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

PRESENT:

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| L. Archibald, Board Chair | L. Arejola, Student Board Member |
| A. Graff, Vice President Finance & Corporate Services | M. Gilbert, Board Member |
| B. Mackinnon, Faculty Board Member | P. Berg, Board Member |
| C. Brown, Board Member | S. Canning, Board Member |
| J. Drew, Vice President Comm. Rel. & Institutional Strategy | S. Clerk, Associate Vice President Educational Services |
| J. Fox-McGuire, Board Member | S. Fraser, Education Council Chair |
| J. Moore, Board Vice-Chair | S. Goudie, Board Member |
| J. Singh, Student Board Member | T. Hyland-Russell, Vice President Academic & Research |
| K. Ghostkeeper, Board Member | T. Bondaroff, President & CEO |
| | H. Larden, Executive Assistant to the President & Board (Recorder) |

ABSENT:

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| K. Rabel, Support Board Member | T. Best, Board Member |
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1. Call to Order and Territorial Acknowledgement – 8:31 am**2. Presentation(s)****2.1. Understanding the Organization: Senior Executive Roles and Responsibilities – Bondaroff, Hyland-Russell, Graff, Drew, Clerk, Larden**

The Executive Office members provided an overview of their portfolios, including key strategic initiatives, and the organization chart was reviewed.

3. Appointment of Board Evaluator

B. Mackinnon was appointed.

4. Approval of Agenda

2024/063 Goudie/Moore

THAT the Northern Lights College Board approves the December 18, 2024, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried

5. Consent Agenda

- 5.1. Minutes from the October 25, 2024, Open Session Meeting
- 5.2. Minutes from the November 7, 2024, Email Vote (Governance Committee Quorum)
- 5.3. Minutes from the November 22, 2024, Email Vote (Change in Program Titles)
- 5.4. Minutes from the December 13, 2024, Email Vote (Program Updates – Name Changes, New Programs)
- 5.5. Q3 Financial Forecast (Audit and Risk Committee)
- 5.6. Monitoring Report: B-EL-5 Asset Protection

2024/064 Brown/Berg

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

- Minutes from the October 25, 2024, Open Session Meeting;
- Minutes from the November 7, 2024, Email Vote;
- Minutes from the November 22, 2024, Email Vote;
- Minutes from the December 13, 2024, Email Vote;
- Q3 Financial Forecast; and
- The monitoring report for: B-EL-5 Asset Protection as demonstrating compliance with reasonable interpretations of the policy. Carried

6. Planned Linkage with Owners

- 6.1. Ownership Linkage Committee Report – None
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7. Board Education and Communication**7.1. President's Report to the Board – Bondaroff**

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

Strategic Pillar: Student Journey**Goal 1.1 – Make student's entry into NLC a smooth and positive experience**

OBJ 1 Improve the application and admissions experience for new students

- Career and College Preparation (CCP) proposal for reimagining the admission and assessment process
- Work by the Trades and Health Sciences departments on acceptance into programming for students with Prior Learning Assessment and Recognition (PLAR)

OBJ 2 Enhance and increase our communication touchpoints with future and incoming students

- Trades, Health Science and Human Services, and the Registrar's office support for recruiting activities (open houses, trades fairs, tours)
- Communications campaign for a set of planned new programs, launching in December and January.

OBJ 3 Re-design NLC's approach to domestic student recruitment

- Final steps of Access to Practical Nurse "Earn and Learn Partnership" pathway special intake for enrollment June of 2025 (application package will be shared with Northern Health for recruitment purposes)

Goal 1.3 – Work with students to develop a vibrant campus experience

OBJ 1 Increase student access to recreation and wellness activities.

- Development of an Athletics and Recreation Strategy and delivery plan

OBJ 2 Advance initiatives identified with the NLC Campus Development Plan.

- Cultural arbor collaboration luncheon and workshop will take place on December 12 to engage with indigenous leaders in the community to gather additional ideas for the Arbor

Strategic Pillar: Responsive Programming**Goal 2.1 – Leverage provincial and regional priorities to inform NLC programming and portfolio decisions**

OBJ 1 Establish NLC Cares Allied Health Care Strategy

- NLC Cares Allied Healthcare Strategy high school focus group meetings have been completed with 300+ students included. The final consultation survey has been circulated. NLC Cares landing page has been created: <https://www.nlc.bc.ca/nlc-cares/>. The Dean Health Sciences and Human Services will view all the data collected recommend a list of allied health programs for development in January 2025
- SD60 has expressed interested in a healthcare sampler based on the YETS model
- NLC is participating in a provincial distributed learning model initiated by BC College Presidents. The focus program is an entry level Mental Health and Addictions Certificate with courses offered online and in-person clinical practicum placements

OBJ 2 Consult and Develop an NLC Aviation program strategy

- Aircraft Maintenance Engineering (AME) has relaunched the Program Advisory Committee and begun to look at the needs of our industry partners, expansion of the DC program by adding an enrolment in September 2025 and investigating the opportunity for a Structures program. Additionally, three separate Transport Canada audit activities have either just ended or are close to completion within the program

OBJ 3 Transition the Center of Excellence in Training for Oil and Gas (CTEOG) to the Center of Applied Energy and Environmental Sustainability (CAEES).

