

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

Present: J. Moore, 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 K. Ghostkeeper, Board Member M. Troyer, Board Member M. Waldorf, Board Member P. Berg, Board Vice Chair	R. Irwin, 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: J. Cruz, Student Board Member J. Singh, Student Board Member	Guests: (None)

1. Call to Order and Territorial Acknowledgement – 1:19 pm
2. Introduction of New Board Members and Oaths of Office – Tabled to next meeting.
3. Appointment of Board Evaluator
M. Waldorf was appointed.
4. Approval of Agenda
2025/047 Goudie/Brown
THAT the Northern Lights College Board approves the October 23, 2025, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried
5. Consent Agenda
 - 5.1. Minutes from the August 13, 2025, Open Session Meeting
 - 5.2. Quarterly Board Expense Report
 - 5.3. Quarterly Review of President's Expenses
 - 5.4. Q2 Financial Forecast (from Finance, Risk, & Audit Committee)
 - 5.5. Monitoring Report, B-EL-4 Financial Condition
2025/048 Best/Irwin
THAT the Northern Lights College Board approves the following items on the consent agenda:
 - Minutes from the August 13, 2025, Open Session Meeting;
 - Q2 Quarterly Board Expense Report;
 - Q2 Quarterly Review of President's Expenses;
 - Q2 Financial Forecast; and
 - The Monitoring Report for B-EL-4 as demonstrating compliance with reasonable interpretations of the policy.
Carried.
6. Planned Linkage with Owners
 - 6.1. Ownership Linkage Committee Report, B-GP-3 & 4 – J. Moore
The Ownership Linkage workshop that took place yesterday (October 23, 2025) provided guidance on creating a plan, which will be worked on over the next months. Updating the terms of reference for the committee to clarify that while a committee may focus on the logistics, linkage with the ownership is the work of the full Board. An Ownership Linkage Committee meeting will take place in November to help move this work forward.

7. Board Education and Communication

7.1. President's Report to the Board, B-EL-7 – T. Bondaroff

President Bondaroff presented an update on the strategic plan's implementation, highlighting key initiatives and progress. He spoke to the following items on his written report (available on D2L), providing additional details and answering questions:

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.

- Fall 2025 enrolment statistics, trends, waitlists, new CCP admission process.

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

- Open house events
 - Target for the Fort St. John event is February 25, 2026.

K. Ghostkeeper joined the meeting.

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

OBJ 1 Increase student access to recreation and wellness activities.

- The first athlete on the College's speedskating team has been signed.

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

- Update on the progress of the cultural harbour construction.
 - Targeted opening of Fall 2026.
- Overview of phase one renovations at the Fort St. John campus, including next steps for second phase.

Strategic Pillar: Responsive Programming

Goal 2.1 – Leverage provincial and regional priorities to inform NLC programming and portfolio decisions.

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

- November 5 official launch in conjunction with NLC Foundation's *Night of Gratitude* event.

Strategic Pillar: Truth and Reconciliation

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.

- CIIE update provided this morning (Board Retreat).
- In-community program delivery overview.
 - Proposals in-progress.

Strategic Pillar: People and Culture

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

OBJ 1 Improve the employee journey.

- All-staff meetings:
 - October 8;
 - November 13 – Board Chair will participate. Teams link will be sent out to the Board;
 - December 2.

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.

- Collaboration with local Chambers of Commerce.

- Alumni welcome packages.
- Site visits to businesses employing NLC alumni.

The October presentation at the BC Business Council's AGM regarding the Tourmaline partnership led to an op-ed article being submitted to the Vancouver Sun. This story is being shared locally and will be presented at the Fort St. John Energy Conference as well at the CAEES launch.

An update on the Enhanced Carpentry Foundation program barn build project was provided. This project is the result of a partnership between the Dawson Creek Exhibition Association, the City of Dawson Creek, and NLC and will be a lasting legacy for the community. A process has been developed for people and organizations to submit project proposals. In order to be accepted, the project must align with program outcomes.

