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

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## PRESENT:

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| L. Archibald, Board Chair                                   | K. Rabel, Support Board Member                                     |
| A. Graff, Vice President Finance & Corporate Services       | L. Arejola, Student Board Member                                   |
| B. Mackinnon, Faculty Board Member                          | S. Canning, Board Member   |
| C. Brown, Board Member                                      | S. Clerk, Associate Vice President Educational Services            |
| J. Drew, Vice President Comm. Rel. & Institutional Strategy | S. Fraser, Education Council Chair                                 |
| J. Moore, Board Vice-Chair                                  | T. Best, Board Member  |
| J. Singh, Student Board Member                              | T. Bondaroff, President & CEO                                      |
| K. Ghostkeeper, Board Member                                | H. Larden, Executive Assistant to the President & Board (Recorder) |

## ABSENT:

J. Fox-McGuire, Board Member  
M. Gilbert, Board Member  
P. Berg, Board Member  
S. Goudie, Board Member

## GUEST(S):

E. Oliver, Operations Manager, Northern Lights College

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## 1. Call to Order, Territorial Acknowledgement, Welcome and Oath(s) of Office – 1:17 pm

New Board members were welcomed to the Board, performed their oaths of office, and introduced themselves.

- S. Fraser became the Chair of the Education Council in September 2024. She is a program lead and instructor at the College, teaching Applied Business Technology
- J. Singh is an international student on the Fort St. John campus who is from India, studying Early Childhood Education. He is a member of the Education Council, and is the President of the Fort St. John Student Council
- L. Arejola is a student in her third year of the Social Work Program, studying on the Fort St. John campus. She is originally from the Philippines where she worked as a social worker. In addition to being on the Board of Governors, she works as a coordinator for the South Peace Division of Family Practice, is a member of the Education Council, and is the Vice-President of the Fort St. John Student Council

## 2. Presentation(s)

### 2.1. Continuing Education: Future Skills Grant – Erin Oliver, Operations Manager

E. Oliver provided the Board with an overview of the College's 2024-2025 funding allocation for the Future Skills Grant as well as the programming available under this initiative.

## 3. Appointment of Board Evaluator

C. Brown was appointed.

## 4. Approval of Agenda

[2024/050 Brown/Canning](#)

THAT the Northern Lights College Board approves the October 25, 2024, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried

## 5. Consent Agenda

The purpose and process for the consent agenda was explained. Board members are to review the materials in advance, noting their questions and sharing these with the Chair prior to the meeting. This allows time for the Chair to seek clarification and determine if the item(s) should be moved from the consent agenda to the regular agenda. The Q2 Board expense report was pulled from the consent agenda and placed within the regular meeting agenda.

- 5.1. Minutes from the August 14, 2024, Open Session Meeting
- 5.2. Minutes from the September 16, 2024, Email Vote (2025 Board Meeting Dates)

- 5.3. Q2 Review of President's Expenses
- 5.4. Q2 Financial Forecast (Audit and Risk Committee)
- 5.5. Monitoring Report: B-EL-4 Financial Condition

2024/051 Best/Moore

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

- Minutes from the August 14, 2024, Open Session meeting;
- Minutes from the September 16, 2024, Email Vote;
- Q2 President's Expense Review Report;
- Q2 Financial Forecast (Audit and Risk Committee); and,
- The monitoring report for: B-EL-4 Financial Condition as demonstrating compliance with reasonable interpretations of the policy. Carried

## 6. Q2 Board Expense Report

Clarification was provided regarding the encumbrance under Contracted Services. The College is required to develop a risk management framework. KPMG has been contracted to assist the College to do this work, with the costs being split between the Board and the President.

2024/052 Brown/Ghostkeeper

THAT the Northern Lights College Board approves the Q2 Board Expense Report. Carried

## 7. Planned Linkage with Owners

7.1. Ownership Linkage Committee Report – Archibald

The purpose and role of the Committee was discussed during the Board retreat. Based on these clarifying discussions, the Committee will meet in the near future. A report is anticipated for the next Board meeting.

