

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

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

1. Call to Order and Territorial Acknowledgement – 8:34 am

2. Presentations

2.1. Quality Assurance Process Update – T. Hyland-Russell, VP Academic & Research

T. Hyland-Russell outlined the process taken to prepare for and participate in the quality assurance audit. The panel has provided NLC with a written report on their findings. Commendations expressed included acknowledgement for the deep commitment to continuing improvement and the College's recognition of the governance aspect of quality assurance.

C. McCullough joined the meeting.

NLC's self-study included self-identified weaknesses and strategies to address them, which included expanding quality assurance policies and procedures, allocation of resources and supports, and improved data collection. The panel also identified areas of improvement, such as:

- Development of a detailed plan / strategy;
- Regular curriculum development, review, and renewal;
- Expand and formalize processes to assess and enhance quality of instruction; and
- Incorporation of student feedback into program development and review processes.

The next step will be the submission of a detailed response to the report.

T. Hyland-Russell was thanked for her presentation and exited the meeting.

2.2. Cyber Security – R. Moran, CIO

An overview of the current cyber threat landscape was provided, noting that phishing attacks are the biggest threat that NLC is dealing with. The College's cybersecurity framework was outlined, including backup/recovery, automated systems, and the working relationship with BCNet.

J. Fox-McGuire joined the meeting.

NLC takes a proactive approach with educating staff through the onboarding system, fostering a culture of approachability, and consistent messaging. Some training is provided to students during their orientation; however, this is an area that could benefit from enhancement.

R. Moran was thanked for his presentation and exited the meeting.

3. Welcome and Oath of Office

C. McCullough was welcomed to the Board as the newly elected Support Board member, performed her oath of office, and introduced herself.

4. Appointment of Board Evaluator

J. Fox-McGuire was appointed.

5. Approval of Agenda

2025/021 Moore/Gilbert

THAT the Northern Lights College Board approves the May 21, 2025, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried

6. Consent Agenda

- 6.1. Minutes from the March 19, 2025, Open Session Meeting
- 6.2. Sexual Violence and Misconduct Policy Report
- 6.3. Quarterly Board Expense Report
- 6.4. Quarterly Review of President's Expenses
- 6.5. Borrowing Resolution
- 6.6. Monitoring Report, B-EL-2 Treatment of Staff
- 6.7. Monitoring Report, B-EL-9 Access to Education

2025/022 Fox-McGuire/Berg

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

- Minutes from the March 19, 2025, Open Session Meeting;
- Sexual Violence and Misconduct Policy Report;
- Quarterly Board Expense Report;
- Quarterly Review of President's Expenses;
- Borrowing Resolution; and
- The Monitoring Reports for B-EL-2 and B-EL-9 as demonstrating compliance with reasonable interpretations of the policies. Carried

J. Singh joined the meeting.

7. Planned Linkage with Owners**7.1. Ownership Linkage Committee Report, B-GP-3 & 4 – L. Archibald**

A full-day meeting and workshop is being planned for August 13. The Board meeting will take place in the morning, followed by an ownership linkage workshop in the afternoon. The proposed workshop topics include:

1. What is ownership linkage and why is it important to the Board
2. Who are the "owners" of NLC
3. Review and update current policy and ensure it relates to the ENDS of NLC
4. Role of the Board - by some accounts it is the most important work the Board will do
5. Creating an Ownership Linkage Plan
6. Executing the plan – methodologies for data gathering
7. Reporting on progress through EL's.
8. Report to the community on findings and soliciting support through partnerships, training donations and advocacy

The meeting and workshop will take place in Dawson Creek. While Teams participation will be available, if possible, in-person attendance is recommended. The full Board is invited to participate in the afternoon workshop. The Executive Director and Chair/President of the NLC Foundation have requested to attend the workshop. No concerns were raised regarding their participation.

8. Board Education and Communication**8.1. Board Chair Report – L. Archibald**

A copy of the written report is available on D2L.

J. Singh exited the meeting.

8.2. President's Report to the Board, B-EL-7 – T. 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.**

- Program support staff have been working with the Admissions team to develop a centralized common location for all documentation set to students during the admissions process.
- NLC has created a new application form that aligns with the current standards for requesting information from our future students. This form will collect new data that will be used to better support our students in connecting them with our services.