7.2. Board Chair Report – J. Moore

Highlights from the Chair's written report (copy available on D2L) were shared:

- A best practice for virtual attendees at Board meetings is to have their cameras on as well as to declare that they are in a private space. Cameras are not required for in-person attendees who are also logged into Teams.
- Varying email addresses for Board members present a cyber security challenge. For this reason, all Board members will be getting an NLC email address. IT will be available to assist members in setting this up on their computers. Additional information will be forthcoming on this initiative.
- A joint NLC Board of Governors / NLC Foundation Board event has been scheduled to take place on December 9 in the Sterling Pomeroy Ballroom of the Pomeroy Hotel and Conference Centre in Fort St. John. An overview of the Board's draft Ownership Linkage plan will be shared at the event. The event timeline is as follows:

5:30 pm	Mix and Mingle
6:00 pm	NLC BoG Presentation: Ownership Linkage Plan
6:10 pm	Q & A
6:15 pm	NLCF Presentation: Vision for Development of NLC Advancement Model
6:25 pm	Q & A
6:30 pm	Dinner Served
7:30 – 8:00 pm	Event Concludes
- A Premier's visit to Fort St. John is anticipated to take place in the Spring. The possibility of the NLC culinary students preparing a meal is being explored.

The next Colleges and Institutes Canada (CICan) conference is scheduled to take place in Ottawa from April 21 – 23, 2026. Currently, no details are available on the website. J. Moore, T. Bondaroff, and H. Larden will meet to compile more information, and this potential training opportunity will be discussed at the December meeting.

7.3. Finance, Risk, and Audit Committee Report – P. Berg

The September 24, 2025, meeting didn't have quorum to make decisions; however, committee members in attendance discussed the agenda items. Two email votes took place to approve the Q2 financial forecast and to submit a recommendation to the Board for a wording update to the Finance, Risk, and Audit Committee Terms of Reference in order to change the Chair from a non-voting member to a voting member of the committee. Board discussion resulted in the following wording update to the third sentence in 3(a):

Existing Wording: The Board Chair will be an ex-officio non-voting member of the Finance, Risk, and Audit Committee.

Proposed Updated Wording: The Board Chair will be a voting member of the Finance, Risk, and Audit Committee.

2025/049 Berg/Best

THAT the NLC Board of Governors accepts the updated wording of the Finance, Risk, and Audit Committee Terms of Reference as presented, effective immediately. Carried.

7.4. Governance Committee Update Discussion – C. Brown

Committee membership was set at the August Board meeting. The next step will be for a meeting to be scheduled in November. At this meeting, the committee's terms of reference will be reviewed, the minutes from the last meeting will be reviewed for acceptance, and meeting dates for 2025-2026 will be set. A poll will be sent out to assist in the scheduling of the first meeting. A committee report is anticipated for the December Board meeting.

7.5. Education Council Chair Report – S. Fraser

An overview of the August 27 all-teaching faculty meeting that took place in Dawson Creek was provided. The first Education Council meeting of the year took place on September 24, where several updated course outlines for Early Childhood Education and Care program courses were reviewed and approved. Highlights from the October 8 All-staff meeting were shared. Adjustments to the Council's Bylaws are anticipated (Indigenous seat.) Elections for Student Education Council members concluded with all four seats being filled. Virtual attendance best practices will be discussed at their orientations.

7.6. NLC Foundation Representative Report(s) – S. Canning

S. Canning reported on Foundation activities as outlined in her written report (available on D2L) that included the September AGM where the election of directors and policy updates took place, and was followed by a Board meeting where legacy gifts, through estate planning, was discussed as well as the importance of alumni engagement. The Foundation is working on strengthening governance capacity through online training. Like the Board of Governors, the Foundation Board respects operational boundaries, focusing on governance. The NLC Foundation's [Giving Day](#) initiative has launched, with a wrap-up event taking place on December 2, 2025.

7.7. Promotion of the College: Board Member Connections, Discussions, and Activities – J. Moore / All

One role of Board Members is to act as an ambassador for the College, not only sharing information out in the Community, but also bringing information back to the Board. A robust discussion took place regarding connections, discussions, and Board related activities that each Board member contributed to, which included, but were not limited to:

- The value of options where sampling or learning about various jobs / training is available (YETS, Try-a-Trade, Health-Care Sampler / Summer Camp;
- Discussions resulting from the alumni visits initiative;
- Positive feedback from in-community program delivery with Indigenous partners.

Board members were encouraged to share NLC social media posts in order to broaden their reach.

