presented the changes to the Respectful College Community Policy. As a result of changes to the Ontario Health and Safety Act, updates were required to the policy language and terms used.

Moved by: M. Lachance
Seconded by: D. Bélanger-Corbin

Motion
04-01-25

THAT the Board of Governors approve the revised Respectful College Community Policy in order to satisfy the Ministry’s Directive, and ensure the policy remains current in accordance with the OHSA.

Carried

6.5 Student Mental Health Directive

A new directive from the Ministry of Colleges and Universities requires that all colleges provide easy access to mental health information and support available. The new Student Mental Health Policy directs our actions in providing this information to students. For example, Advising staff include emergency mental health support contact information in their email signature.

Executive Director Jennifer Moorlag noted that “just in time” information is essential to ensure students have the correct information at the right time without overloading them. In addition to core business, the Ministerial directive requires that the College be a conduit to mental health support, not necessarily the provider of such support. The policy ties all the services and supports already being provided.

This policy also includes an annual report to the Board, which will be forwarded to MCU.

6.6 Student Housing Policy Directive

Another new directive of the MCU requires that all colleges provide easy access to information on available housing options. The new Student Housing Policy, overseen by Student Services, outlines how the College will provide this information. For example, how residence vacancies can be accessed and access to the third-party agency for vetted housing options in the community. The policy also outlines the role of Campus Managers and Student Advisors in providing housing information.

6.7 Debrief on CQAAP Visit

The College Quality Assurance Audit Process virtual site visits took place over three days in November 2024. Over 100 people took part in the series of interviews. Senior Vice-President Dean Lessard is proud of how Northern College staff participated fully in this process and contributed to the resulting significant step forward in the College's quality assurance. The CQAAP panel recognized that Northern is very reflective of the processes. From the initial report, seven recommendations and twelve affirmations are noted as areas for improvement.

The draft report is currently under review. Once the response is accepted, the College will receive an "organized effort" grade. This grade will allow the College to receive a "Mature status" grade during the next round if the recommendations are implemented. Recommendations include the maturation of policy and procedures and an alignment of professional development and resources.

Operational recommendations will be incorporated into the business plan or administrator performance objectives. Strategic recommendations will be discussed during the development of the Strategic Plan.

The College will complete a follow-up report in 2027 to report on progress. Michelle Cole, Manager of Quality Assurance, Strategy and Analysis, and Lisa Francis, Quality Assurance Officer, will take on this portfolio going forward.

6.8 Approval of Tuition and Ancillary Fee Schedule

Governor Ansari is in conflict with this item and abstains from voting.

Ms. Moorlag presented the recommendation on tuition and ancillary fees. While domestic tuition remains frozen, the recommendation includes a 3% increase in tuition for international students on campus. This increase is not in an attempt to compensate for frozen domestic tuition but is based on research within the sector and accounting for cost changes. This is in following with the predictable regular increase to tuition costs. Collaborative program tuition is as per that institution's fee schedule. In future years, the Registrar's Office will compare international tuition increases with what would have been the calculated domestic tuition increase had it not been frozen (for example, in relation to inflation, cost of living, etc.)

The Ministry requires that program-specific compulsory fees be strictly regulated and must balance with actual expenditures. The compulsory ancillary fees are determined per the protocol with the Student Executive Committee. However, some fees are

excluded from the protocol (ex. NCSA student fee). Program-specific fees include the exit exam fees, which are a direct charge. Non-compulsory fees include service fees for voluntary services, such as a challenge exam fee.

Program-specific and service fees are posted publicly, so there are no surprises for students. The recommended increase in the compulsory ancillary fees is 1% over last year. Exempt from this calculation is the charge for the health care plan, which is a direct charge.

Northern College's private partner, Pures College of Technology, has recommended no change in tuition from last year.

The Board discussed the effects of an increase in international tuition fees on enrolment. Most institutions are increasing international tuition by the same amount, with very few strategically freezing or decreasing their international tuition rate.

Moved by: G. Fortin
Seconded by: F. Gibbons

Motion
05-01-25

THAT the Board of Governors approve the proposed 2025-26 international tuition increases, the proposed Compulsory Ancillary Fees and the Program Specific Ancillary Fees. As well, that the Board of Governors approve the proposed Pures tuition and ancillary fee schedules.