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

- The dual credit working group, in collaboration with the local school district, has created a Dual Credit for Families Guide with the purpose to provide a document that at glance explains the process for high school students to become NLC dual credit students.
- The guide will be also launch in the "Future Ready Dual Credit Guide Event" at the Dawson Creek and FSJ campuses on May 21 and 22

Goal 1.3 – Work with students to develop a vibrant campus experience**OBJ 1 Increase student access to recreation and wellness activities.**

- During the Annual Send-Off celebration, the fourth annual Northern Lights College Rodeo on September 27 – 28 at the Lakota Agriplex in Dawson Creek was announced.
- Our NLC Rodeo Team is heading to the Canadian College Finals Rodeo for May 16-18, 2025 in Rimbey, Alberta.
- Transition of NLC Rodeo Program from Engage Sport North to NLC complete. Additionally, we have completed a Draft Athletics and Recreation strategic plan and currently reviewing potential fee structure for delivery of sport/recreation programming at NLC.

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

- An update on the tender process for two major construction projects (Cultural Arbor in Dawson Creek and Phase 1A and 1B of the Fort St. John Campus Centre Renovation) was provided. These two projects will be Northern Lights College's primary construction focus for the upcoming fiscal year.

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.**

- The program proposals for Pharmacy Technician Diploma, Medical Laboratory Assistant Certificate, and Rehabilitation Therapy Assistant Diploma have been developed and are under final review before submission to the Ministry by the end of May.
- The concept design for the three new Allied Health lab spaces at the Dawson Creek Campus is nearing completion. The finalized plan and associated costing will be incorporated into a proposal for submission to the Ministry.
- The Ministry of Post-Secondary Education and Future Skills (the Ministry) is providing funding to develop and implement the English as a Second Language learning (ESL) to Early Childhood Education/Education Assistant (ECE/EA) pathway in 2025/26. This is targeted to ESL learners as a pathway to Early Childhood Education and Education Assistant.
- An industry partner in Fort St John reached out to NLC to look at partnering to develop a 3D Technology and Heavy Duty operating course.

OBJ 2 Consult and Develop an NLC Aviation program strategy.

- Over the past month, the AMT program has had several companies reach out, offering support and expressing interest in recruiting our students. NLC has extended invitations to join our Program Advisory Committee and initiated early discussions to explore potential partnerships.

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

- A staffing update regarding recruitment of a Director of CAEES was provided.

OBJ 2 Relaunch Continuing Education (CE)

- CE continues to look at ways to enhance programming reach throughout the region.
 - CE Guide is expected to be ready for May 2025 for the next year.
 - Field Operation Specialist registration process and marketing material is ready for April 2025, with registration May 1.
 - Connections have been made with School Districts and Private schools in the region for marketing the 2025 Summer Camps to Youth.
- New programming in CE.
 - The layout for the Assistant Guiding and Outfitting Course meeting is set for first week in April to review with the Guide Outfitter Association of BC to align the program with a start day for Winter 2026.
 - Corporate hosted an excel course at the FSJ Campus for an industry partner.
 - Working with the Dean and Associate Dean of Health Sciences and Human Sciences a new Summer Camp has been created called Youth Explore Nursing Summer Camp for 12 – 16 years of age and will be hosted at the Dawson Creek Campus.
- Updated department processes in CE.
 - Staff training manuals are being developed.
 - The department is looking to develop a marketing strategy to enhance the CE offerings. The department is working with Marketing on a strategy to enhance NLC CE awareness in the region and across the Alberta Border.
- New funding opportunities in CE.
 - Staff are working on submitting three applications to the Ministry of Post Secondary and Future Skills for funding approval by May 7, 2025.
 - StrongerBC future skills grant application has arrived and will need to be submitted by mid-April. The department has identified courses for the application and will work closely with the Registrar's Office and Marketing to prepare for the 2025/2026 intake.

Goal 2.3 – Establish robust program and enrollment planning.

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

- The interactive dashboard for the central data warehouse has been launched for testing and training provided for key users. The development team is working on adjusting settings and finalising the tool before a broad launch.

Goal 2.4 – Enhance curriculum review, renewal, and development.

OBJ 1 Generate a 5-year Academic Plan.

