

College of the Board of Governors  
Holiday Inn, Salon A, St. John's, NL  
September 29, 2017

In Attendance:	Alastair O'Rielly Charles Penwell Mark Bradbury Dominic Lundrigan Bonnie Lane-McCarthy Beverly Scott Wade Pinhorn Bill Radford
Regrets	Yordest Andrews Trevor Stagg
Absent	Andrew Tobin
Staff	Geoff Peters, General Counsel and Corporate Secretary Heidi Staeben-Simmons, Director of Public Affairs Elizabeth Kidd, Senior Vice-President & Chief Operating Officer Amanda Garland, Director of Policy and Planning
Recorder	Edith Alexander, Executive Assistant

## Action Items

Action item remaining from June's meeting BM 04-17-13	Invite someone from the NL arts cluster to present at the Board meeting in October. (reschedule for December's meeting)	Wade Pinhorn	
BM 08-17- 07(a) Respiratory Therapy	President Radford will update the Board at the next Board meeting on the progress of the SAIT contract in regards of the delivery of the Respiratory Therapy program.	Bill Radford	

## Resolutions

BM 08-17-02 Review of Agenda	Motion put forth and seconded that the agenda be accepted as distributed.	Carried
BM 08-17-04 Review of Minutes	Motion put forth and seconded that the June 14, 2017 Board Minutes be accepted as distributed.	Carried
	Motion put forth and seconded that the June 28, 2017 Board Minutes be accepted as distributed.	Carried
	Motion put forth and seconded that the July 11, 2017 Board Minutes be accepted as distributed.	Carried
	Motion put forth and seconded that the September 1, 2017 Executive Committee minutes be accepted as distributed.	Carried
BM 08-17-07(d) Modernization Plan	Motion put forth and seconded that the Restructured Organizational Chart presented by President Bill Radford be approved noting that all those positions highlighted in green are a 12-month temporary posting for one year and that the position of Associate VP, Strategic Enrollment Management will be declared redundant.  Positions in Green are : * Vice President of Industry and Community Engagement *Associate Vice President of Teaching and Learning *Vice President of Academics and Student Services *Vice President of International and Contract Training and Continuing Education  *Organizational chart will be appendix to minutes.	Carried
	Upon Motion put forth and seconded that through a RFP process a consultant with expertise within the post-secondary sector be hired to assist the senior management team in embarking on a 12 month Strategic planning process.	Carried
BM 08-17-10 Faculty Representative	Motion put forth and seconded that the motion BM03-16-08 establishing the Governance Policy – Nomination of Faculty Representative and the procedure will be rescinded. Policy GP-BO-212 will be removed from CNA website.	Carried
BM 08-17-14 Adjournment	Upon motion the meeting adjourned at 1:40 p.m.	

## Minutes

BM 08-17-01 Call to Order	The meeting was called to order by the Board Chair, Alastair O’Rielly at 8:35 a.m.	
BM 08-17-02 Review of Agenda	<b>Motion put forth and seconded that the agenda be accepted as distributed.</b>  <b>Motion Carried</b>	
BM 08-17-03 Declaration of Conflict of Interest	It was determined that there were no conflicts pending with the meeting agenda.	
BM 08-17-04 Review of Minutes	<b>Motion put forth and seconded that the June 14, 2017 Board Minutes be accepted as distributed.</b>  <b>Motion put forth and seconded that the June 28, 2017 Board Minutes be accepted as distributed.</b>  <b>Motion put forth and seconded that the July 11, 2017 Board Minutes be accepted as distributed.</b>  <b>Motions Carried</b>  The Board Chair elaborated on the Executive Board Committee meeting of September 1. The agreement from SAIT was received upon the ninth hour. The agreement was reviewed and recommendations made by our General Counsel were incorporated into the agreement by SAIT. The Committee did receive an in-depth briefing from Dr. Bill Radford, Senior VP Academic Services. Correspondence was prepared under the Board Chair’s signature in regards to the next term of negotiations in terms of the cost of the contract.  <b>Motion put forth and seconded that the September 1, 2017 Executive Committee minutes be accepted as distributed.</b>  <b>Motion Carried</b>	
BM 08-17-05 Review of Action Items	Action items were reviewed and it was noted that a number of the action items will be addressed with today’s meeting agenda.	
BM 08-17-06 Chair’s Report	The Board Chair noted that the College has suffered some challenges with the loss of the accreditation for Respiratory Therapy and release of the Modernization Plan. One of the challenges that the Board is facing in the upcoming months, is the Boards’ declining membership. New membership for the Board should be encouraged from within all aspects of businesses and trades industries across Newfoundland and Labrador.  The Board would like to establish a Strategic Plan that will provide more guidance than the planned document that is prepared for Government. We need to engage Government to assist us when establishing this Strategic Operational Plan going forward.	
BM 08-17-07(a) Respiratory Therapy	The SAIT respiratory therapy program is going well. All students have been registered and classes have begun. New equipment has been ordered to assist with the delivery of the program.	

