

MINUTES
BOARD OF GOVERNORS

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

December 1, 2022

A meeting of the Board of Governors of Niagara College of Applied Arts and Technology was held on Thursday, December 1, 2022 at 6:00 p.m. at the Daniel J. Patterson Campus in Niagara-on-the-Lake.

Present: M. Balsom, Chair J. Allan R. Biswas
N. Farnell P. Gilliam (videoconference) K. Hagen
C. Hurst (videoconference) S. Kennedy S. Malcolm
C. Mann M. Mann R. Nicholson
D. Patel H. Shaikh (videoconference) K. Smith (videoconference)
L. Tisi

Regrets: A. Harber

Staff: F. Allan R. Anderson M. Audibert
M. Carile S. Coote V. Malvaso
P. Skinner

Guests: Kristen Boccio, Bachelor of Business Administration (Human Resources) program student
Holly Catalfamo, Senior Director of Global Engagement
Kristine Clark, Professor in the School of Business & Management Studies
Mackenzie Haines, Bachelor of Business Administration (International Commerce and Global Development) program student
Lisa Mendez, Associate Dean in the School of Business & Management Studies
Natasha Patrito Hannon, Director of Teaching and Learning Innovation

LAND ACKNOWLEDGEMENT

The meeting opened by acknowledging that the land on which Niagara College is located is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish With One Spoon Wampum agreement. Today, this gathering place is home to many First Nations, Métis, and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous peoples.

1. MEETING AGENDA

BG-41 Moved by: C. Mann
-2022 Seconded by: K. Hagen

THAT the December 1, 2022 Board of Governors meeting agenda be approved.

Motion Carried

2. WELCOME GUESTS

Chair Balsom welcomed the above-listed guests in attendance.

3. UPDATE ON LIEUTENANT GOVERNOR IN COUNCIL (LGIC) APPOINTMENT

Chair Balsom advised that Rob Nicholson has been officially appointed, subject to the pleasure of the Lieutenant Governor in Council, as a member of the NC Board of Governors, for a period effective October 20, 2022 to August 31, 2025.

4. NC SPOTLIGHT

The NC spotlight segment is an opportunity for the Board of Governors to recognize and celebrate some of the extraordinary accomplishments of NC students and faculty.

The following individuals joined the Board for the first NC Spotlight segment to speak of their recent participation in the Be World Ready program. The Be World Ready program at Niagara College prepares students for global success through education, exchange and international experience. This program offers the opportunity to experience culturally diverse learning environments, understand different perspectives and connect practical skills with a global mindset to help students launch their careers.

- **Kristen Boccio**, 4th year student in the Honours Bachelor of Business Administration (Human Resources) program
- **Mackenzie Haines**, 4th year student in the Honours Bachelor of Business Administration (International Commerce and Global Development) program
- **Kristine Clark**, Professor in the School of Business & Management Studies
- **Lisa Mendez**, Associate Dean in the School of Business & Management Studies
- **Holly Catalfamo**, Senior Director of Global Engagement

The second NC Spotlight item featured Governor Hafsah Shaikh discussing her participation in a recent NC International initiative. In October 2022, Governor Shaikh travelled to Kenya as part of a Technical and Vocational Education and Training (TVET) project, which delivered gender mainstreaming and sexual and gender-based violence policy implementation training to 26 TVET partner institutions.

Chair Balsom thanked and congratulated the spotlight guests in attendance for their exceptional work.

5. DECLARATION OF CONFLICT OF INTEREST

Governor Nick Farnell declared a conflict of interest with respect to the proposal to cancel the update on the Honours Bachelor of Business Administration (International Commerce and Global Development) program.

Governors Mishka Balsom, Poppy Gilliam, Janet Allan and Michael Mann declared a conflict of interest with respect to their proposed reappointments to the Board of Governors in 2023/24.

6. CONSENT AGENDA

BG-42 Moved by: R. Nicholson
-2022 Seconded by: S. Malcolm

THAT all items listed under the heading of consent agenda be approved.

Motion Carried

The following items were approved as part of the consent agenda:

Board of Governors Meeting Minutes (October 13, 2022)

THAT the Board of Governors approve the minutes of the meeting held October 13, 2022.

New Member Search Committee Meeting Minutes (November 1, 2022)

THAT the Board of Governors receive the minutes of the New Member Search Committee meeting held on November 1, 2022.

Priorities & Planning Committee Meeting Minutes (November 10, 2022)

THAT the Board of Governors receive the minutes of the Priorities & Planning Committee meeting held on November 10, 2022.

Executive Committee Meeting Minutes (November 23, 2022)

THAT the Board of Governors receive the minutes of the Executive Committee meeting held on November 23, 2022.