- The Academic Plan Advisory Group has determined the key components and central organising principle for the Academic Plan and is working on an ambitious timeline to get a Draft ready for consultation.

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.

- Meaningful steps towards reconciliation were taken when Northern Lights College (NLC) signed their first-ever Indigenous Education Protocols alongside local Indigenous leaders and dignitaries at the second annual Reawakening Our Language Gathering on Friday, April 25.

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

- NLC co-hosted the MMIWG walk with Nawican Friendship Center on May 5 in Dawson Creek. MMIWG event is being planned for later in May at the FSJ campus.



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.

- Chalo School, SFU and NLC received funding to support the development of a teacher education program. Funds will be used to develop the plan which allows for further funding to implement it.
- Doig River First Nation had their open house for their Cultural and Education Centre. NLC was well represented. <https://energeticcity.ca/2025/04/17/doig-river-first-nation-officially-opens-cultural-education-centre/>.
- CE is working with Prophet River First Nations on staff programming this year. Blueberry River First Nation joined the open cohort for the Ecosystem Monitoring 101 course this spring. TC Energy will be hosting the Ecosystem Restoration and Reclamation Program for a closed cohort with Indigenous Communities this spring. This course will be offered to the general community in the fall and the team is adding this to the programs for Fall 2025 and Winter 26 through the StrongerBC future skills grant funding.

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.

- The Discovering Your Gifts workshop is in its final stage of completion and will be trialed this month before delivery to Indigenous communities.

Goal 3.4 - Strengthen Indigenous representation on campuses.

OBJ 1 In consultation with community, increase representation of place-based Indigenous art, language, and culture on our campuses.

- Drafts of the job posting and job description for the Indigenous Community Recruiter position has been created and is ready for review by leadership and HR.

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 (IR).

- The new Institutional Researcher joined NLC in April and will develop a strategic plan and priority initiatives for the office of IR.

OBJ 3 Benchmark Academic Integrity, and Artificial Intelligence best practices.

- The BC Regional Roadshow hosted all day workshops May 5 and 7 on the Dawson and Fort St. John campuses. Workshop topics included knowledge sharing, building community and rethinking what, why, how and where of facilitating classes, courses design, resource access, workshops, and presentations.

Goal 4.2 – Improve Internal Communications.

OBJ 1 Develop and implement an internal communications strategy.

- Internal Coms Audit/Recommendations: Implementation plan of recommendations has started. Standard Operating Procedures have been identified and meeting dates for staff/faculty/leadership are being planned.

Goal 4.3 - Cultivate an organization where everyone feels they belong.

OBJ 1 Improve the employee journey.

- Annual NLC Service Awards Gala Awards and Recognition event took place on May 8.

Strategic Pillar: Community Connections

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

OBJ 1 Host NLC events/initiatives in collaboration with community partners.

- NLC Hosted Adventures in Health Care in collaboration with UNBC grade 10 and 11 students to explore health care on the Dc and FSJ Campuses.



- Welcomed BC Provincial Simulation Strategy leadership to NLC from lower mainland to share enrollment growth in NLC health programs and provide DC campus tour.
- NLC hosted the South Peace Health Expo 2025 to bring together health care leaders, providers, and community partners to explore primary care, health access, and wellness initiatives that directly impact us – patients and families in our region.

Information Items:

- Northern Post-Secondary Collaborative's (NPSC) Health Care Initiative.
 - Since January 2025, NPSC and Northern Health have convened to address the challenge of the current and future shortage of healthcare workers in the Northern Health region. These efforts culminated in a targeted marketing initiative, launched in early April 2025, to maximize the impact of fall enrollment for health care training in the north across our four institutions. This proactive and collaborative approach underscores a shared commitment to identifying and meeting the region's critical workforce needs.
 - This innovative initiative marks the first step in a broader collaboration between NPSC and Northern Health. While this project focuses on the immediate objective of increasing fall enrollment, it establishes the foundation for ongoing initiatives aimed at addressing the workforce shortages identified by Northern Health.
- Cultural Gathering of Nations: September 19 – 21, 2025
 - www.culturalgathering.com

A short break was taken (10:47 – 11:03 am)

8.3. Risk and Audit Committee Report – J. Moore

The Risk and Audit Committee Report was reviewed (available on D2L). The committee reviewed the Audited Financial Statements and recommend that the Board approve them. Discussion took place regarding the surplus and the optics of this in light of cutbacks/layoffs and capital projects. Clarification that financial statements are for the fiscal year. The benefit of internal communication was discussed, including information on how to read financial statements. International enrolment for Intersession 2025 was discussed.