- Final proposal has been developed for CAEES
- The Director of CAEES position has been finalized and will be posted soon



Goal 2.2 – Offer accessible and flexible programming

OBJ 1 Strengthen high school transitions

- South Peace Secondary trades fair took place on Nov 26

OBJ 2 Relaunch Continuing Education (CE)

- CE has worked with Marketing and Communication Department to have a 3-click registration option on the website for our students (Spring 2025)
- Highlights from CE:
 - Tourmaline Field Operator Specialist Hydrocarbon Resources Program
 - Support provided regarding FSJ Canfor Closure
 - Career Fair hosted
 - Working with WorkBC and Canfor for possible grant opportunities
 - Interest in the Field Operation Specialist, and Electrical Foundations
 - StrongerBC future skills grant
 - CE Corporate Programming

Goal 2.3 – Establish robust program and enrollment planning.

OBJ 1 Develop the tools, knowledge, and shared understanding necessary for student-centered enrolment planning

- Program Planning and Development Group that is part of Strategic Enrolment Management has been launched

Goal 2.4 – Enhance curriculum review, renewal, and development

OBJ 1 Generate a 5-year Academic Plan

- The Academic Plan Advisory Group has met and is planning the various consultation and engagement sessions

Strategic Pillar: Truth and Reconciliation

Goal 3.1 - Build lasting relationships with Indigenous communities through consistent and accountable actions

OBJ 1 Launch the NLC Council for Innovation in Indigenous Education (CIIE) as a space for local Indigenous communities to guide our approach to Indigenous education

- Second CIIE meeting to take place Dec. 12

OBJ 2 Co-create relationship building events and projects that support local Nations and organizations

- Indigenous Education is working with NENAS and various communities to host a two-day Youth Leadership Conference in FSJ this spring
- Staff update
- Working with community partners and UNBC to organize the second annual Reawakening our Language gathering (tentative date of April 24 and 25)
- Trades is wrapping up a cohort delivery of Adult Trades Sampler with Saulteau First Nation

Goal 3.2 - Increase access to learning and education opportunities for Indigenous students

OBJ 1 Work with indigenous communities and organizations to develop and offer access to learning through program cohorts that centre indigenous culture and support the whole student.

- The instructor for Doig River First Nation (DRFN) has completed on-boarding and will be starting at the DRFN learning centre next week

Goal 3.3 - Co-create programming and training with indigenous communities that centers on indigenous world views, methodologies, and processes

OBJ 1 Consult with community to build a shared approach and capacity for this work at NLC.

- CE has been working with the following First Nation Communities:
 - Management Skills for Supervisors is scheduled at the DRFN's new facility
 - Computer Fundamentals – course rescheduled for January 2025 at DRFN
 - DRFN Driver Training was completed and working on more dates in 2025
 - Profit River First Nation (PRFN) has been working on opportunities for Staff Training and Administrative Professional program onsite



Strategic Pillar: People and Culture

Goal 4.1 - Evolve NLC's culture into one grounded in accountability, continuous improvement, and collaborative problem solving

OBJ 1 Establish and office of Institutional Research

- The Institutional Researcher position (0.5 FTE) has been posted

OBJ 4 Establish a framework for developing business continuity plans

- KPMG has conducted interviews with leadership to identify the most critical risks facing NLC today
- Crisis Communication - Monogram has completed Crisis Communications research with report and recommendations. Will dovetail with the work by KPMG to identify risks at NLC prior to development of the plan

Goal 4.2 – Improve Internal Communications

OBJ 1 Develop and implement an internal communications strategy

- Ongoing monthly meetings with BCGEU Faculty and Support Staff Bargaining Chairs to discuss key issues at NLC
- An All-Staff meeting occurred at the FSJ campus on November 15 with a 'live studio audience' that was also livestreamed

Goal 4.3 - Cultivate an organization where everyone feels they belong

OBJ 1 Improve the employee journey.

