

# OPEN SESSION AGENDA

Tuesday, February 27, 2024

4:30 p.m. – 6:10 p.m.

**ONLINE ONLY**

Zoom



# BOARD OF GOVERNORS

## BOARD MEMBERS EXPECTED:

Margaret Sutherland, Chair	Christy Anderson, Vice Chair
Amed Naqvi	Kris Salikin
Danny Bradford	Ken Wyllie
Bronwyn Krause	Abhilash Bhasin
Kim Pham	Kamalpreet Singh
Maggie Matear, President	Sarah Lechthaler, EdCo Chair

## REGRETS:

John Dutton	Debbie Bird
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## LEADERSHIP TEAM MEMBERS EXPECTED:

Taya Whitehead Vice President Education & Students
Kerry Clarke, Vice President College Services/CFO
Lareena Rilkoﬀ, Executive Director Finance & Risk
Brier Albano, Associate Vice President Student Success
Stacey Matthews, Executive Director HR
Other Leadership Team members


## GUESTS:

Selkirk College Students' Union Directors
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## BOARD OBSERVERS:

Gerald Lightburn, PPWC
Ken Laing, SCFA

TIME	TOPIC	SPEAKER	OUTCOME
4:30	1. MEETING OPENING	Elder Gerry Rempel	
	2. TERRITORIAL ACKNOWLEDGMENT	Margaret Sutherland	
	3. ADDITIONS TO THE OPEN SESSION AGENDA OF FEBRUARY 27, 2024	Margaret Sutherland	
	4. ADOPTION OF THE OPEN SESSION AGENDA OF FEBRUARY 27, 2024	Margaret Sutherland	<b>Motion to adopt</b>
	5. ADOPTION OF THE CONSENT AGENDA OF FEBRUARY 27, 2024 <ul style="list-style-type: none"><li>Draft Open Session Board Minutes of January 23, 2024</li><li>Draft Finance-Audit Committee minutes of January 19, 2024</li><li>Draft Governance Committee minutes of January 16, 2024</li><li>Updated Board Policies BPR 10-70 (minor edits)</li><li>Updated Board Bylaw GP200 (minor edits)</li><li>February Enrolment Dashboard</li><li>Education Council Report (Strategic Directions 1,2)</li></ul>	Margaret Sutherland	<b>Motion to adopt</b>
4:45	6. PRESENTATION (Strategic Directions 1,2,3) <ul style="list-style-type: none"><li>Selkirk College Students' Union</li></ul>		
5:15	7. 2024/2025 TUITION FEE BYLAW	Brier Albano	<b>Motion to approve</b>
5:25	8. PRESIDENT'S REPORT	Maggie Matear	Information
5:35	9. ALERTUS (Strategic Direction 4,5)	Donna Drover	Information
5:45	10. 2025 DRAFT BUDGET	Lareena Rilkoﬀ	Update

TIME	TOPIC	SPEAKER	OUTCOME
5:50	11. PRELIMINARY INSTRUCTIONAL PLAN (Strategic Direction 1,2)	Taya Whitehead	Update
6:00	12. CURRENT STRATEGIC PLAN DASHBOARD 	Maggie Matear	Update
6:05	13. BOARD CHAIR'S REPORT	Margaret Sutherland	Information
	14. BOARD MEMBERS' REPORT	Board members	Information
6:10	15. CLOSED SESSION	Margaret Sutherland	<b>Motion to move into the closed session</b>

**EVENTS INFORMATION:**

*Full list of college events available [here](#).*

## OPEN SESSION MINUTES

Tuesday, January 23, 2024

4:30 p.m. – 6:25 p.m.

Staff Lounge, Castlegar Campus / Zoom

# BOARD OF GOVERNORS

### BOARD MEMBERS:

Margaret Sutherland, Chair	Christy Anderson, Vice Chair
Debbie Bird	Kris Salikin
Danny Bradford	Ken Wyllie
Bronwyn Krause	Kim Pham
Maggie Matear, President	Sarah Lechthaler, EdCo Chair

### REGRETS:

John Dutton	Amed Naqvi
Kamalpreet Singh	Abhilash Bhasin

### LEADERSHIP TEAM MEMBERS:

Taya Whitehead Vice President Education & Students
Lareena Rilkooff, Executive Director Finance & Risk
Brier Albano, Associate Vice President Student Success
Stacey Matthews, Executive Director HR

Allison Alder, Dean

Nick Howald, CIO

Tammie Clarke, Dean

Donna Drover, Director Facilities & Business Services

### GUESTS:

Takaia Larsen, RPM Program Coordinator, Instructor

Jonathan Vanderhoek, RPM Program Coordinator, Instructor

### BOARD OBSERVERS:

Gerald Lightburn, PPWC

Ken Laing, SCFA

## TOPIC

### 1. MEETING OPENING

Elder, Murhi Kencayd, opened the meeting in a good way.

