Lambton College | Board of Governors

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, October 23, 2025
9:30 a.m. – 10:00 a.m.
<u>Lambton College -C2-116 (Teams available)</u>
<u>AGENDA</u>

9:30	1.	**CALL TO ORDER** Welcome New Governors Kristen Korhonen and Gursahib Singh Suri.	J. Nahdee	
	2.	**INDIGENOUS TRUTH AND RECONCILATION LAND ACKNOWLEDGEMENT** At Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.		
	3.	**CONSENT AGENDA (attachments)** 1. October 23, 2025 Agenda 2. June 12, 2025 Open Minutes 3. Report from June 12, 2025 In-Camera Meeting 4. Conflict of Interest Declaration 5. Chair’s Report <u>Recommendation</u>: That the Board of Governors approves the minutes of the Open Meeting of June 12, 2025 and the entire contents of the consent agenda. 2025-27	J. Nahdee	**<u>approval</u>**

Time	No.	Item	Presenter	Action
9:35	4.	**FINANCIAL STATEMENTS FOR THE PERIOD ENDING JULY 31, 2025 (attachment)** Julie Carlton, Director of Finance Recommendation: That the Board of Governors approves the recommendation of the Finance and Property Committee to approve the Financial Statements for the period ending July 31st, 2025 2025-28	S. Dickson	**approval**
9:40	5.	**PRESIDENT'S REPORT (attachment)**	R. Kardas	information
9:45	6.	**GOVERNANCE REPORT (attachment)** Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2025-29	J. Nahdee	**approval**
	7.	**OTHER BUSINESS**	J. Nahdee	Information
9:55	8.	**ADJOURNMENT**	J. Nahdee	

Members

Jarvis Nahdee, Chair
Jason McMichael, 1st Vice-Chair
Rob Dawson, 2nd Vice-Chair
Tim Edgar
Mike Denomme
Rob Kardas
Kristen Korhonen
Jane Mathews
Daniella Mancusi
Kelly Provost
Carlos Diaz Rangel
Ryan Straus
Gursahib Suri Singh
Beth Ann Wiersma
Jennifer Ziegler

Resource

Dave Machacek
Mehdi Sheikhzadeh
Kurtis Gray

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Lambton College | Board of Governors

Open Board Meeting Minutes– Thursday, June 12, 2025 – 4:00 p.m.

Lambton College, C2-116

Membership

Tania Lee, Chair
Jason McMichael, 1st Vice-Chair
Rob Dawson, 2nd Vice-Chair
Raj Ashar -regrets
Tim Edgar
Mike Denomme - regrets
Rob Kardas
Jane Mathews

Daniella Mancusi
Jarvis Nahdee - regrets
Dave Park
Dean Pearson
Kelly Provost
Carlos Diaz Rangel
Ryan Straus
Beth Ann Wiersma
Jennifer Ziegler

Resource

Dave Machacek
Mehdi Sheikhzadeh
Kurtis Gray

Ex.Officio
Spencer Dickson

Board E.A.
Lianne Birkbeck

1. **CALL TO ORDER**
Tania Lee, Chair, called the meeting to order at 4:00 p.m.

2. **INDIGENOUS TRUTH AND RECONCILATION LAND ACKNOWLEDGEMENT**
The Chair invited Dean Pearson to make the Indigenous Land Acknowledgement that at Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa First Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. **CONSENT AGENDA**
   1. June 12, 2025 Agenda
   2. April 3rd, 2025 Open Minutes
   3. Conflict of Interest Declaration
   4. Chair's Report
   5. Report for the April 3rd, 2025 In-Camera Meeting

IT WAS MOVED BY: Jason McMichael
SECONDED BY: Dean Pearson
THAT: the Board of Governors approves the minutes of the Open Meeting of April 3, 2025, and the entire contents of the consent agenda. 2025-16. **CARRIED**

4. **CELEBRATING OUR STUDENTS**

The President and the Chair welcomed Diana Paola Llamas Pena, Business Management Program Graduate and former Work Integrated Learning (WIL) student and Karen Hendra, Associate Director, Experiential Learning. Ms. Paola Llamas Pena had a positive WIL experience highlighting the opportunity to participate in many different roles within a company as very beneficial. She noted that she chose the WIL over a co-op as she believed it would give her an excellent opportunity and a vaster experience.

The Chair thanked Ms. Llamas Pena for speaking to the Board and wished her well in her future endeavours.

5. **DRAFT AUDITED FINANCIAL STATEMENTS FOR YEAR ENDED MARCH 31, 2025**

The Chair invited Julie Carlton, Director Finance, who introduced Katie denBok (Audit Partner, KPMG) and Tiffany Harriott (Audit Manager, KPMG) to present the Audit Report. The auditors reported no significant issues and confirmed a clean audit. Going concerns were discussed with the Board, but there were no related disclosures in the financial statements. Julie Carlton also reviewed the 2025-26 budget surplus and reserves for Board clarity. Rob Dawson, Chair of the Finance and Property Committee, commended the Finance team and thanked the Auditors for their work.

IT WAS MOVED BY:	Rob Dawson
SECONDED BY:	Kelly Provost
THAT:	the Board of Governors approves the Finance and Property Committee recommendation of the approval of Transfer to Capital Reserves for: Campus Renewal – $5,104,174 Parking - $151,652 Research - $8,761 Fireschool Equipment Renewal - $83,383 Athletic & Fitness Centre Reserve - $29,219 **AND THAT** the Board of Governors approves the Finance and Property Committee recommendation of the approval of the audited financial statements as at March 31, 2025. 2025-17. **CARRIED**.

6. **2024 SEXUAL ASSAULT AND SEXUAL VIOLENCE ANNUAL REPORT**

The Chair welcomed Patrick Bennett, Director Institutional Intelligence and Registrar, to present an overview of the 2024 Sexual Assault and Sexual Violence Annual Report. The current policy and protocol have demonstrated effectiveness in addressing incidents as they are reported. The Taskforce remains engaged and fosters a strong connection with the community, hosting roundtables to discuss strategies to reduce the stigma associated with reporting and to create a supportive environment that encourages disclosures, as well as to advance education and prevention initiatives. In 2024, four assaults were reported on the Sarnia campus. Ensuring accessible on-campus support and accommodation continues to be a priority to help students feel safe and supported in their academic pursuits.

While provincial metrics are not yet available, it is acknowledged that sexual assault remains underreported across the province. Ongoing analysis of survey results aims to identify areas requiring further education, such as a clearer understanding of consent. Efforts persist in empowering students to share their experiences; however, there remains a gap between disclosure and formal reports. In 2024, bystander intervention training became mandatory for all students. The peer mentor program has shown positive results in supporting student well-being. Additionally, Campus Living, the company responsible for residence operations, continues to play an important role in supporting these efforts.

IT WAS MOVED BY:	Dave Park
SECONDED BY:	Ryan Strauss
THAT:	the Board of Governors approves the 2024 Sexual Assault and Sexual Violence Annual Report. 2025-18. **CARRIED**.

7. **2025-2026 BOARD ANNUAL CALENDAR AND PLAN**

Rob Kardas, President and CEO presented the annual calendar and plan highlighting the key changes, inviting questions from the Board.

IT WAS MOVED BY:	Dean Pearson
SECONDED BY:	Tim Edgar
THAT:	The Board of Governors approves the Board Executive recommendation to approve the 2025/2026 Board Annual Calendar and Plan. 2025-19. **CARRIED**.

8. **BOARD OFFICER ELECTION**

Spencer Dickson, in his capacity as Secretary-Treasurer to the Board conducted the officer election process.

Chair Position - One nomination, that of Jarvis Nahdee, was received for the Chair position. Nominated by Beth Ann Wiersma, seconded by Jennifer Ziegler. There were no nominations from the floor. Jarvis Nahdee agreed to stand. Jarvis Nahdee was acclaimed as Chair.

First Vice-Chair – One nomination, that of Jason McMichael, was received for the First Vice-Chair position. Nominated by Michael Denomme seconded by Carlos Diaz Rangel. There were no nominations from the floor. Jason McMichael has agreed to stand. Jason McMichael was acclaimed as First Vice-Chair.

Second Vice-Chair – One nomination, that of Rob Dawson, was received for the Second Vice-Chair position. Nominated by Tim Edgar and seconded by Kelly Provost. There were no nominations from the floor. Rob Dawson has agreed to stand. Rob Dawson was acclaimed as Second Vice-Chair.

9. **PRESIDENT'S REPORT**
The President presented the report as written.