Carried

6.9 FY26 Capital Projects List

The Board Executive is delegated the authority to approve the use of capital reserve funds. Capital reserves cannot be used for operational expenses; they result from the prior year's surpluses and are set aside for investment projects.

This year's capital project list is shorter than in the past, as it includes several large projects and a more achievable list of maintenance projects. In Timmins, the main entrance addition, improvements to door security, HVAC maintenance and improvement, and B-wing redevelopment (project management and architectural services). In Haileybury, HVAC maintenance and improvements and painting. In Moosonee, boiler upgrades (design only, future costs for equipment). Other small projects include updates to lecture theatres, HVAC upgrades and miscellaneous.

President Dumas noted that the College will receive facilities renewal funding from the Ministry, which will help offset the Timmins main entrance project costs.

7. Reports and Information

7.1 Financial Reports:

7.1.1 Approval of the Interim Financial Forecast dated November 30, 2024

Mr. MacDougall presented the finance report that ended November 30, 2024, and reported the variances from the budget presented in May 2024. Variances included accurately reflecting the Nursing Collaborative Grant, as it was previously over-projected. Organizational changes in Continuing Education and

Contract Training have resulted in changes to both respective expense and revenue lines. The salary expenses now reflect the early retirement and voluntary exit payouts.

Moved by: M. Lachance
Seconded by: A. Ansari

Motion
06-01-25

THAT the Northern College Board of Governors approves the interim finance forecast dated November 30, 2024, as presented.

Carried

This forecast is submitted to the Ministry of Colleges and Universities.

7.1.2 Financial Health Indicators

The Financial Health Indicators are based on data collected by the Ministry. A/SVP MacDougall reviewed the indicators, and Northern College passed all metrics with clear margins. The Ministry will add data for three more metrics, which the College is anticipated to pass.

Consultations are ongoing with the Ministry to include institutional-specific metrics in the Strategic Mandate Agreement.

7.2 PCPP Risk Registry

Mr. MacDougall presented the Public College Private Partner Risk Registry report. This report has been updated by the Manager of Risk, Safety and Security, Lonny Michel. The report identifies risks based on different factors (political, financial, legal, etc.), as well as the root causes and mitigation plans.

The major risk remains due to Immigration, Refugees and Citizenship Canada's decision to cap international visas. There are impacts on our private partnership. Potential mitigation avenues through other projects with the private partner, Pures College of Technology, increasing domestic enrolment and international diversification.

7.3 Program Plan Report

SVP Lessard presented an update on the Program Plan, which is developed and updated based on several factors, including labour market demand, regional factors and enrolment.

Programs listed in the plan are divided into one of three categories: sunsetting – programs that are slated for suspension or cancellation (this does not include intake suspensions); planning – the creation of new programs, licensing curriculum from other institutions, purchasing dual-credit courses, continuing education courses or contract training; and renewal – high market demand and low enrolment programs that need a comprehensive analysis to find ways to attract students into these high-paying fields.

Three programs are currently in the renewal category: mining, welding and environmental technician. Key players from the industry and the program advisory committee are guiding the mining programs' renewal efforts. Realignment of the

vocational learning outcomes (VLOs) to reflect what the PAC identifies as what graduates need to be successful in their careers. Efforts are also being made to cultivate partners to provide hands-on learning opportunities. Some welding program intakes are being relocated to the Timmins Campus to address the region's immediate need for welding graduates. A partnership has been developed with the Bucket Shop to provide facilities and equipment for a Timmins-based intake. A massive overhaul of the welding curriculum is underway to address the future labour market needs. Collaboration with another northern college will further improve the Environmental Technician program.

Generally, upstream recruitment efforts focus on promoting the technology technician programs within the industry and improving the perception of these potential careers within the secondary school community. Expansion of dual-credit opportunities can lead to enhanced direct-entry enrolment. Downstream, corporate training, upskilling, upgrading and microcredential offerings are shared within the industry. Internationally, enrolment efforts are being made to target countries where these programs will have more appeal.

7.4 East End Family Health Team Annual Report

Katherine Harvey, Executive Director of the East End Family Health Team, joined the Board to present their annual report. As a result of provincial government funding, they are expanding and enhancing their interprofessional primary care team, including hiring two full-time Nurse Practitioners and a Mental Health Counsellor. This has allowed the clinic to take on 500 new patients and continue to provide services to Northern College students. The EEFHT has implemented an integrated virtual care program, which connects to a primary care team, currently serving more than 260 patients.