### 2. TERRITORIAL ACKNOWLEDGMENT

Board Chair Margaret Sutherland provided a territorial acknowledgment.

### 3. ADDITIONS TO THE OPEN SESSION AGENDA OF JANUARY 23, 2024

13. Capital projects

### 4. ADOPTION OF THE OPEN SESSION AGENDA OF JANUARY 23, 2024

**MOTION:** "To adopt the agenda of January 23, 2024 as amended."

*Carried*

### 5. ADOPTION OF THE CONSENT AGENDA OF JANUARY 23, 2024

- Draft Open Session Board Minutes of November 28, 2023
- Accessibility Update
- January Enrolment Dashboard
- Education Council Report
- BC Net Presentation December 12, 2023

**MOTION:** "To adopt the consent agenda of January 23, 2024 as circulated."

*Carried*

6. PRESENTATION

- Rural Pre-Medicine Program, Presenters Takaia Larsen and Jonathan Vanderhoek
  - Topics covered:
    - Program goal and outcomes;
    - Academic pathways and non-academic programming;
    - Program successes, student survey results, student pathways; and
    - Outreach, funding initiatives, transfers & internships.
- 

7. PRESIDENT'S REPORT

- In addition to the circulated report the President stated:
    - Immigration, Refugees and Citizenship Canada has issued a cap on student visas for 2024, down 35% from 2023.
    - BC will be allocated ~50,000 international students for all post secondary institutions (PSI) (public and private).
    - Selkirk is in regular contact with the Deputy Minister Post Secondary Education Future Skills as the province develops a framework for allocation of students to each PSI.
    - The student visa cap will not impact current students or those that already have a 2024 study visa
    - Work to renew the MOUs with Nation Partners continues. The goal to renew one MOU a year reflects the work underway to build relationships.
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8. STRATEGIC PLANNING PROCESS

- The President stated that Higher Education Strategy Associates (HESA) was selected as the consultant to support the college in the process to renew its strategic plan this year. A copy of HESA's proposal and scope of work were circulated as information and discussed.
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9. QUARTERLY FINANCIAL REPORT

- The Executive Director Finance & Risk provided a brief verbal update:
    - The Board's Finance-Audit Committee reviewed the reports at the Committee's January 19<sup>th</sup> meeting.
    - International student tuition increased by approximately \$1M this quarter above the forecasted amount following the Federal government's announcement to increase the required income amount for students – this reduced the typical number of deferrals (those who would have waited till September or later)
    - The wage increases of approximately \$1M following the recently ratified collective agreement have been funded by the Ministry.
    - These two developments mean we'll have a lower-than-anticipated deficit for 23/24.
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10. BUDGET PLANNING

- The Executive Director Finance & Risk stated there is a projected \$1.8M deficit at this point in the 2025 budget. Work to reform and refine the 2025 budget continues.
  - The Board thanked the Finance Team for their work in this fast changing year.
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11. TUITION FEE ANALYSIS REPORT 2023-2024

- The annual report which follows a standard template was circulated again this year as information. The Associate VP Student Success provided a brief verbal overview. Discussion ensued.
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12. TUITION FEE BYLAW NOTICE OF MOTION

- Provided as information and notice. The motion to approve the 2024/25 Tuition And Supplementary Fee Bylaw/Schedule will be included in the February 27, 2024 agenda for approval.
  - The schedule covers domestic tuition only. The Board does not approve international tuition fee changes.
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13. CAPITAL PROJECTS

- The Director Facilities & Business Services provided a verbal update on some of the current capital projects underway:
    - The builders are expected to handover the Castlegar student housing project by May. The restoration costs are lower than initially estimated and the repair work is going well.
    - The college expects to welcome students to the Silver King student housing project for the end of February.
    - Trail City Council is in support of the latest Trail student housing business case the college will be submitting to the Ministry by invitation.
    - Castlegar water line project revised completion date is May.
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14. BOARD CHAIR'S REPORT