10. **OPEN GOVERNANCE REPORT**

Dave Machacek, Senior Vice-President Academic and Student Success, gave an update from the Programs and Services Committee, highlighting approval of triennial reports and program proposals. The Chair recognised Beth Ann Wiersma's second term by acclamation. A late June committee meeting was scheduled to approve three programs. Tim Edgar reported on a PAC meeting regarding Pre-Service Fire Sciences, noting that Fire Chiefs outlined current Human Resource needs in firefighting.

IT WAS MOVED BY:	Ryan Straus
SECONDED BY:	Jennifer Ziegler
THAT:	the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2025-20. **CARRIED.**

11. **OTHER BUSINESS**
 a. **Retiring Governor Recognition**
 Tania Lee, Dean Pearson, Dave Park and Raj Ashar

12. **ADJOURNMENT**
The meeting adjourned at 5:30 p.m.

MINUTES APPROVED BY:

____
Tania Lee, Chair

AT MEETING OF October 23, 2025 Lianne Birkbeck, Recording Secretary

Lambton College | Board of Governors

Report From: **Jarvis Nahdee, Chair**

☐ For Action	☒ Board of Governors
☒ For Information	☒ Open Meeting
☒ Meeting Date October 23, 2025	
☒ Agenda Item No. 3	

Subject: Report on Items from In-Camera Session June 12, 2025

Signature on file
Jarvis Nahdee

The June 12th In-Camera meeting included approval of the In-Camera Minutes from April 3, 2025, consideration and approval of a motion to transition the Lambton College Foundation to Lambton College Advancement, and the approval of the 2024-2025 President and Board Final Goal report. The Board also reviewed and approved a motion regarding renewal of the President's contract for up to five years after the current employment contract ends.

The President presented information related to rebalancing strategies, personnel matters, and the new residence.

Report From: J. Nahdee, Chair

☐ For Action	☒ Board of Governors
☒ For Information	☒ Open Meeting
☒ Meeting Date October 23,2025	
☒ Agenda Item No. 3	

Subject: Chair's Report

1. **Title Register – Campus Residence Project:** The Chair signed the title register for the residence property to accurately reflect the College's ownership as the previous title reflected a few minor variations in the College's name. Although the discrepancies were minor, the land registry office required that they be fixed. The Chair's signature was required to transfer the property from the College to the College for the sole purpose of fixing the names.

2. **Board Orientation:** The Chair will lead along with college staff an orientation session for new Governors. The session includes an overview of the roles and responsibilities of the Board of Governors, the Board policies, finances, the Foundation, academic programming and student success services, and research and innovation.

3. **Committee Meetings**: The Chair led an Executive meeting on September 17 and October 16th, chaired the Programs and Services meeting and attended the Finance and Property Committee meeting.

FINANCIAL PERFORMANCE
AS AT JULY 31, 2025
COMMENTARY

2025-2026 BUDGET
The 2025-26 budget reflects an operating deficit of $(10,207,200). The forecast will be revised with the September 30, 2025 financial report.

CONTRIBUTION
Year to date contribution is an operating deficit of $(2,981,889) as at July 31, 2025 (surplus of $5,160,933 – July 31, 2024).

POST SECONDARY: SCHEDULE 2A
- **Fees: Tuition and Other Revenue**
    - On campus domestic enrolment increased and international enrolment decreased over spring 2024 term
- **MCU Grants**
    - Increase in grant funding due to timing of Financial Health and Sustainability funding
- **Expenditures**
    - Expenditures reflective of levels of activity

CONTRACT SERVICES: SCHEDULE 2B
- **International**
    - Decrease in spring term enrolment, at partner campuses in Toronto and Mississauga, with no new enrolment. There is also no agent commissions revenue with no new enrolment which also results in Recruitment expenditure decrease compared to July 2024
- **Expenditures**
    - Decrease in Instructional/Program expense due to timing of international activities

STUDENT SERVICES: SCHEDULE 3
- **Sundry Fees**
    - Sundry fees revenue increased with timing of delivery of services
- **Expenditures**
    - Timing of expenditures

ADMINISTRATIVE SERVICES: SCHEDULE 4
- **Other**
    - Interest income decreased due to interest rate cuts. Interest rate decreased by 1.75% between July 2024 and July 2025

PHYSICAL RESOURCES: SCHEDULE 5
- **Expenditures**
    - Equipment & Building Maintenance reflects the completion of the demolition of the north building

ANCILLARY OPERATIONS: SCHEDULE 6
- **Revenue and Expenditures**
    - Campus Shop revenue decreased with decreased activity on campus in the Spring. Expenditures reflective of decreased activity and timing of expenditures
    - Increased revenue and expenditures for residence with increased summer rental revenue compared to the prior year

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenditure

for the period April 1, 2025- July 31, 2025

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Statement of Revenue and Expenditure
For the period: April 1, 2025 - July 31, 2025

	Supporting Schedule	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE				
Post Secondary	Sch 2A	$ 44,671,600	$ 12,569,693	$ 13,334,356
Contract Services	Sch 2B	28,367,000	9,970,868	22,651,415
Student Services	Sch 3	5,484,100	2,223,653	2,159,642
Administrative Services	Sch 4	5,893,500	2,744,161	4,198,145
Physical Resources	Sch 5	284,000	130,981	140,687
Ancillary	Sch 6	4,389,400	704,760	700,008
Amortization of deferred capital contributions		5,380,900	1,793,633	1,685,244
		94,470,500	30,137,749	44,869,497
EXPENDITURE				
Post Secondary	Sch 2A	$ 42,006,900	$ 12,868,312	$ 13,624,118
Contract Services	Sch 2B	24,090,200	7,135,484	12,826,098
Student Services	Sch 3	9,798,500	3,550,966	3,462,655
Administrative Services	Sch 4	6,027,100	2,713,343	2,983,887
Physical Resources	Sch 5	8,111,900	2,491,804	2,355,440
Ancillary	Sch 6	3,542,800	659,628	686,907
Depreciation of capital assets		11,100,300	3,700,100	3,769,458
		104,677,700	33,119,638	39,708,564
EXCESS OF REVENUE OVER EXPENDITURE (EXPENDITURE OVER REVENUE)		$ (10,207,200)	$ (2,981,889)	$ 5,160,933
TRANSFER TO CAPITAL RESERVES		(2,395,900)	(1,141,109)	(1,897,229)
TRANSFER FROM CAPITAL RESERVES		5,860,000	1,699,723	3,358,768
INVESTED IN CAPITAL ASSETS		118,000	39,333	(4,315,267)
OPENING ACCUMULATED UNRESTRICTED SURPLUS		25,563,800	30,442,697	8,304,943
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		$ 18,938,700	$ 28,058,756	$ 10,612,148

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Post Secondary

For the period: April 1, 2025 - July 31, 2025 **Schedule 2A**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
Fees: Tuition and Other	$ 21,896,000	$ 5,216,960	$ 6,359,442
MCURES Grants	22,327,400	7,204,403	6,859,872
Other	448,200	148,331	115,042
	44,671,600	12,569,693	13,334,356
EXPENDITURE:			
Compensation	$ 34,823,400	$ 9,818,679	$ 10,891,795
Instructional software/Equipment/Rental	4,283,100	2,192,978	1,905,839
Instructional	1,299,300	444,946	391,088
Non-instructional	651,100	98,209	121,896
Tuition set aside	950,000	313,500	313,500
	42,006,900	12,868,312	13,624,118
CONTRIBUTION:	$ 2,664,700	$ (298,619)	$ (289,763)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Contract Services
For the period: April 1, 2025 - July 31, 2025 **Schedule 2B**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
Contract Revenue	$ 75,000	$ 41,387	$ 53,412
International	11,268,700	4,564,820	16,939,890
MLITSD Apprenticeships	1,185,500	343,886	355,885
MLITSD Contracts	2,597,900	707,555	837,132
Other Provincial Contracts	1,833,300	573,379	658,185
Municipal Contracts	1,395,800	515,992	495,365
Research Contracts	8,440,500	2,591,156	2,760,212
Fire School	1,540,500	610,132	487,218
Other	29,800	22,562	64,116
	28,367,000	9,970,868	22,651,415
EXPENDITURE:			
Compensation	$ 14,959,500	$ 4,937,843	$ 5,406,689
International Recruitment	1,467,100	248,643	4,988,472
Stipends/Support Allowances	453,400	172,347	145,794
Equipment/Building Maintenance	2,120,400	682,785	716,513
Instructional/Program	1,832,700	446,690	915,422
Non-instructional	3,257,100	647,176	653,208
	24,090,200	7,135,484	12,826,098
CONTRIBUTION:	$ 4,276,800	$ 2,835,384	$ 9,825,317