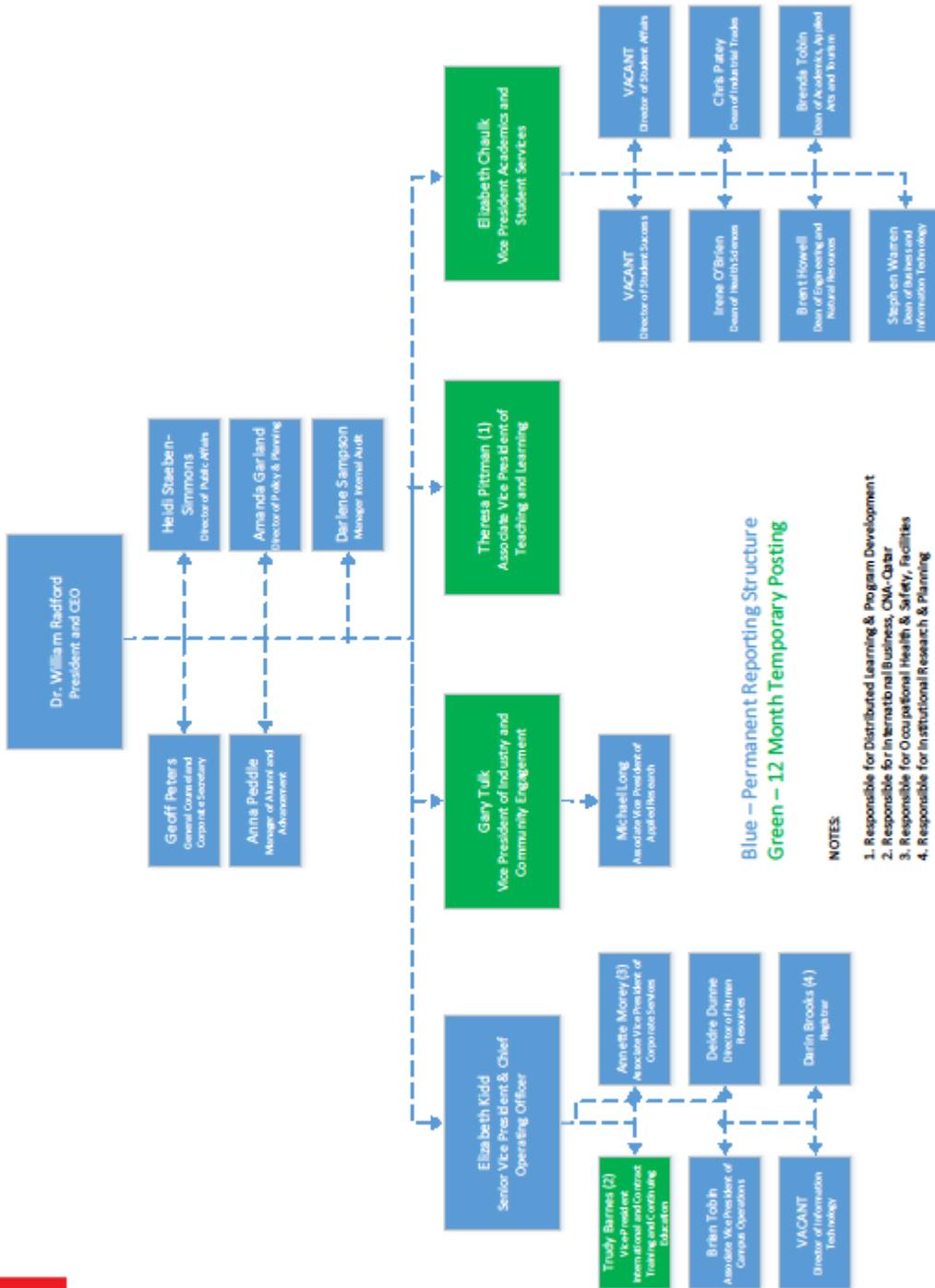
	<p>President Radford did note that the College has received grievances from Faculty since SAIT has begun the delivery of the RT program. CNA had the approval from Government and the Union to proceed with SAIT delivering the Respiratory Therapy Program. Displaced Faculty do have the right for recall and instruct courses that they are qualified to teach within CNA.</p> <p>President Radford will update the Board at the next Board meeting on the progress of the SAIT contract in regards of the delivery of the Respiratory Therapy program.</p>	<b>ACTION</b>
9:45 to 9:55 a.m.	Minister Al Hawkins, dropped by the meeting and addressed the Board.	
BM 08-17-07(b) Status of Review- Health Science	<p><b>Health Science Programs and other accredited programs update</b></p> <ul style="list-style-type: none"> <li>• The Med Labs are reaccredited for the next six years.</li> <li>• Medical Radiology program, minor issues all were addressed, two year accreditation awarded.</li> </ul> <p>Organizational issues – President has met with Karen Kennedy a consultant who will conduct a review of the Health Sciences Programs. It is hoped to use the recommendations as a model for other programs in performance management.</p> <p>Due to the heightened media interest in College of the North Atlantic enhanced media skills training will be offered to all Executive members within the next month or two.</p>	
BM 08-17-07(c) Critical Risks	<p>President Radford expressed concerns that some of the critical risks are:</p> <p>Residence in Happy Valley Goose Bay Mental health system Suicide prevention Supports for the Indigenous students</p>	
BM 08-17-07(d) Modernization Plan	<p><b>Modernization Plan Update</b></p> <p>President Radford presented an overview of the College that included province wide demographics, discussion of programing and enrollment data.</p> <p>Board members were advised during that the modernization plan is moving forward and most of the initiatives are on schedule.</p> <p>The operations side of the Plan has seen</p> <ul style="list-style-type: none"> <li>• The adoption of zero-based budgeting and a balanced 2016-2017 budget.</li> <li>• Maximized LMDA funding</li> <li>• Network infrastructure upgrade scheduled for December 2017</li> <li>• PeopleSoft systems upgrade first phase finance December 2017</li> </ul>	

