



## BOARD OF GOVERNORS MEETING MINUTES

November 5, 2025 | 4:30 p.m. | President's Boardroom

### Present

Nicholas Arkuh  
Melanie Cacciotti  
Michael DiBrina  
Tara Dumais  
Mark Hartman  
Stella Holloway  
Maxim Jean-Louis  
Kristine Morrissey  
Sophia Moutsatsos  
Kelly Niemela  
Claire Parkinson  
Ryan Roberts  
Gurpreet Singh Broca  
Jennifer Taback  
Stephanie Valentini

### Regrets

Trevor Lalonde, Gianni Grossi and Diane Suski

### Special Guests:

Janice Clarke, Vice President of Academic, Janneke Nicholls, Vice President Finance, Administration and Applied Research, Shawn Poland, Vice President External Partnerships and Strategic Enrolment, Alison De Luisa, Vice President Human Resources, International and Student Services  
Heidi Ulrichson (reporter Sudbury.com)

<b>Board Education - 2025-2030 Strategic Plan Monitoring KPI's</b> Kristine Morrissey, President, presented the proposed Strategic Plan Monitoring KPI's to the board. Kristine noted we are looking for 1 – 3 measures in each goal. Our objective is to avoid too many metrics and when possible, leverage existing tools. Kristine walked the board through each of the goals and monitoring examples. The Board made some suggested changes. Further discussion will take place at the December Board meeting during the Board Education portion of the meeting.	
<b>Conflict of Interest (Declaration of conflict of interest)</b> No conflicts of interest were declared.	
<b>CONSENT AGENDA</b> <b>Approval of the Agenda</b> <b>Approval of the Board Minutes of June 4, 2025</b>	

<p><b>Approval of the Governance Committee Report</b></p> <ul style="list-style-type: none"> <li>-Work Plan</li> <li>-Annual Terms of Reference</li> <li>-Policy Review Schedule</li> </ul> <p><b>Approval of the Circle of Indigenous Education</b></p> <ul style="list-style-type: none"> <li>-Work Plan</li> <li>-Review Terms of Reference</li> <li>-Skills Matrix</li> </ul> <p><b>Approval of the Audit Committee Report</b></p> <ul style="list-style-type: none"> <li>-Work Plan</li> <li>-Review Terms of Reference</li> <li>-Investment Portfolio review</li> <li>-Financial Health Indicators</li> <li>-Executive Compliance – Executive Succession</li> </ul> <p><b>Approval of the President’s Report – September/October 2025</b></p> <p>Moved by Claire Parkinson, seconded by Gurpreet Singh Broca, <i>“That the Board of Governors approve the Consent Agenda, as presented.” ...carried.</i></p>	<p><b>25-11-92</b></p>
<p><b>Audit Committee</b> Presentation by Mark Hartman, Audit Chair</p> <p><b>Budget Development Framework:</b> Mark Hartman, Audit Chair, explained to the board that the sustainable financial health of the College is a key priority, for which Kristine and her team are accountable to the Board of Governors, Ministry and the Community. Cambrian College’s 2026/27 Budget Development Framework is intended to highlight the guiding principles and assumptions used in the budget development process to ensure transparency and accountability. This framework will further ensure that Cambrian’s financial decisions are aligned with the College’s strategic plan and are a reflection of the College’s priorities. It is intended to help inform and guide the process of consultation, planning and decision-making that will be involved in developing the operating and capital budgets for next year. Mark highlighted a few new changes and noted the operating and capital budgets for the fiscal year align with the colleges strategic priorities. Mark referred to section 4.1 Operating Budget Planning Guidelines, and highlighted recommendations to include guiding principles, which includes the long term financial sustainability approach. The college has developed a 5-year deficit recovery plan, with the objective of achieving a balanced budget by year 5. Marc also listed the guiding principles, including contingencies, forward looking and maintaining reserves.</p> <p>Moved by Jim Phillips, seconded by Mark Hartman, <i>“That the Board of Governors approve the 2026/2027 Budget Development Framework results.” ...carried</i></p>	<p><b>25-11-93</b></p>

**Programs Recommended for Suspensions \***

Presentation by Janice Clarke, Vice President Academic

Janice presented the recommended program suspensions and noted this is a regular part of academic management. It is considered best practice as colleges respond to changing market and economic conditions. Janice let the board know that these decisions are not taken lightly and are based upon a comprehensive review of enrolment trends, labour market demand, financial viability, best practices and, in the past two-years, post-graduate work permit eligibility for international student graduates. Janice also noted that these programs could be brought back to board should they be added to the CIP list within the next 5 years.

Janice explained a number of key terms to help provide clarity such as program suspension, cancellation and active program intake suspension.

Six full-time faculty members are potentially impacted by these program suspensions, and the college is currently working through a process with the Cambrian Employment Stability Committee (CESC) to determine whether they will be able to teach in other programs.