## 8. Board Education and Communication

8.1. 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
    - Fall 2024 increase in domestic student enrolment (compared to Fall 2023)
    - Fall 2024 open house events
      - Unveiling of Indigenous Art (Strategic Pillar #3: Truth and Reconciliation, Goal 3.4, Objective 1)
  - Goal #1.3 FSJ Campus Centre Renovation
    - Phased approach to be implemented
    - Wayfinding initiative update
  - Cultural Arbor update and upcoming consultation (Strategic Pillar #3: Truth and Reconciliation, Goal 3.4)
- Strategic Pillar #2: Responsive Programming - Goal #2.2 – Offer accessible and flexible programming
  - NLC Cares consultations and goal(s) for Allied Health programming
  - Pilot offering of Field Operator Specialist — Hydrocarbon Resources program

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

- Strategic Pillar #5: Community Connections - Goal #5.2 — Revitalize smaller campuses
  - Consultation in Fort Nelson regarding viability of Automotive Service Technical Level 2

- Strategic Goal Description: Truth and Reconciliation – Goals #3.1, #3.2, and #3.4
  - First official meeting of the Council for Innovation in Indigenous Education (CIIE)
  - Partnership with Saulteau First Nation (SFN) to offer Applied Business Technology Office Assistant certificate in February 2025
  - September 2024 Adult Trades Sampler cohort offering in partnership with SFN
  - 3-year agreement with Doig River First Nation to deliver in-community adult upgrading
- Strategic Goal Description: People and Culture – Goals #4.3
  - Monthly meetings with BCGEU Faculty and Support Staff Bargaining Chairs
  - All-staff meeting held on October 10 to provide updates and information about changes to international education and potential impacts to post-secondary education and NLC
  - Upcoming all-staff meeting on November 15
- International Education update
- September 2024 student and staff orientations and welcome events
- Update on Centre for Applied Energy and Environmental Sustainability (CAEES), which replaces the Center for Teaching Excellence in Oil and Gas (CTEOG)
- September 2024 Union of BC Municipalities (UBCM) AGM and BC Colleges Reception
- Highlights from NLC's third annual rodeo
- MOU with FSJ Huskies

#### 8.2. Governance Committee Report – Archibald

Committee membership and quorum requirements were discussed, noting that adjustment may be required. The Committee will meet in the near future.

#### 8.3. Risk and Audit Committee Report – Moore

A copy of the report is available on D2L. As the Risk and Audit Committee has signing authority, meeting minutes are taken at the committee meetings and will be retained as per standard NLC Board meeting documentation processes and procedures.

#### 8.4. Board Chair Report – Archibald

The written report (available on D2L) was reviewed.

J. Moore declared a conflict of interest and exited the meeting.

The request from a Board member to attend the 2025 BC Natural Resources Forum event as a representative of the Board, with the primary purpose of linking with attendees, was reviewed. Budget is available since a CIG conference will not take place this year. The Board does not have a process or policy regarding requests such as this. Due to time sensitivity, making a decision on this request at today's meeting is recommended. The Board had a fulsome discussion on the benefits and limitations of a Board member's attendance.

#### 2024/053 Best/ Canning

THAT the Northern Lights College Board, outside of having a policy regarding Board member attendance at conferences, approves J. Moore to attend the BC Natural Resources Forum (conference) in January 2025 as a representative of the NLC Board of Governors, in the amount of \$2,500. Carried

J. Moore rejoined the meeting.

Establishing standard processes, procedures, and/or policies regarding Board member attendance at conferences was discussed. Value was seen in assigning the initial review of the draft Conference Attendance Principles and Conference Attendance Assessment document to the Governance Committee.

#### 2024/054 Rabel/Best

THAT the Northern Lights College Board assigns the review of the conference attendance principles, process, and assessment to the Governance committee. Carried.

We received a letter from the Ministry that outlines the expectations the Government has for the Board regarding safety on campus from racism, antisemitism, sexualized violence, and overdose protection (available on D2L). Areas of responsibility include safety from racism, antisemitism, sexualized violence, and overdose protection.