Risk Assessment Frameworks

THAT the Board of Governors receive the updated risk assessment frameworks for NC International and NC Canada.

7. THE FUTURE OF LEARNING AT NC: LEARNING MANAGEMENT SYSTEM REVIEW AND SELECTION

Vice President of Academic, Fiona Allan and Director of Teaching and Learning Innovation, Natasha Patrito Hannon led the Board in a discussion on the *Future of Learning at NC: Learning Management System Review and Selection*. Highlights of the presentation included:

- The current Learning Management System (LMS), Blackboard Learn Original, has been in use at Niagara College since 2004. In the two decades that followed, learning management systems like Blackboard have become essential tools to support teaching and learning.
- At NC, the LMS is a critical hub for communication, content-sharing, assessment, and feedback with and among students, staff, and faculty.
- Niagara College's current Blackboard license ends in 2024. The college believes that now is the right time to bring our community together to discuss our digital learning needs and opportunities, identify priorities, and select a LMS platform that will take NC into the future.
- Guiding principles of the system review and selection:
 - Future-focused
 - Transparent
 - Community input & engagement
 - Centered on user needs & experience
 - Accessible & inclusive
- The college received direct input from over 1100 NC community members, including 500 students through consultation initiatives.
- Additional details regarding the LMS review process and activities to date can be accessed at the college's [LMS Review website](#).

8. MID-YEAR UPDATE (COLLEGE GOALS)

Senior Vice-President of College Operations, Pam Skinner provided a mid-year update on the progress made to date on the annual operational goals. Highlights included:

Launch new programs and grow enrolments

- Added winter intakes in high demand programs: Social Service Worker and Office Administration - Medical

Ensure all programs meet or exceed the college quality assurance audit process (CQAAP) standards

- Achieved “mature” status in CQAAP audit

Enhance teaching and learning technologies and systems to better support flexible learning and access to digital resources

- Comprehensive Learning Management System Review is underway, with over 1,000 responses to consultation

Strengthen alumni and donor engagement

- Multi-year alumni engagement strategy presented to the Board in October 2022
- Hosted 682 participants at the on-campus Virtual-Graduate Reunion Celebration in October
- Event to unveil the Sandra Patterson Memorial Garden occurred in October. Community donors contributed a total of \$89,000 to the garden project and the Sandra Patterson Horticultural Bursary

Foster a culture of innovation

- Dream Big fund launched in June 2022

Grow our people and college community

- Management Success, a management development program, launched in November
- Niagara Day, the college's annual celebration of employee achievements, was held in-person in October, with over 400 employees in attendance

Nurture and develop a culture of equity, diversity & inclusion

- EDI Blueprint drafted, with specific actions already underway; expected launch in January 2023

Create vibrant campuses, learning and student spaces

- Master Plan is being updated to reflect new Strategic Plan
- Piloting new workspace configurations in response to remote work policy

Improve student engagement and communications

- Centre for Student Engagement and Leadership (CSEL) has been repositioned with Athletics and Recreation for greater collaboration and institutional focus
- An RFP for a student engagement app is currently under development

Increase on-campus housing opportunities

- Procuring student housing consulting services prior to finalizing the Niagara College Student Housing Request for Proposal (RFP)

Bolster opportunities for students to engage with and support local and global communities

- Massage Therapy clinic students offer reduced-cost treatments to the local community
- Be World Ready study abroad trips recommenced in Fall 2022, with 60 participants travelling to Ireland and Costa Rica on three unique academically-focused programs

Diversify revenue streams to ensure financial sustainability and enable strategic investments to support students, academic excellence and innovation

- Secured funding to deliver additional programming in the School of Trades and Early Childhood Education program to increase access for non-traditional learners
- Exceeded enrolment and revenue targets for Niagara College Toronto

BG-43
-2022

Moved by: L. Tisi
Seconded by: C. Mann

THAT the Board of Governors receive the 2022/23 mid-year update on College Goals.

Motion Carried

9. NEXT GENERATION GREENHOUSE

Senior Vice President of College Operations, Pam Skinner provided a presentation on the college's plans for a Next Generation Greenhouse. Highlights of the presentation include:

- Concept began in 2017 as replacement of current Greenhouse with a new build on the escarpment side of the road into campus. College management began exploring and lobbying various funding sources.
- 2019/20: College decided to build a new Greenhouse on existing location to reduce costs. Design and costing work began, pace significantly slowed due to pandemic.
- 2020/21: College continued to work on design and seeking funding as costs escalated.
- 2022: College decided to build a separate Next Generation Greenhouse adjacent to the current Greenhouse to avoid suspension of program for construction.
- The new greenhouse will enable:
 - Multiple, controlled experiments/ projects in smaller spaces
 - Improved handling of samples and diminished cross contaminations via self-contained lab space
- It is expected more than 125 students per year will participate in applied research projects, including course-based projects.
- NC's reputation will be enhanced as a top research college in Canada and further demonstrate industry engagement excellence.
- The Next Generation Greenhouse will not replace the current greenhouse but will be adjacent to it.
- Total cost of \$9.4M will be offset by government funding of \$3.3M for construction.
- Project completion is anticipated by March 2024.