	<ul style="list-style-type: none"> <li>• Grievances reduced by 47%</li> <li>• Performance management – environmental scan completed</li> <li>• Lean management systems – consultants hired</li> <li>• Value-added auditing training session October, 2017</li> </ul> <p>Academics</p> <ul style="list-style-type: none"> <li>• Centralized enrollment management – process mapping stage</li> <li>• 2018-2019 Academic calendar is on target</li> <li>• Distributed learning – consultants hired and consultations with stakeholders have begun</li> <li>• Residences review completed (HVGB first phase)</li> <li>• Draft model is being reviewed for a new continuous learning model</li> <li>• Applied research – Applications to ACOA completed</li> </ul> <p>Forth coming:</p> <ul style="list-style-type: none"> <li>• Policy review across all sectors linking polices to the College Act.</li> <li>• Facilities pending renovation the former school for the Deaf.</li> </ul> <p>President Radford outlined to the Board a new temporary Organizational Structure for the College of the North Atlantic Executive and Senior Leadership and the President noted that the recommended changes are for one year. The Board was informed there will <b>be one management position eliminated</b> with the reorganization.</p> <p><b>Motion put forth and seconded that the Restructured Organizational Chart presented by President Bill Radford be approved noting that all those positions highlighted in green are a 12-month temporary posting for one year and that the position of Associate VP, Strategic Enrollment Management will be declared redundant.</b></p> <p><b>Positions in Green are :</b></p> <ul style="list-style-type: none"> <li>* Vice President of Industry and Community Engagement</li> <li>*Associate Vice President of Teaching and Learning</li> <li>*Vice President of Academics and Student Services</li> <li>*Vice President of International and Contract Training and Continuing Education</li> </ul> <p><b>*Organizational chart will be appendix to minutes.</b></p> <p style="text-align: center;"><b>Motion Carried Unanimously</b></p> <p>The President stated that the next steps within the College’s long-term outlook is a Strategic Plan that will assist/inform in long-term decision-making. The process will involve internal and external consultations, ensuring organizational change is in line with staff and stakeholder/community/industry priorities that will provide the College with an objective views for improvements. The ability to restructure the organization with staff and stakeholders, community and industry needs. The ability for a more responsive approach to labour market and changing demographics.</p> <p><b>Upon Motion put forth and seconded that through a RFP process a consultant with expertise within the post-secondary sector be hired to</b></p>	
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	<p><b>assist the senior management team in embarking on a 12 month Strategic planning process.</b></p> <p style="text-align: center;"><b>Carried</b></p>	
BM 08-17-08 Quarterly Financial Statements –June 30/17	<p>The Board was advised that there were no concerns with the quarterly financial statements for June 30, 2017.</p> <p>The Board was informed that at the next board meeting the College will present a financial forecast. It is hoped that the forecast will better represent the College’s financial details for the present and upcoming months.</p> <p>The Board was advised that several vacant position have been filled. Savings that have accumulated in salary vacancies will now be allocated to the expenditures associated with the SAIT agreement.</p> <p>The College is now undertaking a review of our telephone cost and hopes to reduce telephone lines with a savings of \$ 300,000.</p>	
BM 08-17-08 (b) Budget Process	<p>The College has received the templates from government for an October 15, 2017 submission. There are no anticipated cuts, zero based budget that allows us to transfer funds or put funds where funds are needed. There will be a presentation of budget to Government on the 30<sup>th</sup> of October.</p>	
BM 08-17-08 ( c ) Qatar Project	<p>Negotiations will soon begin on a new service agreement for the Qatar Project. Elizabeth Kidd, will be the lead for the CNA negotiations team. The Qatar negotiation team is hoping to have the new service agreement finalized by August 2018.</p>	
BM 08-17-08 (d) Auditor General Review	<p>The 2012 Auditor General’s review was focused on the recruitment, compensation and documents that should be in the Human Resource File per employee. All concerns that were noted by the Auditor General have been addressed.</p> <p>It was noted that Government has been advised that the classification process is too lengthy and the College has been advised to move forward in filling our vacant positions.</p>	
BM 08-17-09 Annual Report Status	<p>Copies of the final version of the Annual Report were distributed to the Board. The Annual Report will be tabled in the House of Assembly, September 30, 2017.</p>	
BM 08-17-10 Faculty Representative	<p>The Board Chair informed members that the Minister of AESL has replied to the Board’s recommendation for Faculty representative.</p> <p>Government has advised that we must adhered to the College Act. Since the Faculty does not have an Association, we will work with Government to suggest changes to the College Act in regards to the appointment of a Faculty member.</p> <p><b>Motion put forth and seconded that the motion BM03-16-08 establishing the Governance Policy – Nomination of Faculty Representative and the procedure will be rescinded. Policy GP-BO-212 will be removed from CNA website.</b></p> <p style="text-align: right;"><b>Motion Carried</b></p>	