2025/023 Moore/Fox-McGuire

THAT the Northern Lights College Board accepts and approves the Audited Financial Statements for the period ending March 31, 2025, as presented. Carried

8.4. Governance Committee Report – C. Brown

C. Brown has taken on the role of committee Chair. An overview of the reviewed and updated policies and bylaws was provided. To update the Board Bylaws, the proposed motion must be posted at all campuses and learning centres for a minimum of 10 days. The Committee recommends that the Board post the proposed motion and updated bylaws. The bylaws would then be brought back to the Board for final review and approval (anticipated for the August 13 Board meeting).

2025/024 Fox-McGuire/Moore

THAT the NLC Board of Governors approves the language updates to the Bylaws and the posting of the proposed motion: That the Board of Governors accepts the updated Bylaws as presented, effective immediately; and, THAT the NLC Board of Governors accepts the review of the B-EL General Executive Constraint and that the policy wording requires no change; and, THAT the NLC Board of Governors accepts the review and updates of the following policies as presented, effective immediately:

- B-EL-1 Treatment of Students,
- B-EL-5 Asset Protection,
- B-EL-7 Communication and Support to the Board,
- B-EL-8 Emergency Executive Succession,
- B-BP Global Board - President Relationship,
- B-BP-3 Delegation to the President, and
- B-BP-4 Monitoring President's Performance. Carried

8.5. Education Council Chair Report – S. Fraser

S. Fraser provided an overview of Education Council activities since the last Board meeting (written report available on D2L), noting that she was re-elected as Chair. M. Gilbert's appointment as the Board's ex-officio member will conclude on July 31, 2025.

9. Decision Items

9.1. 2024-2025 Executive Compensation Salary Disclosure Statement – J. Drew

Each year, the Ministry requires submission of the disclosure statement. This document is prepared by Human Resources and reviewed by PSEA and PSEC prior to Ministry submission.

2025/025 Best/Brown

THAT the Northern Lights College Board approves that the Board Chair signs the Executive Compensation Disclosure Statement for 2024-2025. Carried *

* M. Gilbert asked for his vote against the motion to be noted in the minutes, as he doesn't agree with how the disclosure is built, as he feels it is an invasion of privacy.

9.2. 2025 Capital Plan – A. Graff

An overview of the capital plan was provided (copy on D2L). Discussion took place regarding the optics.

2025/026 Fox-McGuire/Goudie

THAT the Northern Lights College Board accepts and approves the 2025/2026 – 2029/2030 Capital Plan as presented. Carried

9.3. Student Tuition Rates and Fees – A. Graff

An overview of the process for updating fees was provided. This included details on the Ministry's limit of a 2% increase on tuition and mandatory fees as well as student consultations that took place in April 2025.

Both the Board and the Ministry must approve new mandatory fees in order for them to be implemented. Two new mandatory fees are being developed and are anticipated to come back to the Board for approval in the fall. Details regarding the proposed Graduation fee and Sports and Recreation fee were shared.

The proposed increase rate for domestic and international tuition and mandatory fees for 2027-2028 are as follows:

	2027-2028 Increase
Domestic Tuition and Mandatory Fees	2%
International Tuition and Mandatory Fees	5% (excluding Practical Nursing Diploma and English as a Second Language)

2025/027 Best/Moore

THAT the Northern Lights College Board approves the proposed domestic and international tuition and mandatory fees for the 2027-2028 school year as presented. Carried

9.4. ESAT Certificate Approval – S. Clerk

An overview of the program was provided. It was noted that as this is a new program, joint approval is required. Prior to coming to the Board, the Education Council reviewed and approved the ESAT certificate.