**25-11-**

The Board of Governors approved the suspension of the following programs:

- Fitness and Health Promotion Diploma (FPRO)
- Business Analytics Graduate Certificate (BAPG)
- Marketing Management – Digital Graduate Certificate (DMGC)
- Supply Chain Management Graduate Certificate (SCGC)
- Corporate Safety and Security Certificate (CSSP)
- Community and Justice Services Diploma (CJSP)

**Inactive Program Suspension / Cancellation (Records Clean-up)**

Janice explained that Cambrian has a number of programs that have been inactive for a number of years and official suspension and cancellation is an administrative formality or 'clean-up.' Some have undergone program overhauls, including curriculum and name changes while others have been replaced by new programs. For example, Janice noted the recommendation to suspend the Bachelor of Science in Nursing – Collaborative Nursing (BSCN). Cambrian does continue to run a BSCN program. However, the current program replaced that administered in collaboration with Laurentian University. It is this latter program that requires formal suspension. These programs have not been offered for some time, so there is no impact to students or faculty.

The Board approved the suspension and cancelation of the following programs:

- Independent Music Production (MPCP)
- Business Administration (BUAD)
- Network Technician (NETN)
- Business Administration (ACBU)
- Music Performance (PATM)
- Physical Fitness Management (FLBU)
- Public Relations (PRPG)
- Advanced Care Paramedic (APPD/APPY)
- International Business Management (IBGC)
- Organization Management (MOGC/MOBH/MOHP)
- Bachelor of Science in Nursing – Collaborative Nursing (BSCN)
- Environmental Field Techniques (EFPW/EFWG/EFWW)
- Mining Foundations (MFCF/MNFP/MFCP)

<ul style="list-style-type: none"> <li>• Pre-Health Sciences Pathways to Certificates and Diplomas (PHSP)</li> <li>• Pre-Health Sciences (HLPG)</li> <li>• College Vocational (VOPG)</li> <li>• Transition to College Students with Disabilities (TCPG)</li> <li>• Theatre Arts – Technical Production (PATT)</li> <li>• Energy Systems Technology (ESTY)</li> </ul>	
<p>Moved by Maxim Jean-Louis, seconded by Michael DiBrina, <b>“That the Board of Governors approve the suspension of the following programs, Fitness and Health Promotion Diploma (FPRO), Business Analytics Graduate Certificate (BAPG), Marketing Management – Digital Graduate Certificate (DMGC), Supply Chain Management Graduate Certificate (SCGC), Corporate Safety and Security Certificate (CSSP), Community and Justice Services Diploma (CJSP), as presented.” ...carried.</b></p>	<p><b>25-11-94</b></p>
<p>Moved by Gurpreet Singh Broca, seconded by Claire Parkinson, <b>“That the Board of Governors approve the suspension and cancellation of the following inactive programs, Independent Music Production (MPCP), Business Administration (BUAD), Network Technician (NETN), Business Administration (ACBU), Music Performance (PATM), Physical Fitness Management (FLBU), Public Relations (PRPG), Advanced Care Paramedic (APPD/APPY), International Business Management (IBGC), Organization Management (MOGC/MOBH/MOHP), Bachelor of Science in Nursing – Collaborative Nursing (BSCN), Environmental Field Techniques (EFPW/EFWG/EFWW), Mining Foundations (MFCF/MNFP/MFCP), Pre-Health Sciences Pathways to Certificates and Diplomas (PHSP) Pre-Health Sciences (HLPG), College Vocational (VOPG), Transition to College Students with Disabilities (TCPG), Theatre Arts – Technical Production (PATT) and Energy Systems Technology (ESTY)” ...carried.</b></p>	<p><b>25-11-95</b></p>
<p><b>Board Advocacy Plan</b>  Presentation by Shawn Poland, Vice President External Partnerships and Strategic Enrolment</p> <p>Shawn presented the Advocacy Plan to the board and outlined the colleges top advocacy priorities of Fiscal Sustainability and Internationalization. Additionally, Shawn noted the plan outlines the following top speaking points:</p> <ul style="list-style-type: none"> <li>• Enrolment remains near all-time highs with strong growth once again in the domestic market, with the majority of our students (54%) applying from outside of our traditional catchment. The Cambrian brand is strong!</li> <li>• Cambrian will leverage its Budget Development Framework, Fiscal Sustainability Plan and Risk Report to drive a multi-year deficit recovery plan. This measured approach, drawing on our accumulated surplus, will enable the College to remain as competitive as possible amidst a generational crisis in the sector.</li> <li>• Cambrian continues to strive to provide the right program mix for dynamic market conditions and industry need, and this September admitted our first cohort in our Bachelor of Applied Psychology, and we have recently been approved to begin enrolling students into our Bachelor of Applied Computing in September 2026.</li> <li>• Cambrian remains the research arm for SME’s and major industry, with a primary focus on mining through our Centre for Smart Mining, while continuing to make inroads into other sectors like health sciences and defence.</li> </ul>	

<p>• Cambrian remains a trusted ‘go to’ for investment because we are as passionate about the success of partners as they are. Thanks to our research efforts, support for employers through our Career Centre and corporate training, and stewardship from our development team, we continue to provide the tools our partners need. This impact has been reflected in yet another strong year of philanthropic investment of over \$3.6M.)</p> <p>Moved by Stephanie Valentini, seconded by Sophia Moutsatsos, <b><i>“That the Board of Governors accept the proposed 2025/2026 Advocacy Plan, as presented.”...carried.</i></b></p>	<p>25-11-96</p>
<p><b>Board In Camera Meeting</b></p> <p>Moved by Claire Parkinson, seconded by Gurpreet Singh Broca, <b><i>“That the Board of Governors move into an in-camera meeting.”...carried.</i></b></p>	<p>25-11-97</p>