

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

<p>Present: J. Moore, Board Chair A. Graff, Vice President Finance & Corporate Services B. Mackinnon, Faculty Board Member C. McCullough, Support Board Member J. Drew, Vice President Comm. Rel. & Institutional Strategy M. Troyer, Board Member M. Waldorf, Board Member P. Berg, Board Vice Chair</p>	<p>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. Hyland-Russell, Vice President Academic & Research T. Bondaroff, President & CEO H. Larden, Executive Assistant to the President & Board (Recorder)</p>
<p>Absent: C. Brown, Board Member J. Cruz, Student Board Member J. Singh, Student Board Member K. Ghostkeeper, Board Member T. Best, Board Member</p>	<p>Guests: Ryan Moran, CIO</p>

1. **Call to Order and Territorial Acknowledgement – 9:03 am**
 After welcoming everyone to the meeting, the protocols for online participation were reviewed. Board members are asked to have their cameras on and to declare they are in a private space (for the open session this isn't urgent; however, this is needed during the in-camera portion of the meeting.)

 Today's open session is being recorded and transcribed in order to facilitate some testing of Microsoft Co-Pilot features. The recording will be deleted after the testing is concluded.

2. **Presentation: Moving Forward Together – J. Drew**
 A summary of 2024–2025 strategic plan achievements was presented and the updated NLC fast facts card was distributed. Highlights of the College's achievements include:
 - Enrolment growth (domestic, Indigenous learners)
 - Restructuring of the Registrar's office
 - Launching of EducationPlannerBC for streamlined applications
 - Simplified international entry
 - Entrance awards
 - Updating of entry requirements
 - Transition to the Centre for Applied Energy and Environmental Sustainability (CAEES)
 - Field Operations Specialist – Hydrocarbon Resource program pilot
 - Industry partnership / donations
 - Formation of the Council for Innovation in Indigenous Education (CIIE)
 - Publishing of NLC's first Indigenous Viewbook
 - Implementation of a cybersecurity and risk management framework
 - Recognition of NLC as the Community Champion of the Year in Dawson Creek

3. **Appointment of Board Evaluator**
 R. Irwin was appointed.

4. **Approval of Agenda**
 2025/055 Troyer/Goudie
 THAT the Northern Lights College Board approves the December 10, 2025, agenda with the prerogative of the Chair to adjust the agenda as needed. Carried

5. Consent Agenda

- 5.1. Minutes from the October 23, 2025, Open Session Meeting
- 5.2. Monitoring Report, B-EL-5 Asset Protection

2025/056 Irwin/Waldorf

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

- Minutes from the October 23, 2025, Open Session Meeting; and
 - The Monitoring Report for B-EL-5 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 – M. Waldorf

The Committee has met twice since the Board Retreat and elected M. Waldorf as Chair. A draft 2026–2028 Ownership Linkage Plan was developed and presented for review. Board members are asked to provide feedback. The Committee identified key sectors such as energy, environmental, education, and health for engagement. To ensure alignment and avoid duplication, internal engagement activities should be coordinated, including potential joint initiatives. While the Committee leads plan development, ownership activities remain the responsibility of the full Board, and all members are expected to participate in linkage events.

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 in his written report (available on D2L), providing additional details and answering questions:

Strategic Pillar #1: Student Journey

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

OBJ 2 Advance initiatives identified within the NLC Campus Development Plan

- Progress update provided

Strategic Pillar #2: Responsive Programming

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

OBJ 1 Develop an Allied Health Strategy

- Update on proposal(s) and corporate sponsorship; program start dates dependent on funding

Strategic Pillar #5: Community Connections

Goal 5.2 – Revitalize smaller campuses

OBJ 1 Develop sustainability plans for small campuses

- The impact of Federal immigration changes on enrolment and its impact on smaller campuses
- Small campus revitalization meetings taking place: anchor and rotating programming
- Community advisory groups being formed; roll-out has started; this dialogue will inform the programming plan

Investment in Trades Training

- Recent funding announcement was reviewed ([Link](#))
 - Application to apprenticeship level training vs. foundation programs discussed
 - Foundation programs feed into apprenticeship level training
 - Modernization of trades training equipment needs to be addressed
 - Look West strategy ([Link](#))

Review of Public Post-Secondary System ([Link](#))

- The positions of BC institutions vary (enrolment, budget / financial position, etc.)
- Currently, NLC hasn't been invited to meet with the Ministry and reviewer (D. Avison); however, preparations are underway to ensure the College is ready to share our successes

- 7.2. **Board Chair Report** – J. Moore
The implementation of NLC emails is progressing. The Board will be moving over to strictly using NLC emails in the New Year.