BG-44
-2022

Moved by: R. Nicholson
Seconded by: S. Malcolm

THAT the Board of Governors approve a budget of \$8 million for the construction of a next generation greenhouse.

Motion Carried

10. REVISIONS TO BOARD POLICY IV.F: PROCUREMENT AND PROTECTION OF RESOURCES

Senior Vice President of College Operations, Pam Skinner and Senior Director of Finance, Vince Malvaso presented the proposed revisions to Board Policy IV.F: Procurement and Protection of Resources.

People leader nomenclature changes were implemented August 2, 2022, to create consistent alignment between job classifications and position titles and to better reflect the nature of the roles. As a result of the nomenclature changes, the Approval Authority Schedule (AAS) is to be updated to remove the duplication and compression within the existing AAS.

Further to the nomenclature updates to the AAS, a review of procurement activities and trends over the past 5 years has been completed to assess the existing approval thresholds to current College operations.

The proposed revisions to the Board policy includes the recommended changes to the AAS to better reflect the accountabilities at the different administrative levels.

BG-45
-2022

Moved by: M. Mann
Seconded by: J. Allan

THAT the Board of Governors approve the revisions to Board Policy IV.F: Procurement and Protection of Resources, as presented.

Motion Carried

11. HONOURS BACHELOR OF BUSINESS ADMINISTRATION (INTERNATIONAL COMMERCE AND GLOBAL DEVELOPMENT) PROGRAM

Vice President of Academic, Fiona Allan provided an update on the Honours Bachelor of Business Administration (International Commerce and Global Development) program.

Ontario Colleges require ministerial consent to offer degree programs. Facilitated through the Postsecondary Education Quality Assessment Board (PEQAB), the consent process is an intensive analysis of the program, student achievement, and outcomes, and results in recommendations and ultimately approval to continue offering the credential. This process happens once every five to seven years.

During the last two consent renewals for the Honours Bachelor of Business Administration International Commerce & Global Development Degree (BBA-ICOM), launched in 2006, challenges were identified with the program focus and outcomes, student expectations, employment prospects and historically low enrolment. These concerns were supported during the most recent review in 2021, which led to conversations on program viability and relevance in today's labour market.

A further examination of the data and meetings with PEQAB were conducted in 2022 and determined that significant revisions to the program outcomes were needed, necessitating an overhaul of courses and program structure essentially leading to the submission of a new credential. Financial analysis showed the program was not able to break even due to low enrolment. In 2022, the applicant pool had decreased to four students, which led to the suspension of the Fall level one intake while the analysis continued. There are no applicants to redirect, and no applications currently being accepted at OCAS.

After much consideration, it is recommended that the BBA-ICOM be cancelled. Students currently enrolled would continue for program completion, as per the binding policy. Resources, including the expertise of program staff, will be refocused, with the intent of creating new credentials more relevant and necessary for students entering today's labour market. Currently two concepts have been put forward for consideration: International Affairs & Global Development Graduate Certificate and a Global Sustainable Business Graduate Certificate.

THAT the Board of Governors approve the cancellation of the Honours Bachelor of Business Administration (International Commerce and Global Development) program.

Motion Carried

****Governor Nick Farnell declared a conflict of interest and did not participate in the discussion or vote on this matter.***

12. UPDATE ON NC INTERNATIONAL

Vice President of International, Sean Coote provided an update on NC International initiatives. Highlights of the presentation include:

Niagara College Toronto (NCT):

- The completion of NCT's permanent location in Mirvish Village, in downtown Toronto, is expected in winter 2023.
- Enrolment growth is planned to level out around 6,000 students by 2023F, with diversity being a key focus.
- The Committee of Presidents has developed a guiding principle document to provide standards with respect to the recruitment of international students and associated supports.

NC KSA Update:

- Current deliveries include the Makkah Female Campus, Leading National Academy and the Tayaran Aviation Academy.
- Strong business development and significant funding increases will have good growth for 2023 and beyond.
- Resolution process underway related to withholding and income tax reassessment moving forward with KPMG support.

Governors requested that the draft Standards of Practice for International Education, drafted with the assistance of Colleges Ontario, be shared with the Board.