- The Board Chair took part in the following in January:
    - Governance Committee meeting
    - Finance-Audit Committee meeting
    - BC Board Chairs meeting with presentation from the Crown Agency Board Resourcing Office (CABRO)
    - Meet with the Executive Director HR and the HR Committee Chair to prepare for 2024 President's evaluation.
    - Attended a Selkirk College Technology Access Centre (STAC) tour
    - Continuing to work on board recruitment.
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15. BOARD MEMBERS' REPORT

- No reports provided.
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16. CLOSED SESSION

**Motion:** "To move into the closed session."

*Carried*

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# MINUTES

Friday, January 19, 2024

9:00 a.m. – 10:00 a.m.

Rm S-118, Castlegar Campus / Zoom



# FINANCE & AUDIT COMMITTEE

## COMMITTEE MEMBERS EXPECTED:

Amed Naqvi, Committee Chair

Margaret Sutherland, Board Chair

Christy Anderson, Vice Chair

Ken Wyllie

Danny Bradford

Maggie Matear, President

## LEADERSHIP TEAM EXPECTED

Lareena Rilkoﬀ, Executive Director Finance & Risk

Andrea Hall, Manager Planning & Report

Kerry Clarke, VP College Services/CFO

## TOPIC

### 1. TERRITORIAL ACKNOWLEDGEMENT

Committee Chair, Amed Naqvi, provided a territorial acknowledgment to open the meeting.

### 2. ADDITIONS TO THE AGENDA OF JANUARY 19, 2024

An in-camera session was added to agenda and will be added to all agendas moving forward.

### 3. DISCLOSURE OF CONFLICTS OF INTEREST

None disclosed.

### 4. ADOPTION OF THE AGENDA OF JANUARY 19, 2024

**Motion:** "To adopt the agenda of January 19, 2024 as amended."

*Carried*

### 5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF OCTOBER 24, 2023

**Motion:** "To adopt the minutes of October 24, 2023 as circulated."

*Carried*

### 6. 3RD QUARTER FINANCIAL REPORTS

- The Executive Director Finance and Risk, and the Manager Planning & Reporting reviewed the Q3 financial reports section by section. Some of the items noted included:
  - Government grants higher than due to deposit to cover collective agreement retro payments.
  - Seeing an increase in international tuition due to students accelerating their timeline to attend before the federal government increases the required living budget.
  - Investment income trending higher with higher interest rates and has been applied against the deficit.
  - Higher expenses due in part to inflation and collective agreement increases.
  - Experiencing many unpredictable external factors which are affecting finances.
  - Work continues to be within \$1M of budget at year end.

## TOPIC

### 7. 2024-25 BUDGET PLANNING

- The Executive Director Finance and Risk stated:
  - Draft budgets for most departments are being finalized and reviewed by the Finance Team.
  - Expect to see a 9% increase in benefits costs this year over last.
  - A new second CPP tier is in place this year.
  - Annual supervisors budget meeting is scheduled for February 20th where a longer view plan will be discussed.
  - Work continues across all divisions to balance the budget.
  - The Ministry continues to talk with the Treasury Board as many colleges continue to be in deficit recovery mode.

### IN-CAMERA SESSION

8. No minutes were taken.

### ADJOURNEMENT

9. The meeting was adjourned at 10 am. The next meeting is scheduled for March 21, 2024.

# MINUTES

Tuesday, January 16, 2024  
9:00 a.m. – 10:30 a.m.  
Rm S-118 / Zoom

# GOVERNANCE COMMITTEE

## COMMITTEE MEMBERS:

Christy Anderson, Committee Chair	Bronwyn Krause
Margaret Sutherland, Board Chair	Sarah Lechthaler, EdCo Chair
Ken Wyllie	Maggie Matear, President
Kim Pham	

## TOPIC

## ACTION

### 1. TERRITORIAL ACKNOWLEDGEMENT

Christy Anderson, Committee Chair, opened the meeting with a territorial acknowledgment.