This year saw the clinic's 20th-anniversary celebration and the development of a patient advisory group to inform best practices. Community engagement included a presentation to the pre-budgetary consultations to advocate for increased staffing.

Despite staffing challenges, they could still service all patients by filling contracts for additional Nurse Practitioners. A summer student developed and implemented a summer walking program. A collaboration with the Porcupine Health Unit and the Victorian Order of Nurses led to the delivery of a fall prevention program.

The EEFHT's priority remains their patients, families and the community.

7.5 Report from Northern College Indigenous Council on Education

NCICE Chair Kim Bird reported that quorum challenges due to scheduling and personal commitments have prevented the Council from meeting. There are exploring new ways to ensure Indigenous students have a positive experience at Northern College. A meeting is scheduled for this week.

7.6 President's Report

President Dumas presented his report, which includes details about how he has been working towards achieving his performance objectives and displaying the behavioural competencies expected of a college president. Following strategic planning sessions with both the Board of Governors and the Senior Management Team, the development

of the Strategic Plan is on track for completion by March 31st. Duklas Cornerstone Consulting has been contracted to help develop the Strategic Enrolment Management Plan. Mr. Dumas continues to meet with representatives of First Nations communities and local mayors to learn about their communities' needs. He has also been meeting with local Ministers to discuss funding support opportunities. Ongoing work has contributed to the objective of presenting a balanced budget for 2025-2026.

7.7 Business Plan Q3 Progress Report.

Senior Vice-President Dean Lessard reported on the status of the business plan for the third quarter.

7.6.1 Business Plan Initiative 1.4.1

Executive Director of International Recruitment and Market Development, Ahmed Baghdady, presented on developing and delivering a 2-hour Indigenous-themed professional development course. It is planned to provide this course in person at each campus in 2025-2026. Acting Campus Manager Willard Small has planned and developed this course in collaboration with community partners. A pilot was presented in October 2024, incorporating resulting feedback, including more interactive elements and details on the Truth and Reconciliation Commission Report. This initiative has been created in alignment with initiative 1.2.1, which explores the integration and/or creation of Indigenous culture and land-based activities into college programming with the help of Miikana Consulting.

7.6.2 Business Plan Initiative 2.1.1

SVP Lessard presented on developing a Strategic Enrolment Management and Marketing (SEMM) Plan. This data-informed process examines student enrolment management across all College operations - from recruitment to admissions to retention to alumni services. It utilizes analytic and predictive modelling tools to optimize academic program enrolment and capacity planning for the College. Duklas Cornerstone Consulting has been engaged in developing this plan.

7.8 Reports from Advisory Committee Board Representatives

Governor Ollila attended the Vet Sciences PAC and heard student feedback on needing more reviews and extra coaching on the national exams. In light of recent facilities renewal, the committee members thought the unique aspects of Northern's program could be better marketed. Feedback from employers shows that graduates from these programs are well-prepared for the workplace. Higher attrition rates can be addressed by providing more information to applicants before enrolment.

Governor Grenke attended the Police Foundations PAC and heard feedback on the fitness testing requirements. Students are encouraged to maintain a certain fitness level throughout their program to prepare them to pass the fitness exam. There are also multiple opportunities for pre-testing to ensure that students are given every chance to succeed.

7.9 Board Member Community Related Updates

No reports.

8. Move to In-Camera Meeting

Moved by: K. Bird
Seconded by: A. Ansari

Motion
07-01-25

THAT the Board of Governors move in-camera at 12:14 pm.

Carried

9. Report from In-Camera Meeting

Moved by: G. Fortin
Seconded by: A. Ansari

Motion
08-01-25

THAT the Board resume the open session at 1:00 pm.
AND THAT matters discussed proceed as presented.

10. Next Meeting

- 10.1 Tuesday, March 18, 2025 (Timmins Campus)
- 10.2 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.

11. Motion to Adjourn

Moved by: C. Crawford
THAT the meeting be adjourned.
Time noted at 1:01 pm.

Motion
09-01-25
Carried

Leslie Hanes
Executive Assistant to the Board