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Student Services
For the period: April 1, 2025 - July 31, 2025 **Schedule 3**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
MCURES Revenue	$ 1,152,500	$ 361,517	$ 366,166
Sundry Fees	3,948,300	1,633,082	1,537,837
Other	383,300	229,054	255,639
	5,484,100	2,223,653	2,159,642
EXPENDITURE:			
Compensation	$ 7,831,200	$ 2,927,422	$ 2,870,604
Equipment/Rental	80,200	56,685	43,593
Educational resources/Awards	268,200	160,360	170,779
Non-instructional	1,618,900	406,498	377,680
	9,798,500	3,550,966	3,462,655
CONTRIBUTION:	$ (4,314,400)	$ (1,327,313)	$ (1,303,013)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Administrative Services
For the period: April 1, 2025 - July 31, 2025 **Schedule 4**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
MCURES Revenue	$ 201,500	$ 180,042	$ 158,948
Rental Revenue	192,000	21,237	40,855
Other	5,500,000	2,542,882	3,998,342
	5,893,500	2,744,161	4,198,145
EXPENDITURE:			
Compensation	$ 3,468,000	$ 1,308,865	$ 1,787,953
Insurance/Taxes	680,300	658,037	616,492
Professional fees	522,500	400,081	209,753
Non-instructional	1,356,300	346,359	369,689
	6,027,100	2,713,343	2,983,887
CONTRIBUTION:	$ (133,600)	$ 30,818	$ 1,214,258

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Physical Resources
For the period: April 1, 2025 - July 31, 2025 **Schedule 5**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
Facilites Fee	$ 157,800	$ 39,920	$ 62,719
MCURES Revenue	3,700	39,365	34,195
Other	122,500	51,696	43,773
	284,000	130,981	140,687
EXPENDITURE:			
Compensation	$ 2,072,400	$ 706,422	$ 718,486
Equipment/Building Maintenance	5,722,000	1,711,844	1,559,494
Non-instructional	317,500	73,539	77,461
	8,111,900	2,491,804	2,355,440
CONTRIBUTION:	$ (7,827,900)	$ (2,360,824)	$ (2,214,753)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Analysis of Ancillary Operations
For the period: April 1, 2025 - July 31, 2025 **Schedule 6**

	2025-26 BUDGET	2025-26 Actual YTD	2024-25 Prior YTD
REVENUE:			
Campus Shop	$ 1,378,400	$ 249,442	$ 316,771
Parking	667,000	31,445	41,418
Residence	2,344,000	423,873	341,819
	4,389,400	704,760	700,008
EXPENDITURE:			
Campus Shop	$ 1,361,200	$ 274,476	$ 317,126
Parking	607,300	31,445	42,512
Residence	1,574,300	353,708	327,270
	3,542,800	659,628	686,907
CONTRIBUTION:	$ 846,600	$ 45,132	$ 13,100

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Summary of Capital Reserves
For the year ended March 31, 2026

Capital Reserves	Apr 1,2025	Additions	Disbursements	Mar 31, 2026
Campus Renewal:	$ 100,905,884	$ 2,000,000	$ -	$ 102,905,884
Facilities Projects	(8,086,767)	-	(566,400)	(8,653,167)
Community Engagement Relocation	(3,840,035)	-	(360,000)	(4,200,035)
Indigenous Outdoor Gathering Space	(3,503,721)	-	(3,023,600)	(6,527,321)
North Building Demolition	(400,000)	-	(1,500,000)	(1,900,000)
SAC Long-term Receivable	(4,750,227)	232,200	-	(4,518,027)
Campus Renewal Net	$ 80,325,134	$ 2,232,200	$ (5,450,000)	$ 77,107,334
Parking	179,516	59,700	-	239,216
IT and Learning Infrastructure	9,100,120	-	(360,000)	8,740,120
Insurance Retention	1,500,000	-	-	1,500,000
Research (LMIC & BPRC) TACs	65,134	-	(50,000)	15,134
Fireschool Equipment Renewal	104,500	77,800	-	182,300
Athletic & Fitness Centre Renewal	180,368	26,200	-	206,568
Total Capital Reserves	$ 91,454,772	$ 2,395,900	$ (5,860,000)	$ 87,990,672

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Summary of Grant/Fee Funded Capital Projects
For the year ended March 31, 2026

		Grant Funding
Facilities Renewal Program	(FRP)	$ 2,200,000
Campus Safety Program	(CSP)	53,600
Capital Equipment & Renewal Fund	(CERF)	207,200
Appenticeship Capital Grant	(ACG)	258,400
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF, NSERC, OCI)	2,690,800
Total Grant Funded Capital Projects		$ 5,668,000

2025/10/23

President's Report

TO THE BOARD OF GOVERNORS

GOVERNMENT & SYSTEM UPDATES

- In August, Lambton College received additional seats in its Honours Bachelor of Science – Nursing and Practical Nursing programs as part of the Ontario government's investment into expanded nursing enrolment to protect the province's health-care system.
- The Ontario government has begun consultations on the post-secondary funding formula and on governance structures for colleges and universities. The funding review aims to better align investments with labour market needs, regional priorities, and student outcomes, while the governance review seeks to modernize board composition and remove outdated provisions.
- After a five-week strike, on October 15, the bargaining teams for the College Employer Council and OPSEU Union representing Full-Time Support Staff at all publicly assisted colleges reached a tentative agreement.

RESEARCH & INNOVATION

- In June, Research & Innovation announced their Research Awards of Excellence recipients:
    - Kurtis Tamming (Researcher Award of Excellence)
    - Tamaya Wilson and Surej Suresh (Student Researcher Awards of Excellence)
    - Greenfield Global (Research Partner Award of Excellence)

- Lambton College received 1.8M through the Canada Foundation for Innovation (CFI) to support research infrastructure projects. This funding will support the Enhancement of the Biosafety Level 2 Laboratory and Advancement of Water and Wastewater Treatment Technologies for Micropollutant Detection and Removal.
- Lambton College received $200,000 through the Applied Research Tools and Instruments grant, a program under the College and Community Innovation initiative funded by the Natural Sciences and Engineering Research Council of Canada (NSERC).
    - This investment will expand Lambton College's Food & Beverage research infrastructure to better support small and medium-sized enterprises (SMEs) and enhance hands-on research opportunities for students through the acquisition of new analytical equipment.
- Lambton College is one of 18 cohort institutions participating in the Dimensions recognition program, a national initiative aimed at advancing equity, diversity, and inclusion across Canada's postsecondary research sector by helping institutions identify and overcome systemic barriers to create more inclusive, equitable, and diverse research environments.
- Adesh Shah, Manager of the Digital Transformation Lab and Artificial Intelligence for Advanced Manufacturing (AI4AM) Development Site, represented Canada as a presenter at the 2025 APEC Industry-Academia Collaboration Workshop in Taipei, Taiwan.
- On September 9, Lambton College's Research & Innovation cohosted the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI) Regional Showcase with Fanshawe College's Centre for Research & Innovation to highlight how SONAMI members collaborate with SMEs to solve advanced manufacturing challenges.
- Lambton College and Bioindustrial Innovation Canada co-hosted the virtual 2025 BioDesign Conference, a national event spotlighting how bio-based manufacturing can create new opportunities and strengthen Canada's global competitiveness.

OUR STUDENTS

- The Lambton College Convocation season in June included three Convocation ceremonies, the Indigenous Student Success Celebration, and the School Within a College Graduation, all of which celebrated student and community success through inclusive learning and engagement.

Lambton College

Office of the President

- Lambton College held a groundbreaking at the site of its new student residence on June 25, 2025. The event included remarks from speakers representing the College and public-private partnership as well as a student speaker and also included a student life celebration.
- The Canadian Fuels Association donated a response trailer, truck rollover training simulator, and in-depth simulator training for instructors to the Fire School, helping to provide students with increased opportunities for hands-on learning.
- On July 17, Lambton College cancelled Main Campus classes and some Ottawa Campus classes in order to mitigate the impacts of flooding and water damage resulting from heavy rainfall. This repair work required an electrical shutdown across part of Main Campus, which necessitated a shutdown of IT systems. Classes resumed as scheduled July 18.
    - Lambton College undertook a further one-day closure on August 15 to complete critical maintenance on its water and electrical systems.
- Lambton College's Student Administrative Council (SAC) held its inaugural Lambton College SAC Golf Classic on August 22 at Widder Station, bringing community members together in support of student-athletes.
- On August 23, a group of Nursing graduates toured the NOVA Chemicals Health & Research Centre for their 50th reunion.
- Lambton College welcomed first year students to orientation events beginning the week of August 25. The academic year began on September 2 with 3,389 students. Lambton College recorded an increase in domestic students for the third year in a row, with an increase of 8% over Fall 2024. Lambton College also recorded a 65% decrease in international enrolment and an 81% decrease in first-year international students.
- The Lion's Mind undertook an awareness and outreach campaign on September 10 for World Suicide Prevention Day.
- Lambton College recognized the National Day for Truth & Reconciliation with College-wide events that included special remarks, an Indigenous community panel with representatives from the healthcare, justice, and postsecondary systems, an Indigenous-owned business showcase and marketplace, and a Path Forward discussion featuring social media clips and conversation around them.