2025/028 Goudie/Moore

THAT the Board of Governors approves the Environmental Site Assessment Technician Certificate for implementation September 2025. Carried

10. Board Activities

10.1. Review of the Board Calendar, B-GP-11 – L. Archibald

The 2025 Convocation ceremonies will take place:

- May 29 in Dawson Creek
- June 5 in Fort St. John
- June 18 in Fort Nelson



All ceremonies start at 2 pm. Board members who have RSVP'd to participate are reminded to arrive between 1 and 1:30 pm.

Board meetings are not scheduled for June or July. The next Board meeting will take place on Wednesday, August 13 in Dawson Creek:

- Morning – Board Meeting
 - 8:30 – noon, followed by lunch
- Afternoon – Ownership Linkage Workshop
 - 1:30 – 4 pm

Last year's Board retreat took place at the Chetwynd campus. This year, the October 22 and 23, 2025, retreat will take place at the NLC Farm, located just outside of Dawson Creek. The new classroom space will be completed this summer, and this would provide the opportunity for the Board to see it and the rest of the farm. The tentative schedule (and locations) follow.

- Day 1 Itinerary
 - Full-day training and planning (at the NLC Farm)
 - 9 am – 4 pm
 - Optional off-site dinner @ 6 pm (location TBD)
- Day 2 Itinerary
 - Morning – training and planning (at the NLC Farm)
 - 9 am – 12 noon
 - 12 – 1 pm lunch (location TBD)
 - 1 – 3 pm Board meeting (Boardroom at the DC campus)
 - Optional tour of the DC campus at 3 pm

10.2. Annual Board Assessment / Evaluation – J. Moore

Board members were thanked for completing the survey. A copy of the report is available on D2L which includes suggestions that were included in the survey responses. The proposed first step is for work to focus on Board committees, which will include:

- Review and/or update of the Terms of Reference for the Risk and Audit and Governance committees,
- The August workshop on Ownership Linkage, and
- Creation of a summary document that is shared during new member orientations.

The value of hosting a meeting on one of the smaller campuses once a year was discussed.

10.3. Board Elections (Chair and Vice-Chair) – K. Bravo

K. Bravo conducted the Board elections as outlined in the College and Institute Act. Eligibility requirements for the Chair and Vice Chair were reviewed and voting procedures were explained. Terms for the Chair and Vice-Chair will run August 1, 2025 – July 31, 2026.

K. Bravo opened the nominations for Board Chair, calling for nominations three (3) times. J. Moore was nominated and agreed to let her name stand. J. Moore was declared Chair by acclamation.

K. Bravo opened the nominations for Board Vice-Chair, calling for nominations three (3) times. P. Berg was nominated and agreed to let her name stand. P. Berg was declared Vice-Chair by acclamation. Congratulations were extended to both.

10.4. Institutional Accountability Plan and Report Update – S. Clerk

The Institutional Accountability Plan and Report is an annual report. The College is mandated to report back to the Ministry on College activities for the past fiscal year, mandated priorities, and performance (student enrollment, satisfaction.) Once approved, the finalized report will be posted on the NLC and Ministry websites. The IAPR will be similar to last year's submission, which is anticipated to be completed next month. The format of the report is highly scripted by the Ministry. While it will look similar to previous submissions, it will include new data. An email vote to accept the IAPR is anticipated to take place in late June 2025.

11. Roundtable and Information Items

11.1. Board Information Sheet

The two sample documents were reviewed. The intent is for the information sheets to be living documents that are for Board member use, rather than distribution. Consistency in data reporting is recommended. Board members are encouraged to send feedback to H. Larden by June 30.

11.2. Deferred Salary Leave

Documents regarding the deferred salary leave are available on D2L.

12. Board Self-Evaluation Report of Meeting

J. Fox-McGuire reported on her observations at today's meeting noting:

- Strategic leadership – pillars approach works well,
- Collective decisions,
- Openness to everyone's opinion, and
- The Allied Health Care Strategy is both exciting and an example of forward thinking.

13. In-Camera Session

2025/029 Fox-McGuire/Best

TO move the meeting in-camera. Carried

14. Adjournment – 1:30 pm

2025/033 Fox-McGuire

TO adjourn the meeting. Carried

NOTE: A Tour of Fort St. John Campus followed the Board meeting, lead by K. Mason-Bennett (Fort St. John Campus Administrator) and R. Cork (Dean of Trades and Apprenticeship).