### 2. ADDITIONS TO THE AGENDA OF JANUARY 16, 2024

5. Strategic Planning update

10. Board succession planning and recruitment

### 3. ADOPTION OF THE AGENDA OF JANUARY 16, 2024

The agenda of January 16, 2024, was adopted as amended.

### 4. ADOPTION OF THE GOVERNANCE COMMITTEE MINUTES OF OCTOBER 26, 2023

The minutes of October 26, 2023 were adopted as circulated.

### 5. STRAT PLANNING UPDATE

- The President stated that after a robust search [Higher Education Strategy Associates](#) (HESA) are the consultants selected to support the strategic planning renewal process at a cost of approximately \$90,000.
- HESA President Alex Usher is scheduled to visit late January to meet with Leadership, a few members of the college board and tour a number of campuses.
- There will be opportunities for board involvement prior to receiving the draft plan for approval in November 2024.

### 6. SEPTEMBER RETREAT SURVEY RESPONSES

- Reviewed and discussed.

### 7. SPRING RETREAT PLANNING

- This spring retreat will focus on information gathered for the strategic plan renewal.
- **Decision:** Hold the one day retreat during the first week of June (not Friday or Saturday) at a Learning Centre location.

President's Office to survey Board members availability for an early June retreat date and book the venue.

### 8. GOVERNANCE PD APPROVALS

- Provided as information and reviewed.
- The information will be added to the January closed session board agenda.

### 9. BOARD POLICIES (BPR 10 -70) AND BOARD BY-LAWS (GP 200)

- Reviewed and approved as edited by Committee.
- Edited policies will be added to the February consent agenda for approval by the Board.

#### 10. SUCCESSION PLANNING & BOARD RECRUTIMENT

- The current vice-chair of the board will not accept the chair nomination in June.
- The notice of position is posted on the CABRO website seeking four new board members.
- In 2024, two board members completing their sixth year will extend their term by an additional year to prevent the number of vacancies from reaching six.

#### 11. ADJOURNEMENT

The meeting was adjourned at 10:30 am. The next meeting is scheduled for May 7, 2024



NUMBER **BPR 10**

TITLE **PRESIDENT'S ROLE, RESPONSIBILITY,  
AUTHORITY**

## **BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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### **PRESIDENT'S ROLE**

The President is accountable to the Board acting as a body. The Board will instruct the President through written policies, which will be implemented by the President.

### **GENERAL ACCOUNTABILITY**

The President is accountable to the Selkirk College Board of Governors for the overall leadership and management of Selkirk College. The President's performance will be considered synonymous with organizational performance. In this way, it is acknowledged that the President's accountabilities are met only with and through the employees of Selkirk College.

### **ORGANIZATION STRUCTURE**

This position reports to the Board of Governors. Reporting directly to the incumbent are five positions: Vice President: College Services/Chief Financial Officer; Vice President: Education & Students; Director, Indigenous Programming and Engagement; Director of Communications and Public Engagement; the Executive Assistant to the President and the Board. The President works closely with a leadership team.

### **NATURE AND SCOPE**

Selkirk College is a multi-campus comprehensive community college established in 1966 and operating pursuant to the provisions of the statutes of the Province of BC. The College and Institute Act accords to the College Board the responsibility for the general welfare and overall management of the college. The College Board is the ultimate authority for the operation of the college subject to the provisions of the legislation. To fulfill its mandate, the College Board appoints a President who in turn is responsible for appointing staff, providing institutional direction, and leading and managing the operations and activities of the college.

The Board of Governors appoints and determines, with the approval of the Post Secondary Employers Association, the compensation, and other terms of employment of the President and Chief Executive Officer. The Board also approves the college's long-term vision and plans; the Strategic Plan, and annual Capital Plans, the college's annual Institutional Accountability Plan & Report, and the annual goals and objectives as submitted by the President. The Board delegates to the President the complete authority for college operation and activities within limits established by the policies of the Board and the organization.

### **GENERAL EXECUTIVE CONSTRAINT**

The President will not cause or allow any practice, activity, decision, or organizational circumstance, which is either illegal, imprudent or in violation of commonly accepted business and professional ethics.