The Crown Agencies Secretariat has provided an updated copy of the Best Practices Guidelines for Public Sector Boards. A link of the guidelines has been uploaded to D2L. All Board members are encouraged to review this document.

CABRO has requested feedback regarding Board training needs, noting that at the June Post-Secondary Board Governance workshop, participants expressed the desire to see future in-person events supplemented by virtual or hybrid options.

The three questions circulated to Boards were discussed:

1. *What does your current board orientation process look like, and what are the biggest challenges?*
  - Our orientation of new members includes
    - A 1.5 hour, one-on-one, face-to-face general orientation to the Board
      - The benefits of offering a follow-up to this informative orientation were discussed, as the session is content-heavy
      - Adding a session regarding governance overview (with content that is similar to the session provided on day-1 of the retreat) was suggested
      - Including a Board training element at each Board meeting was suggested, as this will serve as a reminder and/or reinforcement of concepts. In addition, it will assist members who may not have attended a retreat
    - An introductory discussion, welcome, and overview of the Board and key initiatives (conducted by the Chair)
    - Mentorship with an experienced Board member (where they review a Board meeting package and prepare for upcoming meetings)
  - Challenges include:
    - Limited time and resources
      - Hard to find enough mentors for new members
      - It is costly for our members to travel due to the distance (extra nights stay at hotels required, etc.)
    - Diversity in governance experience
      - Some members have little to no Board experience
      - They would benefit from a 'Governance 101' type of training (right down to how to prepare for a meeting, meeting etiquette, etc.)
    - The NLC Board doesn't currently have a succession plan
      - Perhaps the Ministry could develop a training / planning process
    - Election and appointment dates don't align
2. *What are the key ongoing training and development needs of your board members?*
  - We'd like to see virtual and hybrid options available
    - Our members recognize the value of face-to-face sessions and found the majority of the benefit from the June workshop being able to discuss matters with other Board members
  - On-demand training options (online) for elected members (students, staff members) would be appreciated
  - Periodic sessions on key government initiatives would be beneficial (could be virtual)

3. *What specific topics, if any, would be valuable for the Ministry to provide training or development opportunities for?*
- Building capacity and succession planning within the Board
    - Role of the Chair and Vice-Chair, role of a committee, getting the most out of committee work
  - Assessing risk (cyber security, etc.)

- 8.5. Education Council Chair Report – Fraser  
The written report was reviewed (copy of D2L).

**9. Decision Items – None**

**10. Board Activities**

10.1. Review Board Calendar

The Dawson Creek Staff Holiday Dinner Festivities will take place the evening of Saturday, November 16 at the DC Golf & Country Club. The Fort St. John Staff Holiday Party will take place the evening of Saturday, November 23, at the FSJ Curling Rink. Board members are invited to attend either (or both) events and are welcome to bring a guest. Contact H. Larden to reserve your ticket(s).

No regular meeting is scheduled in November. The next Board meeting will take place on December 18 in Dawson Creek with distance participation available via Teams. The NLC marketing department is available to take your professional photo the day of the December Board meeting in Dawson Creek. To book your spot, please email H. Larden by December 9. Five-minute appointments are available between 1:15 and 2 pm (following the meeting). Pictures will be taken in the basement of the Administration building. Members are asked to avoid wearing grey, as the background is grey in colour.

**11. Roundtable and Information Items**

The Auditor General will have oversight over Northern Lights College's audit for the next two years. This will include the Auditor General's designate attending Risk and Audit committee meeting and involvement in the audit process. A copy of the letter from the Auditor General is available on D2L.

The new Indigenous Student Viewbook has been released (a link to this document is available on D2L.) Hard copies are also available.

**12. Board Self-Evaluation Report of Meeting**

J. Moore provided an update on her observations at today's meeting, noting outward vision, and diversity in discussion. Discussions that slid into operational matters were refocused to the appropriate level.

**13. In-Camera Session**

[2024/055 Brown/ Ghostkeeper](#)

[TO move the meeting in-camera. Carried](#)

**14. Adjournment – 4:02 pm**

[2024/059 Rabel](#)

[TO adjourn the meeting. Carried](#)

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