- Chairs across the institution are now working in a highly functional Chairs Committee
- NLC's EDI Committee has been struck
- Recruitment and Selection Policy was approved at the November Policy Committee meeting

Strategic Pillar: Community Connections

Goal 5.1 - Strengthen mutually beneficial relationships with the communities NLC serves

OBJ 1 Host NLC events in collaboration with community partners

In partnership with Dawson Creek Co-op, NLC Bookstores sell grocery bags at cost (no mark ups) to support food security on campus

- CE presented at Sunrise Rotary Club of Dawson Creek
- CE schedule to present with Deans at the South Peace Oilmen in January 2025
- On February 14, 2025, NLC will be hosting the Regional Canada Skills Competition and the Women in Trades events

Goal 5.2 – Revitalize smaller campuses

OBJ 1 Develop sustainability plans for small campuses

- CE Corporate Coordinator meets monthly with the campus administrators in Fort Nelson and Chetwynd to discuss ongoing program opportunities

Goal 5.3 – Showcase NLC's contribution to vibrant communities in the region

OBJ 1 Develop and share NLC's year-in-review with our communities.

- November 7 Community Awards event
 - Sponsored the Youth of the Year award
 - NLC was chosen for a new award "Community Champion of the Year" in Dawson Creek
- November 15 Chetwynd Community Awards event
 - Sponsored the inaugural Charlie Lasser Spiritus Award to the Chetwynd Community Forest group

The written report also included details regarding:

- NLC's Santa Clause Parade in Fort St. John
- NLC's Annual Christmas Silent Auction & Giving Day
- Tread for Trades – NLC Foundation and Bannister Dawson Creek
- BC College COP – President Interviews and Selection – Vancouver, November 17-19, 2024



- BC Colleges Council of Presidents (BCC COP) Winter Retreat/Northern Post Secondary Collaborative (NPSC) Strategic Planning Session – Victoria, December 2-6, 2024
- Public Interest Disclosure Act Awareness

7.2. Governance Committee Report

The report regarding the November 13, 2024, committee meeting is available on D2L, which included the following outcomes:

- The Committee will have a rotating Chair in order to ensure that the burden/benefit of the role be shared equally;
- Work has commenced on reviewing the conference attendance materials;
- The proposed committee meeting schedule will be one hour on the evening on the last Wednesday, every two months, commencing in January;
- Starting in January, the committee will begin a fulsome Policy review.

7.3. Risk and Audit Committee Report – Moore

At the December 2, 2024, meeting, the committee reviewed and discussed the 2025 – 2026 Board Budget, the 2024-2025 Risk Management Framework Budget Adjustment, and the Risk Management Framework project. The Committee also reviewed and approved the Q3 Financial Forecast.

7.4. Board Chair Report – Archibald

A request to post for new Board members has been submitted to CABRO. The Board can make suggestions to CABRO regarding potential new appointed Board members.

7.5. Education Council Chair Report – Fraser

A written report regarding recent Education Council activities is available on D2L. The Board was thanked for their prompt replies to approve updated and new programs.

7.6. Institutional Self-Study for Quality Assurance Process Audit – Hyland-Russell

The institutional self study document will be the guiding document that the quality assurance assessment team will utilize when they come to perform the audit this spring. The audit process, including the role of the quality assurance policies, was discussed. The value of this peer review activity was explained, including how the site visit will unfold.

A short break was taken (10:25 - 10:40 am.)

8. Decision Items – None

9. Board Activities

9.1. Review Board Calendar

Board members not in attendance in Dawson Creek today who are interested in having their picture taken are asked to reach out to H. Larden to arrange for an appointment for future dates when they will be in Dawson Creek.

Board members are invited to a holiday TGIF taking place this Friday between 3:30 and 5:30 pm on the DC campus in CCET.

The College will be closed between Christmas and New Year's day, reopening on January 2.

A community update (year in review) event will be held on the afternoon of January 8 at 2 pm in the Atrium on the FSJ campus that all Board members are invited to attend. Administration looks to the O-Link community to assist with setting the frequency of these consultation / community events

No regular Board meeting is scheduled in January. The next Board meeting will be held on February 19, 2025, at 8:30 am, on the FSJ campus (distance participation will be available via Teams). The due date for reports, etc., to be submitted for including in the meeting package is February 12th

10. Roundtable and Information Items

11. Board Self-Evaluation Report of Meeting

B. Mackinnon reported on his observations of today's meeting, noting no areas of concern.

12. In-Camera Session

2024/065 Goudie/Gilbert

TO move the meeting in-camera. Carried.

13. Adjournment – 11:23 am

2024/068 Moore

TO adjourn the meeting. Carried