The importance of attendance at Board and Committee meetings was stressed. Members are asked to enter dates in their calendars for the full year.
- 7.3. **Finance, Risk, and Audit Committee Report** – P. Berg
Challenges in meeting quorum at Committee meetings was discussed. A poll will be sent out in the new year to assist in determining Committee meeting times.
- 7.4. **Governance Committee Report** – None
- 7.5. **Education Council Chair Report** – S. Fraser
An update on Education Council activities, including course outline revisions, faculty elections, governance training, and discussions on program suspensions and Indigenous representation was provided. Discussions at BC CAT Jam and the Academic Governance Committee focused on credit transfer, program suspensions, and the inclusion of Indigenous voting members on Education Councils.
- 7.6. **NLC Foundation Representative Report(s)** – S. Canning
S. Canning reported on NLC Foundation activities, including policy reviews, the Trees of Tomorrow fundraising event, and governance training that included clarification between Board and Foundation roles. A link to the recording of the training will be requested and distributed to the Board.
- 7.7. **Promotion of the College: Board Member Connections, Discussions, and Activities** – J. Moore / All
Board members shared information on connections and conversations they've had regarding post-secondary education and the College.
8. **Decision Items**
- 8.1. **2026-2027 Board Budget** – P. Berg / J. Moore
The development of the 2026–2027 Board Budget (version 4) was presented, including the thought process utilized in the decision making. The budget reflects a 1% reduction.

2025/057 [Waldorf/Berg](#)

THAT the Northern Lights College Board accepts the proposed 2026/2027 Board Budget version 4 as presented. Carried.

- 8.2. **Q3 Financial Forecast** – A. Graff
The financial forecast was reviewed.

2025/058 [Goudie/Berg](#)

THAT the Northern Lights College Board approves the Q3 Financial Forecast as presented, and that the NLC Board Chair signs the Forecast Confirmation document to the Ministry of Post-Secondary Education and Future Skills. Carried

- 8.3. **CICan Conference Attendance** – J. Moore
The Board agreed to send two representatives to the CICan conference in Ottawa, ensuring equitable participation and adherence to budget limitations. R. Irwin and M. Troyer expressed interest in attending, with availability to be confirmed by mid-January. If vacancies remain, a call for expressions of interest will be issued to the Board, with responses due before the end of January.

2025/059 Goudie/Waldorf

THAT the Northern Lights College Board will send two members to the 2026 CIGan conference, with one attendee being the Board Chair or designate. Carried

9. Board Activities

9.1. Set 2026 Board Meeting Locations – J. Moore

After careful consideration of time commitments, strategic use of funds, and ownership linkage goals, meeting locations were set as follows:

- February 18
 - Fort Nelson
 - An ownership linkage activity will take place on February 17 and the meeting will take place on February 18
- March 18
 - Dawson Creek
- May 20
 - Fort St. John
- August 12
 - Dawson Creek
- October 21 & 22 (Retreat / Board Meeting)
 - Date changed to October 15 and 16
 - Tumbler Ridge
 - An ownership linkage event will take place on October 14
 - The retreat will take place on October 15 (full day) and 16 (morning)
 - The Board meeting will take place on October 16 (afternoon)
- December 9
 - Fort St. John
 - A board-to-board ownership linkage event will take place on December 8 with the Northern Lights College Foundation

R. Moran joined the meeting.

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

J. Moore, M. Waldorf, and C. Canning will be attending the BC Natural Resources Forum taking place in Prince George in January.

As no Board meeting is scheduled in January 2026, the next meeting will take place on February 18, 2026, starting at 9 am in Fort Nelson. Distance participation will be available via Teams. Board members are reminded to place the 2026 Board meeting dates in their calendars to save the dates.

At the December 9 Board-to-Board event, the NLC Foundation requested a commitment from the Board regarding ongoing connection events. Scheduling the event in conjunction with a Board meeting worked well, so will be continued. The Board will hold these events annually, with the next event to take place in December 2026. The Board Chair will reach out to the Foundation to advise them of this decision.

9.3. Board NLC Office 365 Accounts (D2L, MyApps, Email) – R. Moran

R. Moran provided an update on the migration of Board members to NLC email addresses and Office 365 accounts with A5 licensing, which provides top-tier security and 24/7 monitoring. All D2L access now authenticates through the My Apps platform. Access procedures and ways to address potential single sign-on issues were explained (such as using an incognito browser). NLC's IT department is available to provide assistance in setting up accounts on Board member devices.

As of January 1, 2026, all Board email communication, D2L access, and calendar invitations will be through members' NLC accounts (email addresses).

R. Moran was acknowledged for his leadership on this project and exited the meeting.

10. Roundtable and Information Items – S. Clerk

An overview was provided of NLC's recent international travel to India and the Philippines, undertaken as part of its international recruitment mitigation strategy. Maintaining an active presence with recruitment agencies and partners remains essential. The team visited three cities in India as part of efforts to diversify recruitment through new regional partnerships. They also visited two cities in the Philippines. The International Education team is encouraged by the relationships established and the potential of future registrations resulting from this trip.

11. Board Self-Evaluation Report of Meeting

R. Irwin reported on his observations of the meeting, noting no areas of concern.

S. Canning exited the meeting. A break took place for a short lunch

12. In-Camera Session

[2025/060 Goudie/Waldorf](#)

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

13. Recommendation

[2025/063 Irwin/Troyer *](#)

[TO recommend that policy H-1.19, Recruitment and Selection, is amended to include Board of Governors notification within one week of any approved exceptions to the policy. Carried](#) [*Motion Rescinded 2026/009, March 18, 2026]

14. Adjournment – 2:03 pm

[2025/064 Berg](#)

[TO adjourn the meeting. Carried](#)