A short break was taken from 3:24 – 3:38 pm.

8. Decision Items

8.1. Disposal of Land for Right of Way – A. Graff

The City of Dawson Creek approached the College to request to establish a sanitary right of way on College property to accommodate the construction of a new sewer line. According to legislation, the Board must approve this. Management recommends that, as a good community partner, this be approved, as it will have no impact to NLC programming or long-term campus planning. As noted in the briefing note (available on D2L) the Board Chair must sign a statement declaring that the disposal will not affect the future delivery of educational programs.

2025/050 Brown/Best

THAT the Board of Governors approves the City of Dawson Creek Right of Way on the property located at 11401-8th Street Dawson Creek legally described as Lot 1 Section 10 Township 78 Range 15 West of the 6th Meridian Peace River District Plan 7353; and THAT the Board Chair sign the attached statement declaring that the disposal will not affect the future delivery of educational programs. Carried

9. Board Activities

9.1. Review of the Board Calendar, B-GP-11 – J. Moore

The campus locations of 2026 Board meetings will be discussed at the December Board meeting.

The Fort Nelson open house will take place on October 28.

On October 30, a *Bringing Partners Together Forum*, where results of the Chetwynd Economic Development and Workforce Assessment will be shared. This will take place in conjunction with the Chetwynd open house being held the same day.

On November 5, the launch of NLC's *Centre of Applied Energy and Environmental Sustainability (CAEES)* in conjunction with NLC Foundation's *Night of Gratitude* will take place. Board members interested in attending who missed the October 2 RSVP deadline are asked to advise H. Larden by 4 pm on October 24, in order to be placed on the attendance list.

On Tuesday, December 9, a Board-to-Board event with the NLC Foundation will take place at the Pomeroy Hotel and Conference Centre. The event will start at 5:30 pm and will include two presentations, the opportunity to mix and mingle with the Foundation Board, as well as a dinner. RSVPs and notice of allergies and dietary restrictions are due no later than November 26.

The December Board meeting will take place at the Fort St. John campus the following day (December 10), starting at 9am. Board members are asked to contact H. Larden ASAP to request a hotel room, as hotels tend to book up early.

Board members are invited to attend the Fort St. John staff holiday party on December 6, and the Dawson Creek staff holiday party on December 13. Emails will be sent out next week with the details. Please advise H. Larden if you would like tickets for either or both events secured for you.

10. Roundtable and Information Items – T. Bondaroff

An overview was provided of the *2025-2026 Goals and Objectives* and *Summary of Accomplishments for 2024-2025* documents (copies available on D2L) as well as how the current strategic plan came to be. The pandemic and loss of our previous President resulted in significant challenges to implementing strategic priorities of the former strategic plan. As work remained to be done, the Board decided to do a refresh of the strategic plan, rather than developing a new one. While consultation took place, it was not to the same degree a new strategic plan would require. The refreshed 5-year strategic plan that is in effect centers around five pillars, which remain constant.

The strategic plan belongs to the Board. In keeping with this direction, the key goals and pillars are kept the same. The objectives are the operationalization level. These objectives change and grow in response to community needs, which also may result in additional goals. In some cases, some objectives have been completed. Not to say they are done and left behind. Work may be now ongoing, with the next projects now being identified. The goals and objectives outline the operationalized plan by fiscal year, developed by management annually, but guided by the Board. For 2026-2027, direction from the Board is needed to change any of the key goals.

The Summary of Accomplishment document looks at completed initiatives – the work that has been done on moving the strategic plan forward, guided by the goals and objectives worked on during the 2024-2025 fiscal year. The reports to the Board have been based on these goals and objectives. A presentation will be delivered by J. Drew at the December Board meeting to provide details on both the institutional progress made last year and the goals and objectives that are being focused on this fiscal year.

The Program Advisory Committee Handbook was provided to Board members so that they are aware of the purpose and role of a PAC committee, and the work PAC members do.

11. Board Self-Evaluation Report of Meeting

M. Waldorf reported on her observations of the meeting, noting participation encouraged from all members, distinction of roles, collective decisions, and future focus.

12. In-Camera Session

2025/051 Goudie/Best

TO move the meeting in-camera. Carried.

13. Adjournment – 4:59 pm

2025/054 Brown

TO adjourn the meeting. Carried