Lambton College
Office of the President

OUR PEOPLE

- Lambton College Criminal Justice Program Coordinator and Men's Baseball Head Coach Allan Bezaire organized the Curveballs for Cancer Care fundraiser in partnership with the Men's Baseball Team and Bluewater Health Foundation. The fundraiser was launched with the goal of raising $2,500 for the redevelopment of the Bluewater Health Cancer Care Clinic and ultimately raised more than $50,000.
- An Open House was held on July 9 at the newly renovated Experiential Learning Centre, which is now home to Lambton College's Community Employment Services. Guests were able to take a tour, speak with employees, interact with students and hear presentations on experiential learning projects, and enjoy refreshments and games.
- Lambton College is hosting the Generations Lost: The Residential School System in Canada exhibit from the Legacy of Hope Foundation. This exhibit provides a timeline of the development of the Residential School System alongside the formation of Canada as a country, laying out hundreds of years of colonization and settler colonial strategy to assimilate Indigenous Peoples for the benefit of settlers. This exhibit provides employees and students alike with valuable educational and professional development opportunities.

OUR COMMUNITY

- Lambton College took part in the annual Canada Day Parade, with students and employees flanking a fire truck from the Fire School.
- Following the heavy rainfall in July that resulted in water damage in Lambton College and Progressive Auto Sales Arena, Lambton College provided temporary office space and Fitness Centre access to the Sarnia Sting.
- Lambton College sponsored Blackburn Radio's Stuff the Studio school supply drive and myFM's All Hands on Deck food drive to support area families during the back-to-school season.
- Community Employment Services held a job fair on August 20 to connect community members with employment opportunities.

Lambton College
Office of the President

- Rob Flack, Minister of Municipal Affairs and Housing, and Bob Bailey, Minister of Provincial Parliament for Sarnia–Lambton, toured the site of the new student residence to learn more about what this project means for the community.
- SAC has launched the Lion's Den Entertainment Facility, featuring a pair of brand-new HD Golf & SportSuite Simulators and a 10-person PlayStation Arena, all available to the public for bookings.

Lambton College | Board of Governors

Report From: J. Nahdee

[X] For Action	[X] Board of Governors
[ ] For Information	[X] Open Meeting
[ ] Meeting Date October 23, 2025	
[ ] Agenda Item No. #7	

Subject: GOVERNANCE

Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented.

Signature on File
Jarvis Nahdee, Chair

Programs and Services Committee D. Machacek **approval**

The Programs and Services Committee met on July 3, 2025 to discuss and make recommendation regarding the Powerline Technician Ontario College Diplomas and the Emergency Communications Ontario College Certificate

Of the seventeen governors, fifteen voted in favour of the motion while two did not vote. As full participation is required for electronic voting, the Board is requested to ratify the following motion.

> It was moved by Rob Dawson, seconded by Dean Pearson that the Board of Governors approves the Programs and Services Committee recommendation to approve the Powerline Technician Ontario College Diploma and Emergency Communications Ontario College Certificate program proposals. 2025-26

On October 9, 2025, the Programs and Services Committee met again welcoming Gursahib Singh Suri to the Committee and approved the following recommendations:

Recommendation: the Board of Governors approves the Programs and Services Committee recommendation to approve the reviewed and revised Program Advisory Committees Policy as presented.

Recommendation: that the Board of Governors approves the Programs and Services Committee recommendation to suspend of the following programs effective immediately:

- Global Business Management (GBBO)
- Marketing Management – Digital Media (MMMS/O)

- Advanced Project Management – Environmental (PMES)
- Pre-Health Sciences Pathway to Certificate and Diploma Programs (PHSP)
- Environmental and Sustainable Building Sciences (SEBS)
- Esports Entrepreneurship and Administration (ESEA)
- Pharmacy Technician (PHRM)
- Protection, Security and Investigation (PSIP)
- Chemical Laboratory Technology (CTEC)
- Chemical Laboratory Technician (CLAB)
- Culinary Management (CULX)

Finance and Property Committee (attachment) S. Dickson **approval**

Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve of the BMO General Banking Resolution (form TPSCAN015(July 2023)) and the BMO Certificate of Account Authorities Schedule A (TPSCAN015(Jan 2021))

Nomination Committee J. Nahdee information

Ryan Straus joined Jarvis Nahdee and Kelly Provost on the Nomination Committee. The Nomination Committee will meet later in the fall to consider 2025/2026 external governor vacancies, second term reappointments, and internal governor elections.

Kevin Forbes and Doug Hatch LGIC applications continue to be in process.

Executive Committee (attachments) J. Nahdee **approval**

The Executive Committee met on September 17th and October 16th.

Recommendation: That the Board of Governors approves the Board Executive recommendation to approve reviewed policies 1-002, 1-003, 2-001, 4-009, and 4-010.

Executive Performance and Compensation Committee J. Nahdee information

Mike Denomme has joined Jarvis Nahdee and Rob Dawson on the Committee. The Committee will complete the President's evaluation for presentation to the In-Camera meeting of the Board on December 4th.

Board Committees and Program Advisory Committee Volunteers (attachments) J. Nahdee information

Program Advisory Committee Volunteers: Each Governor is asked to join two PAC committees. Please review the attached list with the highlighted vacancies and indicate to Lianne the Committees you would like to join if you are not yet a member of a PAC.

As well, the Committee list is attached for governors review and information.

PAC Meeting Reports J. Nahdee information
This is an opportunity Governors to share information regarding a Program Advisory Committee meeting attended.

4-003 – Program Advisory Committees

MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES: Policy No. 2000-2-2

REVIEWED: October 27, 2022 (supercedes June 3, 2021)

AMENDED: Motion 2022-28

POLICY NO: 4-003

POLICY: There will be a ~~program~~ Program ~~advisory~~ Advisory ~~committee~~ Committee (PAC) for each program or cluster of programs to advise the Board of Governors and the College regarding the program(s).

The Board of Governors shall appoint members to ~~Program Advisory Committees (~~PACs~~)~~ who are representative of the employers, professions and industry sector (s) that each program serves.

1. Terms of Reference

1.1 The purpose of the PAC~~s~~ is to identify and suggest new programs and courses and to consider, review and suggest changes and revisions in existing programs and courses, thus ensuring programs offered by the College meet the changing needs of the labour market.

1.2 More particularly, PACs will offer advice regarding program learning outcomes, curriculum, facilities, clinical and field experience, co-op and work experience, placement opportunities, effectiveness of graduates, and community needs.

1.3 PACs will provide a liaison with the community for the dissemination of information about the program, the development of scholarships and bursaries, recruitment of students and the placement of graduates, and for the College to disseminate relevant information to our community members.

1.4 PACs are advisory and not administrative or executive in nature and are not in any way responsible for the allocation and utilization of College resources.

2. Membership

2.1 The Program Advisory Councils shall be composed of:

a. A minimum of five members who are employers, eight members for degree programs, who are employers, specialists, professionals, community representatives, or recent graduates and are selected for their expertise,~~,~~ potential as employers, respect enjoyed in their field, ~~,~~ and influence related to the purposes of the program. At least one member must be from a non-employer group. Members may be drawn from the local area or elsewhere in Ontario or Canada.
    a. The external membership list is to include each member's name, occupation and/or employer and contact information (phone number and email).

Lambton College | Board of Governors

b. Up to four students, preferably one from each year of study
c. A minimum of one coordinator and or faculty member and the Program Dean or Associate Dean.
d. An internal or external resource person(s) as needed.

Only those members as defined in (a) will have voting membership on the committee.

2.2 The Board of Governors appoints all PAC members as defined in 2.1 (a). hereafter described as "external" members. The other members, described in 2.1 (b), 2.1 (c), 2.1 (d) – hereafter described as "internal" members – shall be appointed by the program Dean or designate.

PAC members unable to attend a particular meeting may send a designate to represent them.