	The administration will assist in seeking a solution with the Department of AESL.	
BM 08-17-11 Committee Reports Executive Committee (a)	The Board Chair advised that the Executive Committee will not be meeting on a regular basis. The Committee will only be active when it is not possible for the Board to meet or time sensitive issues need to be processed.	
BM 08-17-11 (b) Governance Committee	Committee Chair Wade Pinhorn advised that there was no report to present and he will meet with the Board Chair to determine next steps for the Committee.	
BM 08-17-11 ( c ) Audit Committee	<p>Committee Chair, Mark Bradbury advised that the Committee had not met since June. The Manager of Internal Audit is currently on leave and it is hoped to have an update on how the division's work is unfolding in the absence of a Manager.</p> <p>The Board budget for the 2018-2019 is being prepared with the assistance of the Board Secretary. Budget submission total will remain the same as the prior year with a different breakdown per account.</p> <p>The next Committee meeting will be held the day prior to the next Board meeting.</p> <p>Mr. Bradbury thanked Elizabeth Kidd on behalf of the Board for all her endeavors while acting President shouldering the responsibility and guiding CNA through a very difficult time.</p>	
BM 08-17-12 Next Meeting and Locations	<p>The meeting schedule are: December 1, 2017, February 23, 2018 and June 15, 2018.</p> <p>Tentative location for the December 1<sup>st</sup> meeting will be Gander. The location will be confirmed and forwarded to Board members.</p>	
BM 08-17-13 In-camera	<p>In-camera session was declared at 12:45pm. There were no actions or motions coming forthwith from the Closed Session. The meeting reopened at 1:35 p.m.</p>	
BM 08-17-14 Adjournment	<b>Upon motion the meeting adjourned at 1:40 p.m.</b>	

# College of the North Atlantic Executive and Senior Leadership



Blue – Permanent Reporting Structure  
Green – 12 Month Temporary Posting

- NOTES:
1. Responsible for Distributed Learning & Program Development
  2. Responsible for International Business, CNA-Clear
  3. Responsible for Occupational Health & Safety, Facilities
  4. Responsible for Institutional Research & Planning

