

Enriching lives, communities, and industry in Northern BC and the world through accessible, applied, and academic learning.

PRESENT:

L. Archibald, Board Chair	M. Gilbert, Board Member
A. Graff, Vice President Finance & Corporate Services	P. Berg, Board Member
A. Mehta, Student Board Member	R. Douglas, Education Council Chair
B. Mackinnon, Faculty Board Member	S. Canning, Board Member
C. Brown, Board Member	S. Clerk, Associate Vice President Educational Services
J. Fox-McGuire, Board Member	S. Goudie, Board Member
J. Moore, Board Vice-Chair	T. Best, Board Member
K. Ghostkeeper, Board Member	T. Bondaroff, President & CEO
K. Rabel, Support Board Member	H. Larden, Executive Assistant to the President & Board (Recorder)

ABSENT:

R. Bernardo, Student Board Member

GUEST(S):**1. Call to Order, Territorial Acknowledgement, Welcome, and Oath of Office – 9:01 am**

S. Canning was welcomed to the Board and performed her Oath of Office. Sarah was born and raised, and currently resides, in Chetwynd. Her educational background includes a degree in HR and Labour Relations (GPRC), as well as training for Gas Processing and Power Engineering (BCIT / NAIT). She is employed by the South Peace First Nations Primary Care Clinic Society, a primary care centre in Chetwynd.

Departing Board members were thanked for their service. R. Douglas has stepped down as Education Council Chair effective September 1, 2024. The terms of R. Bernardo and A. Mehta as Student Board members end September 30, 2024.

2. Presentation(s) – None**3. Appointment of Board Evaluator**

K. Rabel was appointed.

4. Approval of Agenda

[2024/040 Brown/Fox-McGuire](#)

THAT the Northern Lights College Board approves the August 14, 2024, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried

5. Consent Agenda

- 5.1. Minutes from the May 22, 2024, Open Session Meeting
- 5.2. Minutes from the June 14, 2024 Email Vote (Quality Assurance Policies)
- 5.3. Minutes from the July 2, 2024 Email Vote (Q1 Financial Forecast)
- 5.4. Minutes from the July 10, 2024 Email Vote (Institutional Accountability Plan and Report)
- 5.5. Quarterly Board Expense Report
- 5.6. Quarterly Review of President's Expenses
- 5.7. Monitoring Report, B-EL General Executive Constraint
- 5.8. Monitoring Report, B- EL-1 Treatment of Students
- 5.9. Monitoring Report, B- EL-4 Financial Condition
- 5.10. Monitoring Report, B-EL-8 Emergency Executive Succession
- 5.11. Monitoring Report, B-E Ends (Mission)

[2024/041 Gilbert/Best](#)

THAT the Northern Lights College Board approves the following items on the consent agenda:

- [Minutes from the May 22, 2024, Open Session meeting;](#)
- [Minutes from the June 14, 2024, Email Vote;](#)



- Minutes from the July 2, 2024, Email Vote;
- Minutes from the July 10, 2024, Email Vote;
- Q1 Board Expense Report;
- Q1 President's Expense Review Report; and
- The monitoring reports for B-EL General Executive Constraint; B-EL-1 Treatment of Students; B-EL-4 Financial Condition; B-EL-8 Emergency Executive Succession, and B-E Ends (Mission) as demonstrating compliance with reasonable interpretations of the policies. Carried

6. Planned Linkage with Owners

6.1. GP-3 & 4, Ownership Linkage Committee Report – Rabel

The SharePoint site was discussed, and it was noted that some technical issues have been experienced. Members are asked to advise Rabel of their experiences utilising the site. The purpose of the site is to provide an easily accessible, single point of contact place to share information. A [Healing the Land](#) conference will take place in Moberly Lake October 7 – 10, 2024.

7. Board Education and Communication

7.1. EL-7, President's Report to the Board – Bondaroff

President Bondaroff provided an update on his strategic initiatives and activities (a copy of the written report is available on D2L), which included:

- Strategic Pillar #1: Student Journey - Goal #1.1 - Make students entry into NLC a smooth and positive experience.
 - Pilot nasal Naloxone initiative
 - Countdown to Fall email communication campaign for new incoming domestic students
 - Development of Career Cruising workshops designed to help prospective students develop an understanding of their career-related strengths and opportunities
- Strategic Pillar #2: Responsive Programming - Goal #2.2 – Offer accessible and flexible programming.
 - Continuing Education
 - A new brand is under development with the tag line “Invest. Learn. Grow”
 - This year's allocation for Future Skills Grant funding from the provincial government has seen a substantial increase over last year. This funding covers tuition up to \$3,500 for registrants taking any of the Future Skills courses offered through Continuing Education. This initiative was launch last year and then paused
 - Two Youth Carpentry Sampler summer camps offered in July/August in Dawson Creek and Chetwynd
 - NLC Allied Health Care Strategy:
 - Allied Health market scan by Hanover Research Report, vacancy and hiring data from Northern Health, and Labour Market outcome data has been compiled to identify priority programming needs for NE BC
 - Focus groups are being booked for September to validate the data and determine which programs most closely meet the needs of the NE region, timelines, and resource needs:
 - September 18, 2024 from 2:00-5:00pm – Dawson Creek
 - September 20, 2024 from 2:00-5:00pm – Fort St. John
 - October 11, 2024 from 2:00-5:00pm – Chetwynd
 - October 16, 2024 from 2:00-5:00pm – Fort Nelson
 - NLC Aviation Program Strategy
 - The Level 2 Program Review of the AMT program is underway. The self-study will be complete by early fall and will be presented to the Program Advisory