2.3 The PAC members described in 2.1 (a) shall be appointed for a term not to exceed three years, which will normally commence on September 1st of the year in which they were appointed. The three-year term is renewable for two additional terms~~-~~. There may be exceptions to the nine -year appointment if no replacement members are available or due to programming with highly specialized fields. When a new PAC is formed, the first members shall commence their respective terms upon their appointment and their terms shall expire on August 31st date within the following three years of their appointment in rotation. Any vacancy occurring during the term of a member will be filled on a recommendation of the Program and Services Committee of the Lambton College Board of Governors and appointment by the Board.

3. Meetings

3.1 PACs shall meet a minimum of two times per year, preferably, one in each post-secondary term. The PAC will determine the need for more meetings.

3.2 When an external member~~,~~ does not attend any advisory committee meetings within an academic year~~, ,~~ the committee may declare the membership void and replace the member.

4. Operations

4.1 The chairperson of a PAC for the next year will be elected annually at the last meeting of the academic year from non-college members as defined in 2.1 (a). The Chair, in consultation with the Dean or~~,~~ Associate Dean of the program(s), is responsible for establishing the agendas for the committee meetings.

4.2 The Dean's or Associate Dean's Academic Administrative Assistant is responsible for arranging meetings as required by the committee, ensuring that the committee membership list is current, and submitted to the Board of Governors office.

4.3 Minutes shall be kept of each committee meeting and will be distributed by the Dean's Academic Administrative Assistant to each member prior to the next meeting. Items or issues~~,~~ that require review by the Senior Vice President, Academic & Student Success, shall be highlighted by the Dean and sent to the Senior Vice President, Academic & Student Success.

4.4 The College will provide secretarial support, if required, to each PAC.

4.5 A quorum for the purposes of voting at each meeting shall be the majority (50% or more) of the voting PAC members.

4.6 Electronic/distance participation is acceptable.

5. Communications

5.1 When a program ~~review~~ annual reflection is completed ~~of the program~~ as part of the Quality Assurance process the resulting recommendations will be ~~, it will be~~ reviewed by the PAC in the subsequent ~~fall semester~~year ~~.~~for comment.

~~5.2 Programs that have been identified under the Program Revitalization and Rationalization Policy as requiring revitalization will have a report prepared by the Dean and Coordinator. The report will be presented to the Program and Services Committee of the Board of Governors. The Program Advisory Committee will receive and review the report and comment on the revitalization of the program.~~

6. Orientation

Formatted: Normal

6.1 Orientation information about the college system, the role and responsibilities of PAC's, Strategic Program Directions, Key Performance Indicator, and Lambton College in general, will be provided to all new members of PACs by the Office of the President. The individual committees will conduct orientation on programs.

7. Establishment of a New PAC

7.1 When the College wishes to explore the feasibility of a new program, an ad hoc Program Advisory Committee or a pre-PAC shall be established. The membership shall be composed of a minimum of four individuals selected for their expertise, potential as employers, respect enjoyed in their field and influence related to the purpose of ~~the program~~the program as well as educators in the appropriate field. College resource persons will consist of the program Dean, Associate Dean and selected faculty.

a. The external membership list is to include each member's name, occupation and/or employer, and contact information (phone number and email).

7.2 The purpose of the ad hoc committee is to assist in the assessment in the provision and analysis of market research to determine the need for the program and solicit input regarding the proposed curriculum A formal motion of support, along with a seconder is brought forward to the ad hoc committee to confirm the committee has reviewed the curriculum and supports the need for the program in the community. The motion of support is documented in the meeting minutes. If the ad hoc is conducted electronically, letters of support may be submitted in the place of a formal meeting motion.

a. A quorum for the purpose of voting at each meeting shall be the majority (50% of more) of the external PAC members.

7.3 Once the decision is made to proceed, a program proposal will be compiled by the program developer for submission to the Program and Services Committee of the Board for its recommendation to the Board of Governors.

7.4 When a new program has been approved a new PAC will be established by the Dean that may include members from the ad hoc committee membership as well as new members, as appropriate.

a. Once the new PAC has been established, a PAC meeting will be scheduled within the first year of when the program was launched.

We're here to help.

Cities, Towns, Villages, Municipalities, First Nations Government, School Districts

The undersigned hereby certifies:

(A) THAT the following is a copy of the text of a resolution or by-law, as applicable, which has been duly passed or enacted by the

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Name of Council, Board of Trustees, Board of Education, School Board, Conseil scolaire fransaskois, Assembly or other applicable governing body as applicable)

of the

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Name of City, Town, Village, Municipality, School District, School Division, Division scolaire francophone, First Nations land or other applicable region as applicable)

(hereinafter called the "**Corporation**") at a meeting duly called and held in accordance with the law governing the Corporation on the 23rd day of October , 2025 .

RESOLVED/ENACTED:

1. THAT the following members, officers, agents and employees of the Corporation (as may be replaced from time to timepursuant to subparagraph 1(f) below, the "**Authorized Person(s)**") is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated in the table under subparagraph 1(f):

   (a) to sign all cheques and orders for the payment of money and other negotiable instruments of the Corporation drawn on the accounts indicated in the table under subparagraph 1(f);

   (b) to open or close any deposit or other account(s) with the Bank (the "**Accounts**") and to sign authorization, set-up or other documentation and agreements with the Bank regarding any of the Accounts, any services (including, without limitation, cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, providing for ratification of any signature or action on behalf of the Corporation;

   (c) to negotiate with, deposit with or transfer to the Bank (but for credit to the Corporation's account only) all or any bills of exchange, promissory notes, cheques and orders for the payment of money and other negotiable instruments, and for the said purpose to endorse the same on behalf of the Corporation (by rubber stamp or otherwise);

   (d) to arrange, settle, balance and certify all books and accounts between the Corporation and the Bank; and to receive all paid cheques and vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments;

   (e) to obtain delivery from the Bank of all or any stocks, bonds and other securities held by the Bank in safekeeping or otherwise for the account of the Corporation and to give valid and binding receipts therefor.

(f) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other person(s) or Authorized Person(s) to do all or any of the foregoing including the matters set out in this subparagraph 1(f).

Note: Provide name(s) of Authorized Person(s). Provide specimen signature(s) and applicable number of signatures required to exercise each authority.

Types of Authorities 1(a) – (f)	Name(s) of Authorized Person(s) (First Name, Middle Initial, Last Name and Suffix)	Contact Information		Specimen Signature(s)	Number of Authorized Person(s) Required to Sign	Account Number(s) (indicate if applicable to all accounts or limited to specific accounts)
***	SEE SCHEDULE A	Telephone			***	***
		Email				
		Telephone				
		Email				
		Telephone				
		Email				
		Telephone				
		Email				
		Telephone				
		Email				

Types of Authorities 1(a) – (f)	Name(s) of Authorized Person(s) (First Name, Middle Initial, Last Name and Suffix)	Contact Information		Specimen Signature(s)	Number of Authorized Person(s) Required to Sign	Account Number(s) (indicate if applicable to all accounts or limited to specific accounts)
		Telephone				
		Email				

2. THAT all acts and actions taken by the Authorized Person(s) or any of them prior to the date hereof with respect to the transactions contemplated by these resolutions, including, without limitation, the Accounts and any services in connection with the Accounts, be, and hereby are, in all respects confirmed, approved and ratified.

3. THAT previous authorities granted by way of a resolution/by-law in respect of the foregoing matters passed by the Council, Assembly or Board of Trustees or other governing body, as applicable, of the Corporation is repealed as of the date of this resolution/by-law in respect of matters done hereafter. The foregoing resolution/by-law shall continue in force until a certified copy of a resolution/by-law revoking, repealing or modifying it has been received by the Bank.

(B) THAT the Bank may assume that this Certificate of Account Authorities, the authorizations granted pursuant to the foregoing, and the Corporation's articles or constitution, by-laws and resolutions, or other equivalent documents, as applicable, copies of each of which will be delivered to the Bank from time to time, are in full force and effect and that each branch of the Bank with which any dealings are had by the Corporation may act upon them until each such branch is notified in writing to the contrary.

(C) THAT (1) I am a duly elected director and/or officer and/or member of Council, Assembly or other governing body as applicable, of the Corporation; (2) set out above are the correct names and genuine specimen signatures of individuals authorized to act on behalf of the Corporation as set out above; and (3) I am authorized by the Corporation to certify the matters set out in this Certificate of Account Authorities.

Applicable in the Province of Québec Only: You agree that this Agreement and any related documents be written in English. Vous acceptez que la présente convention et tous les documents connexes soient rédigés en anglais.