13. 2022/23 BOARD OF GOVERNORS GOALS

Vice Chair Caroline Mann (Chair of the Board's Priorities & Planning Committee) presented the committee's recommendation for the 2022/23 Board of Governors Goals.

Governors suggested that in future years, the Board consider adopting specific and actionable goals that are in addition to the inherent fiduciary responsibilities of Board members.

THAT the Board of Governors accept the recommendation of the Priorities & Planning Committee and adopt the following goals for the 2022/23 year:

- (1) Provide strategic advice to staff to support the accomplishment of college goals
- (2) Support for college activities
- (3) Serve as ambassadors and advocates for the college, when called upon
- (4) Support the college's fundraising efforts through direct support and identifying potential donors to the college
- (5) Conduct an external review of the Board of Governors By-Laws & Policies

Motion Carried

14. REPORT OF THE NEW MEMBERS SEARCH COMMITTEE

Governor Michael Mann (Chair of the Board's New Member Search Committee) presented the committee's recommendations for the 2023/24 Board Reappointments.

BG-48
-2022 Moved by: R. Nicholson
 Seconded by: C. Mann

THAT the Board of Governors accept the recommendation of the New Member Search Committee and approve the reappointment of Mishka Balsom to the Board of Governors for a term of September 1, 2023 to August 31, 2026.

Motion Carried

****Chair Mishka Balsom declared a conflict of interest and did not participate in the discussion or vote on this matter.***

BG-49
-2022 Moved by: L. Tisi
 Seconded by: S. Malcolm

THAT the Board of Governors accept the recommendation of the New Member Search Committee and approve the reappointment of Poppy Gilliam to the Board of Governors for a term of September 1, 2023 to August 31, 2025.

Motion Carried

****Governor Poppy Gilliam declared a conflict of interest and did not participate in the discussion or vote on this matter.***

BG-50
-2022 Moved by: S. Malcolm
 Seconded by: K. Hagen

THAT the Board of Governors accept the recommendation of the New Member Search Committee and nominate Janet Allan for an OIC reappointment for a term of September 1, 2023 to August 31, 2026.

Motion Carried

****Governor Janet Allan declared a conflict of interest and did not participate in the discussion or vote on this matter.***

BG-51
-2022 Moved by: L. Tisi
 Seconded by: N. Farnell

THAT the Board of Governors accept the recommendation of the New Member Search Committee and nominate Michael Mann for an OIC reappointment for a term of September 1, 2023 to August 31, 2026.

Motion Carried

****Governor Michael Mann declared a conflict of interest and did not participate in the discussion or vote on this matter.***

15. REPORT OF THE CHAIR

Chair Mishka Balsom provided her December 2022 Report of the Chair. Highlights included:

UN Science Summit at the 77 United Nations General Assembly

- As part of the Science Summit, at the 77th session of the UN General Assembly in September, Governor Rashmi Biswas co-hosted and facilitated three separate sessions exploring the following topics in the format of a Moderated Virtual Roundtable:
 - Collaboration in Action: How might the global competencies support our collective efforts in advancing SDG 4 Quality Education?
 - Transforming teaching and learning environments: What are the “right” conditions for learner success?
 - Language and Quality Education: What is the role of our world’s languages in realizing the Sustainable Development Goals?

2022 Higher Education Summit

- The 2022 Higher Education Summit occurred on November 26 & 27, 2022. The event was a tremendous opportunity to discuss many of the issues affecting post-secondary education today.
- Two Niagara College alumni were named winners of the Premier’s Awards
- Thank you to Caroline Mann, Rashmi Biswas, Nick Farnell, Kate Hagen, Dipal Patel, Hafsah Shaikh, Shane Malcolm, and Janet Allan attending this event.

16. REPORT OF THE PRESIDENT

President Sean Kennedy provided his December 2022 Report of the President. Topics discussed included:

- The NC Knights Women’s Soccer team won an Ontario Colleges Athletic Association (OCAA) Bronze medal;
- Niagara College received distinction as a Hamilton-Niagara Top Employer for 2023;
- Two Niagara College alumni, Murray Brewster and Erica Williams, were named recipients of the 2022 Premier’s Awards, which was the first time Niagara College has won in two categories in the same year;
- Almost 1,200 new graduates joined the Niagara College Class of 2022 during Fall Convocation

17. OTHER BUSINESS

None.

18. ADJOURNMENT

BG-52
-2022

Moved by: S. Malcolm

THAT the Board of Governors adjourn the December 1, 2022 meeting.

Motion Carried



S. Kennedy, President and Secretary
Niagara College Board of Governors



M. Balsom, Chair
Niagara College Board of Governors