Committee (PAC) scheduled for September 17th. Part of the PAC meeting agenda is to initiate consultation on future aviation programming at NLC

- Centre of Excellence in Training for Oil and Gas
 - The strategy and business plan in the final stages of development
 - A donation of \$100,000 from Hyundai is providing seed money
- Strategic Pillar #5: Community Connections - Goal #5.2 - Revitalize smaller campuses.
 - A meeting with Business Development Regional Manager at Northern Health (NH) took place to discuss the potential for collaboration on housing
 - Chetwynd international education student enrollment challenges were discussed
- Strategic planning update
- Goal Description: Student Journey – Goal #1.3
 - An update on the Student Pavilion project was provided. The College has received approval from the Ministry to swap phase 1 and 2 of the project, and will be moving forward first with the Indigenous Cultural Arbour and Plaza instead of the Student Pavilion
 - First step will be consultation, including with indigenous communities, then design and the tender process
- Strategic Goal Description: People and Culture – Goals #3.1, #3.2, and #3.4
 - The Indigenous Education team has invited CIIE reps from the First Nations and Metis communities to join them to learn together at the S'TENISTOLW Conference hosted by Camosun College in August
 - NLC has partnered with Saulteau First Nation to offer an Explore Trades for Adults 12-week sampler program for SFN members at the Chetwynd campus in Fall 2024. Recruitment is underway
 - An update on the mural project with local indigenous and international artists was provided

The written report (available on D2L) also contains information on:

- Strategic Goal Description: People and Culture – Goals #4.1
 - NLC is reviewing an engagement with KPMG to facilitate the implementation of an enterprise risk management program for NLC, including identifying potential risks and mitigation controls and strategies, which is the first step in identifying the critical areas for business continuity planning.
 - NLC's Academic Integrity policies and processes (extensive consultation and feedback)
- Strategic Goal Description: People and Culture – Goals #4.2
 - Marketing & Communication (MARCOM) Crisis Communications Project
 - Editorial and Brand style guides launch
 - Internal Communication project
- Strategic Goal Description: People and Culture – Goals #4.3
 - Launched Pilot of Sessional Instructors hiring process
 - Employee Journey working group update
 - HR attended FSJ Job Fair in June with NLC Recruitment team to promote NLC job postings in the region
- International Education
 - Provincial Attestation (PA) update and discussion, including impact to NLC and new students for the Chetwynd campus
 - Eight NLC students from varying programs recently returned from a two-week trip to Kansai Gaidai University in Japan where they toured and learned about Japanese culture and language. Funding was through NLC's Global Skills Opportunity (GSO) project
- 2024 Convocation Summary



- Donations to NLC (HD Hyundai Electric, Norweld Industries)
- Participation in Tim Horton's Camp Day
- NLC Pride month activities
- NLC's National Indigenous Peoples day activities and initiatives
- NLC athletics and recruitment update

A short break was taken; P. Berg exited the meeting.

7.2. Governance Committee Report – Fox-McGuire

The Governance Committee's August report was reviewed (a copy is available on D2L) and the proposed terms of reference for the Risk and Audit committee ; updates to B-GP-6 (that amalgamates B-GP-6 and B-GP-7); and the repealing of B-GP-7 were discussed.

2024/042 Fox-McGuire/Brown

THAT the Northern Lights College Board accepts and approves Audit and Risk Committee Terms of Reference, effective immediately. Carried

2024/043 Fox-McGuire/Brown

THAT the Northern Lights College Board accepts the updated wording of Board policy B-GP-6 Board Committee Principles as presented, and repeals Board policy B-GP-7 Board Committee Structure, both effective immediately. Carried

7.3. Board Chair Report – Archibald

The Board Chair's August report was reviewed (copy available on D2L). The Chair's strategic activities and initiatives that have taken place since the May 2024 Board meeting include the following:

- Dawson Creek and Fort St. John Convocation ceremonies (May 30 and June 6)
 - M. Gilbert was thanked for being the official Board representative at the Fort Nelson Convocation ceremony (June 19)
- Hyundai donation / cheque presentation (June 18)
- Strategic update and August Board meeting planning discussion with President Bondaroff and VP Hyland-Russell (July 26)
- Informal update discussions with President Bondaroff (May – August)
- Completed my ICD-Rotman Directors Education Program
- Attended the Governance Committee meeting (July 17)

Chair Archibald led discussions on the following topics:

Mentorship for New Board Members:

- A best practice followed by many boards is the assignment of a mentor to new members. This has taken place at NLC in the past and is an initiative we'll be introducing. Members are asked to advise Chair Archibald if they are interested in mentoring our newest Board member, Sarah Canning

2024 Board Training and Planning Retreat:

- We have been able to secure John Kurjata as our facilitator for the 2024 Board Retreat; however, a small adjustment in date was required. The 1.5-day retreat will take place October 24 and 25 and will be hosted at the Chetwynd campus
- A short Board meeting will take place on the afternoon of October 25. I encourage discussion on the content Board members would like included in the retreat itinerary.
- Exploring alternative governance models as part of the retreat agenda was discussed



Board Policy Numbering and Templates Update:

- The moving of Board policies onto the new templates with the new numbering conventions has been completed. The new template includes a date for next review and we have continued with the historical norm of a 3-year cycle / timeline. A copy of the policy list (with the new numbering, last review date, and due date for the next review is available on D2L. Please note that terms of reference are listed by name and are not numbered)

Board Social Function in December:

- Following a new format, hosting this year's event in Fort St. John, not holding the event in conjunction with the Board meeting, and looking at a possible timing change (such as not having this year's event in December) was discussed
- This initiative is being passed to the Ownership Linkage committee for development

Draft 2025 Board Meeting Schedule:

- The draft meeting schedule for 2025 (available on D2L) was reviewed and discussed
- Members are asked to send feedback to Chair Archibald within the next week
- An email vote will be held, likely at the end of the month or start of September, to accept the schedule. This will allow time for members to review and comment on the proposed schedule

2024-2025 Board Committee Composition:

- Board Standing Committee membership is set annually and typically occurs at the August Board meeting. All Board members are encouraged to be on at least one committee and were asked to advise the Chair by the end of the week regarding what committee(s) they were interested in being appointed to. The positions to be filled are:
 - Ownership Linkage Committee
 - Board Chair (Ex-Officio member, as per ToR)
 - Additional members
 - Governance Committee
 - Board Chair (as per ToR)
 - Board Vice-Chair (as per ToR)
 - Additional members
 - Risk and Audit Committee
 - Board Vice Chair (as per ToR)
 - Can include both voting (Appointed) and non-voting (Elected) members
 - Board Chair (Ex-Officio member, as per ToR)
 - President (Ex-Officio member, as per ToR)
 - Ex-Officio Representative on the Education Council
 - Ex-Officio Representative to the NLC Foundation Board

7.4. Education Council Chair Report – Douglas

The last meeting of the Council was held in June. The CAAT is being phased out across the sector, which has led to some updates to program completion guides. An update was provided on new and/or updated Education policies. R. Douglas has stepped down as Chair effective September 1, 2024. An election was held, and S. Fraser will start her term as Chair on September 1, 2024.

8. Decision Items

8.1. Statement of Financial Information (SOFI Report) – Graff

The 2023-2024 SOFI report was reviewed (copy available on D2L).

2024/044 Fox-McGuire/Moore

THAT the NLC Board accepts the Statement of Financial Information report as presented to be signed by the Board Chair for submission to the Ministry. Carried *

*M. Gilbert asked for his vote against the motion to be noted in the minutes, as he feels the posting of names with salaries is an unnecessary invasion of privacy.

9. Board Activities

9.1. GP-11, Review Board Calendar

The NLC Rodeo will take place on September 28 & 29 in Dawson Creek and Board members are welcome to attend.

Welcome-Fest activities that celebrate the new school year and welcome new and returning students and staff, will be taking place in Dawson Creek on September 4 and Fort St. John on September 5. Board members are invited to attend – details will be sent out via email soon.

The next regular Board meeting will be held in conjunction with the Board Training and Planning Retreat on October 24 and 25, that will take place at the Chetwynd campus.

9.2. Report on June 2024 Governance Workshop – Best, Douglas, Moore, Berg

Board members who attended the workshop discussed their observations, noting that the networking was very beneficial, Board members from other institutions expressed a high level of worry regarding enrolment as well as for the future of post-secondary education sector, the need (and importance) of a ransomware policy (and that it shouldn't be posted online), and that NLC is further ahead in reconciliation work than many other institutions.

The Ministry has requested feedback regarding this year's governance workshop and all Board members are encouraged to complete a survey. Members can access the appropriate survey (one is for if you attended the conference, and the second is for if you did not attend) by clicking the link on request letter posted on D2L.

10. Roundtable and Information Items

Two informational documents that have been posted on D2L:

- The NLC Foundation's current newsletter
- An update regarding the DC Hospital replacement project

11. Board Self-Evaluation Report of Meeting

K. Rabel provided an overview of his observations during today's meeting, noting clear distinction between Presidential and Board roles, collective decisions, and encouragement for participation and expression of diverse viewpoints.

12. In-Camera Session

2024/045 Fox-McGurie/Moore

TO move the meeting in-camera. Carried

13. Adjournment – 12:43 pm

2024/048 Fox-McGuire

TO adjourn the meeting. Carried