Signature of Authorized Signer (Director/Member of Council/Officer)	Date (Month DD, YYYY)
Full Name (First Name, Middle Initial, Last Name and Suffix)	Position (Job Title)

Signature of Authorized Signer (Director/Member of Council/Officer)	Date (Month DD, YYYY)
Full Name (First Name, Middle Initial, Last Name and Suffix)	Position (Job Title)

We're here to help.

SCHEDULE A
TPS Certificate of Account Authorities – Authorized Person(s)

Attachment to the CAA for

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Legal Entity Name)

dated October (Month) 23 (Day), 2025 (Year).

Account(s) Assigned	Number of Authorized Person(s) Required to Sign	Name(s) of Authorized Person(s)	Type of Authorities
ALL	2	President and CEO Robert Kardas Rob.Kardas@lambtoncollege.ca 519-331-0619	2(a-f)
ALL	2	Senior Vice-President, Strategy and Corporate Services Spencer Dickson Spencer.Dickson@lambtoncollege.ca 519-312-0071	2(a-f)
ALL	2	Senior Vice-President, Academic and Student Success Dave Machacek Dave.Machacek@lambtoncollege.ca 519-332-9120	2(a-f)

Account(s) Assigned	Number of Authorized Person(s) Required to Sign	Name(s) of Authorized Person(s)	Type of Authorities
ALL	2	Senior Vice-President, Applied Research and Innovation Mehdi Sheikhzadeh Mehdi.Sheikhzadeh@lambtoncollege.ca 519-330-7110	2(a-f)
ALL	2	Director, Finance Julie Carlton Julie.Carlton@lambtoncollege.ca 226-932-6318	2(a-f)
ALL	2	Associate Director, Financial Services Tyler Virostek Tyler.Virostek@lambtoncollege.ca 226-932-0539	2(a-f)
ALL	2	Associate Director, Financial Planning Leila Berg Leila.Berg@lambtoncollege.ca 780-270-4774	2(a-f)

2-001 - President's Evaluation

MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES: Issue of April, 1997

REVIEWED: October 23, 2025 ~~June 9, 2022~~

AMENDED: Motion ~~#2022 -21~~

POLICY NO: 2-001

~~The President of Lambton College is key to the reputation and effectiveness of the College. As such, the President needs to grow in the position, and constantly improve to be a better and more effective President.~~

The responsibility of the Board of Governors is to hire the President and CEO, delegating to the President and CEO accountability for the performance and operation of the college, and evaluate the President's performance ~~encourage, challenge, stimulate and support the President, while at the same time promoting the growth and improvement of the College.~~ Assessing regularly the attainment by the President and CEO of corporate goals and outcomes, and the effectiveness of the board with respect to governance. Taking appropriate corrective action, as necessary, where expected outcomes or quality of performance are not achieved.

~~Part of this support~~ ~~toto~~ The ~~the~~ President must ~~be a~~have a clear set of goals that both the President and the Board agree upon, and the success indicators that sum up the quality of work and attainment of those goals over the year. Equally imperative is the provision of feedback to the President regarding the degree to which the Board judges that the goals are being met and the manner in which they are being accomplished.

Process

1. **January**– Approval of the Board of Governors' goals and objectives for the President and Board for the period April 1st to March 31st will take place at the In-Camera Board Meeting. The Executive Committee of the Board works with the President to prepare proposed goals and objectives for presentation to the Board for final discussion, amendment and approval. In addition, at the January meeting, the President presents a mid-year report on the current year's goals for approval.
2. **April/May** – The Executive Performance and Compensation Committee determines if a performance evaluation survey will take place and which constituents will be surveyed. Obtaining input from all of the constituent groups is not necessary every year and the appropriate group from which to obtain input will depend, at least partly, upon the particular goals and competencies of that year. It may, therefore, be appropriate to allow the Executive Compensation and Performance Committee some flexibility to determine from which group input in each year would be most helpful and how to best obtain such input. Attempts should be made to obtain input from each constituent group at least every three years. The Executive Performance and Compensation Committee would also seek input from the President in its development of the proposal for evaluation.

3. **June** – The President presents the Final President and Board Goal Report at In-Camera Board meeting. As well, the President provides a report on Community involvement as well to the Committee to help inform the evaluation.

   October -December– The Chair of the Executive Performance and Compensation Committee presents the President's Evaluation Report at the In-Camera Board meeting.

4-009 - Respectful College Community

MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES: Policy No. 4000-5-6, Motion 2003-14

REVIEWED: ~~April 7, 2022 Motion # 2022-~~ October 23, 2025 Motion #

POLICY NO: 4-009

The Lambton College Board of Governors is committed to ensuring a College environment that is free of discrimination and harassment as defined by the Ontario Human Rights Code (OHRC) and the Occupational Health and Safety Act (OHSA). The Minister's Binding Directive on anti-racism and anti-hate for publicly assisted colleges shall be adhered to by addressing all forms of racism and hate; including but not limited to anti-Indigenous racism, anti-Black racism, anti-semitism, and Islamophobia.

The President will establish a Respectful College Community operational policy and associated procedures in accordance with the following principles and parameters consistent with the provisions of the OHRC, ~~and~~ the OHSA, and the Minister's Binding Policy on Anti-Racism and Anti-Hate. ~~A:~~

Policy applies to:

- employees;
- students;
- members of the Board of Governors and affiliated Boards;
- members of committees established by the College;
- contractors such as those undertaking construction, provision of service or research;
- clients;
- visitors, and guests, and volunteers.

1.2 Policy governs all conduct, including but not limited to, on-campus conduct, off-campus conduct and internet-based conduct that engages the College's duty to provide a safe and harassment-free College community.

1.3 Each member of the College community is required to behave in a safe and respectful manner that contributes to a College community free of harassment, bullying and discrimination and an environment of understanding and mutual respect for the dignity and rights of each person.

1.4 Each member of the College community is responsible for being familiar with the Respectful College Community Policy ("Policy"), all other policies and procedures on discrimination, harassment and bullying and complying with the provisions of this and all other related policies and procedures, including the confidentiality obligations and participation in any procedures addressed under this Policy.

1.5 The College will consider all complaints of discrimination and harassment, whether they are made informally or formally to ensure that they are investigated quickly, confidentially and consistently with the principal of procedural fairness.

1.6 The College is committed to an ongoing program of information and education concerning harassment, bullying and discrimination. Lambton College will ensure that employees, managers and others in authority will be made aware of their responsibilities and rights under this Policy in creating and maintaining an environment free from bullying, harassment and discrimination.

1.7 The College will publish its policies and rules on the college website and make a copy available to anyone who requests a copy.

1.8 The College will review its policies and rules at least once every five years and amend them as appropriate.

1.9 The College will provide the Board of Governors with an annual report on the implementation and effectiveness of its anti-racism/anti-hate policies and rules in the preceding year. At a minimum, the publicly available report and the report submitted to the Board of Governors and Minister of Colleges, Universities, Research Excellence and Security must include the following information that protects the privacy of individuals:

- The number and type of complaints reported by students, faculty or staff including a general description/categorization of the complaints (for example, verbal, physical, property), including the number of complaints that do not proceed to a review.
- As applicable, the associated Code group (for example ethnicity, race, religion, esuval orientation) and the sub-categoary (for example, anti-Black racism, anti- Indigenous racism, anti semitism and Islamophobia).
- Outcomes ofo these incidents including response and resolution timelines (for example, the number of months to resolve a complaint), findings of investigations, disciplinary measures takes and any involvement of law enforcement.
- The reports made available to the public and submitted to the Minister should not contain personal information, information that would compromise personal privacy or that would otherwise reveal information that should properly remain confidential.

4-010 - Employee Conflict of Interest

MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES: Issue of March 4, 1999, Policy No. 4000-5-7

REVIEWED: ~~7, 2022, Motion # 2022-15 -~~ – October 23, 2025 Motion # 2025 - No Changes

POLICY NO: 4-010

The Board of Governors requires that all Lambton College employees act in the best interest of Lambton College and avoid any situation where the individual's private interests may be incompatible or in conflict with their responsibilities as College employees.

The President will ensure that a Conflict of Interest Policy and guidelines are established for identifying and addressing any real or potential conflict of interest situations for all Lambton College employees.

Lambton College | Board of Governors

1-002 - Conflict of Interest

MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES: Issue of April 24, 1997

REVIEWED: October 23, 2025 Motion 2025-

This policy is in accordance with the Minister's Binding Policy Directive on Conflict of Interest, April, 2003, updated October 2023~~.~~

Purpose & Application

The purpose of the Lambton College Board of Governors Policy on Conflict of Interest is to enable Lambton's Board of Governors to:

- Assist an individual board member in determining when their membership on the board has the potential to be used for personal or private benefit, financial or otherwise;
- protect the integrity of the board as a whole and its individual members who follow conflict of interest provisions; and
- Ensure that an individual is not disqualified from being nominated for or running for a board position because of a potential for conflict of interest.
- This policy is intended to protect the integrity and ethical standards of the board and, as importantly, protect the integrity of a board member who may face a conflict of interest.

This policy does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). This policy does not apply where the issue is one of general or public information.

The intent of a conflict of interest policy is to assist Board members in fulfilling their duties in the interest of the public and to demonstrate high personal standards of moral responsibility, character, and ethics, which also protect the integrity of the Board of Governors as a whole.

Principles

Members of the Lambton College Board of Governors are expected to act honestly and uphold the highest ethical standards.

Members of the Lambton College Board of Governors are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and subject to more public scrutiny than private organizations.

Members of the Lambton College Board of Governors shall not have private interests, other than those permitted pursuant to this the ~~Minister's Binding Directive – Conflict of Interest~~ policy, the Minister's Binding Directive – Conflict of Interest, laws, or statutes, that would be affected particularly or significantly by college decisions or actions in which they participate.

When appointed, members of the Lambton College Board of Governors must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.

Each governor, regardless of how he or she becomes a member, has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.

Glossary

Governor - a member of the Lambton College Board of Governors.

Internal governor - one student, one academic staff member, one administrative staff member, and one support staff member elected to the Lambton College Board of Governors from their constituent group in accordance with procedures and conditions established by the board in consultation with the College students and staff. The President of the college is also an internal member by virtue of their position in the college.

Actual conflict of interest - a situation where a governor has a private or personal interest that is sufficiently connected to their duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.

Perceived conflict of interest - a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.

Potential conflict of interest - a situation where a governor has a private or personal interest that could influence the performance of a governor's duties or responsibilities, provided that they have not yet exercised that duty or responsibility.

Policy Procedures

1. A conflict of interest arises when a Board member's private or personal interest supersedes or competes with their official duties and responsibilities as a member of the Lambton College Board of Governors. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.

~~1.~~2. Each governor is to complete an annual Conflict of Interest Declaration form which is to be reviewed by the chair of the board.

~~2.~~3. At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member has a conflict to declare in respect to any agenda item.

    1. When the agenda item arises in the open portion of the Board meeting, the member(s) with an actual conflict of interest may remain in the room for the duration of the discussion and shall not participate in the discussion or vote on this item.
    2. The minutes are to record that the member(s) in conflict of interest remained in the room for the discussion and did not participate in the discussion and did not vote on this item.
    3. Should the matter occur during the in-camera portion of a meeting, the Board member(s) shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.
    4. When the conflict of interest is perceived or potential, the Board will determine whether the member or members remain for the discussion and vote on agenda items. The minutes should reflect what takes place.

~~3.~~4. In cases where a conflict cannot be avoided, a Board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is declared prior to a Board meeting, the declaration is to be made to the Chair of the Board and the Board is to be informed.

~~4.~~5. Where a Board member is unsure whether they are in conflict, the said member is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Board member must refrain from voting on whether or not a conflict of interest exists.

~~5.~~6. Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member influenced the decision of the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.

~~6.~~7. Any Board member who perceives another member to be in conflict of interest in a matter under consideration is to request a recess of the Board and privately raise this concern with the Chair of the Board. The Chair, in turn, is to discuss the matter with the Board member who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the Board and the Board is to determine by majority vote whether or not a conflict of interest exists. The member perceived to be in conflict is to refrain from voting.

~~7.~~8. Where there has been a failure on the part of a Board member to comply with this policy, unless the failure is the result of a bona fide error in judgment, the Board is to:

1. Issue a verbal reprimand; or
2. Issue a written reprimand; and/or
3. Request that a Board member resign; and/or
4. Remove the Board member through processes established in Board by-laws. Note that Lieutenant Governor in Council (LGIC) appointees cannot be removed by the board. If the governor is an LGIC appointee, the board chair is expected to notify the Minister of Colleges, Universities, Research Excellence and Security.

9. Each board chair is to submit an attestation to the ministry to confirm the board's compliance with this Minister's Binding Policy Directive on an annual basis.

10. Without limiting the general application of the Minister's Binding Policy Directive on Conflict of Interest, the Board shall recognize the following circumstances as an actual conflict of interest requiring the affected Board member to conduct themselves in accordance with the foregoing section on Policy Procedures ~~(B.1~~).

Regarding the President

- Any agenda items relating either directly or indirectly to the President's compensation, perquisites, and/or benefits. Note: the Board may require certain information from the President to assist their deliberations, but these queries must be of the general nature or relate to providing performance related information concerning the President's success in meeting agreed to objectives and must not in any way, either directly or indirectly, influence decisions on their compensation, perquisites, and/or benefits.

Lambton College | Board of Governors

Regarding Internal Governors

- Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment; Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting;
- Voting relating to the President's evaluation or performance review. Note: this does not prevent the Chair or Executive Performance and Compensation Committee asking for their input in preparing the President's evaluation.

Regarding the Student Governor

- Voting relating to an increase in the tuition fees for the particular program in which the student is enrolled;
- Voting relating to the President's evaluation or performance review; Note: this does not prevent the Chair or Executive Performance and Compensation Committee asking for their input in preparing the President's evaluation;
- Voting relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment for college staff. Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting.

11. Insignificant Conflicts: This policy does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Board Member. This policy does not apply where the issue is one of general or public information.

Summary of Responsibilities

The Board of Governors is responsible for:

- Opening each meeting with a call for disclosures of actual, potential, or perceived conflict of interest and have recorded in the minutes where any governor has a conflict to declare in respect to any agenda items.
- Each board chair is to submit an attestation to the ministry to confirm the board's compliance with this Minister's Binding Policy Directive on an annual basis
- Maintaining a current and relevant Conflict of Interest Policy in accordance with the Minister's Binding Policy Directive.
- Each governor is to complete an annual Conflict of Interest Declaration Form which is to be reviewed by the chair of the board.

Ministry of Colleges and Universities The Ministry is responsible for:

- Maintaining a current and relevant binding policy directive regarding conflict of interest.
- Reviewing, in consultation with college boards, in a regular and timely manner the effectiveness of the Minister's Binding Policy Directive and issuing amendments as considered necessary.
- Collecting attestations of compliance with this directive from college boards of governors on an annual basis

THE BOARD OF GOVERNORS OF
THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POLICY ON CONFIDENTIALITY AND CODE OF ETHICS

Motion:	2021-32
Date Approved:	November 27, 2003
Supercedes:	Issue of September 1997
Reviewed:	~~October 28, 2021~~ October 23, 2025
Policy No.:	1-003

Lambton College is known for its integrity, loyalty, equity, and leadership in research, training and education. ~~Board~~ Governors are expected to act professionally, respectfully, and collegially while serving. ~~Lambton College has an outstanding reputation in the community for its integrity, loyalty, dedication and commitment as well as its high quality training and education programs. In support of this positive image, the College expects and requires Governors to act in a professional, respectful and collegial manner while carrying out their responsibilities on the Board.~~

PROTOCOL REGARDING CONFIDENTIALITY

The Governors and committee members owe to the College a duty of confidence not to disclose or discuss with another person or entity, or to use for their own purpose, confidential information concerning the business and affairs of the College received in their capacity as Governors or committee members unless otherwise authorized by the Board.

Every Governor and committee member shall ensure that no statement not authorized by the Board is made by them to the ~~press~~ media or public.

This protocol regarding confidentiality applies to all Board and non-Board committee members:

Confidential Matters

1. All matters that are the subject of closed sessions of the Board are confidential until disclosed in an open session of the Board.

2. All matters that are before a committee or task force of the Board are confidential unless they have been determined not to be confidential by the chair of the relevant committee or task force or by the Board. Discussion with others for the purposes of gathering input for committee consideration may be permitted by the chair of the committee or by the policies and procedures applicable to the committee, provided that appropriate confidence is kept with respect to the matters before the committee.

3. All matters that are the subject of open sessions of the Board are not confidential.

4. If a Governor has any questions on the confidentiality aspects of a particular issue, the Governor may request clarification on such questions from the Chair of the Board.

Procedure for Maintaining Minutes

1. Minutes of closed sessions of the Board shall be recorded by the secretary or designate or if the secretary or designate is not present, by a Governor designated by the chair of the Board.

2. All minutes of closed sessions of the Board shall be marked confidential and shall be handled in a secure manner.

3. All minutes of meetings of committees and task forces of the Board shall be marked confidential and shall be handled in a secure manner.

4. Notwithstanding that information disclosed or matters dealt with in an open session of the Board are not confidential, no Governor shall make any statement to the media~~press~~ or the public in their capacity as a Governor unless such statement has been authorized by the Board.

Each Governor must sign and comply with an annual governor declaration and consent, including a statement that the Governor agrees to comply with this policy.

PROTOCOL REGARDING CODE OF ETHICS

Each Governor of Lambton College shall commit to the highest ethical conduct as an individual and a Governor and will strive at all times to:

1. work with fellow Governors and the College President in a cooperative and respectful manner, remembering that the Governor is accountable to the external community as a whole and not any special interest group(s), and that the Governor has no legal or moral authority as an individual outside the meetings of the Board;

2. support fellow Governors in fulfilling their ethical, fiscal and professional obligations;

3. base decisions on the facts of each situation, vote with honest conviction, unswayed by any special interests, and honour and uphold all majority decisions taken by the Board;

4. ensure the College's mission, values and strategic plan and objectives are achieved in a democratic and fiscally responsible manner which meet the needs of ~~learners~~ students, enable staff to carry out their responsibilities competently and ethically and which enhance the College's ~~public image~~ reputation;

5. treat in a fair and equitable manner fellow Governors, College staff, students and the general public regardless of race, religion, gender, disabilities, age, national origin, or sexual orientation; and adhere to the tenets of the Respectful College Community policy.

6. support the President, as the College's appointed leader, in the achievement of the College's mission and strategic goals, dealing with any staff or student complaints according to the established policy for such issues (see Lambton College policies);

7. bring instances of violations of this Code to the Chair for resolution; or, if the Chair is in violation, to the Board as a whole, following those procedures specified in Lambton College's policies;

8. refrain from taking advantage of all instances for potential personal or professional gain arising from their position as a Governor;

9. accept the consequences for any of their actions which violate this Code of Ethics, the Respectful College Community Policy or the Conflict of Interest Policy and abide by the resulting decisions;

10. participate fully in any review of this Code and any revisions decided upon; and

11. generally be guided in the performance of their Board responsibility by high ethical standards.

BOARD OF GOVERNORS PAC ASSIGNMENTS

2025-2026

Faculty of Health Sciences, Community Services, and Business

Faculty of Applied Technology and Trades

Faculty of Nursing

Each full-time program is Ministry mandated to have a Program Advisory Committee (PAC). Each PAC must meet two times a year. The College holds PAC meeting each semester. The Dean's assistant will send you an email to invite you to a PAC meeting. Governors are not voting members.

At each Board meeting, there is an opportunity for Governors to provide the Board with a brief verbal report regarding the PAC meeting attended.

GOVERNOR	**PROGRAM ADVISORY COMMITTEE**	**MEETINGS SCHEDULED TO DATE** **Fall**	 **Winter**
Kevin Forbes	Agri-Business (AGBS)		
Jane Mathews	Bachelor of Science Nursing (BScN) & Bachelor of Science Nursing – Lambton (BSNL)		
Ryan Strauss	Business Cluster		
Beth Ann Wiersma	Child and Youth Care (CYCP)		
VACANT	Communicative Disorders Assistant (CDAS)		
Jarvis Nahdee	Community Integration Through Cooperative Education (CICE)		
Daniela Mancusi	Community Mental Health Multidisciplinary (CMHM)		
Jason McMichael	Culinary Management (CULX)		
VACANT	Photography (PHTG)		
Daniela Mancusi	Early Childhood Education (ECEP)		
Jennifer Ziegler	Advanced Teaching –E-Learning & Instructional Design (ATDS)		
Carlos Diaz Rangel	Esports Entrepreneurship and Administration (ESEA) and Esports Management (ESMS)		
Rob Dawson	Esthetician Program (ESTH) and Medial Esthetics & Advanced Skin Care Therapies (MEAS)		
VACANT	Hairstylist (HSTY)		
VACANT – Kevin Forbes	Office Administration		
Jane Mathews	Occupational Therapist & Physiotherapist Assistant (OPTA)		
Jane Mathews	Paramedic (PARA)		

Beth Ann Wiersma	Pharmacy Technician Program (PHRM)		
Jason McMichael	Police Foundations (PFND) Border Services (PSIB) Protection, Security, and Investigation (PSI)	Monday, November 4 9:00 a.m. to 10:00 a.m.	
Jane Mathews	Practical Nursing (PRAC) Personal Support Worker (PSWK)		
Jennifer Ziegler	Advanced Project Management – Environmental (PMES)		
Tim Edgar	Social Service Worker (SSWK)		
Kelly Provost	Sports & Recreation Management (SRAM)		
VACANT – Kevin Forbes	Therapeutic Recreation (TREX (accelerated)/TREC		
Tim Edgar	PFET/FIRE/Industrial Fire • Fire Science Technology (FIRE) • Pre-Service Firefighter Education & Training (PFET) • Industrial Fire Training		
VACANT	Information Technology Cluster (Computer Programmer CPRO, Full Stack Software Development FSDS, Cloud infrastructure & Administration CIAS)		
Ryan Strauss	CPET/PETC Cluster • Chemical Production & Power Engineering Technology (CPET) • Power Engineering Technology – Chemical (PET-C)		
VACANT	CLAB/CTEC/Applied Manufacturing / Related Graduate Certificate Cluster • Chemical Lab Technician (CLAB)		
VACANT	HVAC/RENT/CACT/PLUM Cluster • Construction Carpentry Techniques (CACT) • Renovation Technician (RENT) • Heating, Refrigeration and Air Conditioning Technician (HVAC) (new)		
VACANT	ELTC/PDCT/ICET Cluster • Electrical Techniques (ELTC) • Instrumentation & Control Engineering Technology (ICET) • Electrical Power Distribution & Control Technician (PDCT)		
Carlos Diaz Rangel	EWSO • Environmental Technician - Water & Wastewater Systems Operations (EWSO) *Collaborative Program – PAC rotates with partners currently		
VACANT	Workplace Safety & Prevention (WSPP) • Collaborative Program – PAC rotates with partners currently		
Kelly Provost	QEMS/FSQS/AMMS Cluster • Food Safety and Quality Assurance Management (FSQS)		

Mike Denomme	WELD/MTIM/APPD Cluster • Millwright Mechanical Technician (MTIM) • Welding Techniques (WELD) • ~~Process Piping Design (PPDS)~~ Advanced Process Piping Design (APPD)*this program is no longer running		
Mike Denomme	PTEC • Pre-Technology/ Foundations of Technology (PTEC)		
	SEBS • Environmental and Sustainable Building Systems		
	LIBI / LIBS / GASX		

Lambton College

BOARD OF GOVERNORS - COMMITTEE MEMBERSHIP STRUCTURE
2025-2026

Standing Committees				
<u>Executive</u> Jarvis Nahdee, Chair Jason McMichael, 1^{st} Vice-Chair Rob Dawson, 2^{nd} Vice-Chair <u>Resource</u> Dave Machacek Mehdi Sheikhzadeh Kurtis Gray <u>Ex. Officio</u> Spencer Dickson	**<u>Programs and Services</u>** 1. Jason McMichael, 1^{st} Vice-Chair 2. Mike Denomme 3. Carlos Diaz Rangel 4. Rob Kardas 5. Jarvis Nahdee 6. Daniella Mancusi 7. Jane Mathews 8. Beth Ann Wiersma 9. Jennifer Ziegler 10. Gursahib Singh Suri <u>Resource</u> Dave Machacek Mehdi Sheikhzadeh Kurtis Gray <u>Ex. Officio</u> Spencer Dickson	**<u>Finance and Property</u>** 1. Rob Dawson, 2^{nd} Vice-Chair 2. Jarvis Nahdee 3. Rob Kardas 4. Kelly Provost 5. Ryan Straus 6. Timothy Edgar 7. Kristen Korhonen 8. Vacancy <u>Resource</u> Dave Machacek Julie Carlton Mehdi Sheikhzadeh Tyler Virostek Leila Berg <u>Ex. Officio</u> Spencer Dickson	**<u>Executive Performance and Compensation Committee</u>** • Rob Dawson • Jarvis Nahdee • Mike Denomme	**<u>Nomination</u>** • Ryan Straus • Jarvis Nahdee • Kelly Provost
		<u>Foundation Board Liaison</u> Ryan Straus	***<u>Indigenous Education Council Liaison</u>*** Jarvis Nahdee	

October 16, 2025