The President will not:

1. Deal with students, staff, volunteers, and the community unfairly.
2. Discourage openness in the decision-making process.
3. Deviate substantially from the Boards policies:
  - a. risk fiscal jeopardy

- b. fail to follow generally accepted accounting and budgeting practices.
4. Compromise the Board's policies.
5. Provide information and advice to the Board that is untimely, incomplete, or inaccurate.
6. Fail to maintain or protect the physical assets of the institution.
7. Provide compensation and benefits for staff that deviate materially from the market.
8. Inform fewer than three Executive Leadership Team members (which includes the Vice President: College Services, the Vice President: Education & Students, the Associate Vice President: Student Success, the Executive Director of Finance, and the Executive Director of Human Resources) regarding Presidential and Board issues and processes.
9. Be in or create a conflict of interest.
10. Impede the vision or prohibit the achievement of the outcomes of the institution.
11. Fail to maintain and make available an administrative policy manual.

These general executive constraints may be further defined by a decision of the Board.

## **ACCOUNTABILITIES**

The President shall strive and be accountable:

1. To achieve expectations through the organization Board's Policies, and as iterated in the approved annual goals and objectives.
2. To operate within the boundaries of prudence and ethics established in Board Policies and Executive Limitations.
3. To develop, in consultation with the college community, college policies; to implement college policies and monitor their effectiveness and appropriateness.
4. To carry out other responsibilities as directed by the Board or as may be required pursuant to the College and Institute Act and other relevant legislation.
5. Provide effective, innovative, and sensitive leadership in fulfilling the college's Mission, Vision, and Strategic Outcomes.
6. Assist the Board to fulfil its mandate by recommending and supporting policies; advising on matters pertaining to the Board's responsibilities; reporting to the Board monthly and as otherwise required.
7. Develop and recommend to the Board short- and long-term plans for the benefit and advancement of the college.
8. Assess, on a continuing basis, the educational needs of the college catchment area; devise and deliver appropriate programs and services to meet these needs; monitor results to ensure high quality.
9. Attract, assemble, and effectively lead a high calibre leadership team.
10. Select, appoint, promote, and remove college employees in accordance with college policies and provincial statutes.
11. Develop and administer programs for the appraisal and development of staff.

12. Develop, approve, implement, and administer fair and equitable human resource policies, including salary, wage, and benefit programs.
13. Encourage excellence as a major goal of all college staff.
14. Prepare annual expense plans (operating, equipment, facilities) for approval of the College Board; administer approved budgets; ensure that all monies received and expended are accounted for; secure funds to finance approved expense plans.
15. Maintain the college's buildings, facilities, equipment, and operating services in optimum condition to support college programs and activities; plan for and secure funding for renovation and expansion of facilities when required.
16. Promote Selkirk College interests provincially, nationally, and internationally. Promote an understanding of and support for Board's Policies and college programs and services among the college's major constituencies.
17. Establish and maintain communications with community organizations; local, provincial governments; aboriginal governments and community government agencies and act as college representative to these groups as appropriate.
18. Serve on the Board, and on Education Council, providing advice and support on behalf of the college.
19. Fulfill the obligations as corporate secretary.

## **INTERNAL RELATIONSHIPS**

Board of Governors – to ensure constructive review and final approval of management policies, direction, and objectives and to engage in determining direction and strategies.

All Employees – to mentor and support a highly motivated, productive, and engaged college workforce which identifies with and strives to achieve Selkirk College's Mission, Vision, Values, and Strategic Directions.

Students – to support student learning, success, achievement, and engagement. To oversee the development of policies and practices that focus on supporting students, their learning experiences, and the achievement of students' learning goals.

## **EXTERNAL RELATIONSHIPS**

Ministry of Post-Secondary Education and Future Skills, BC College Presidents, Post-Secondary Employers Association, Colleges & Institutes Canada, MP, MLAs, Mayors and Councils, Regional District Chairs and Boards, Columbia Basin Trust – to establish beneficial alliances, relationships, and partnerships.

Various community groups, the college donor community, Honorary Board members, campaign leaders, regional business and industry, the general public – to establish and maintain a positive and visible profile of the college, and to establish, nurture and maintain effective relationships and recognize contributions appropriately.





NUMBER **BPR 20**

TITLE **DELEGATION TO THE PRESIDENT**

## **BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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All Board authority delegated to staff is delegated through the President. All authority and accountability of staff is to the President.

1. The Board, through policy, will direct the President to achieve certain results, within approved budgets. Through its Executive Limitations policies, the Board will limit the latitude that the President and staff may exercise.
2. The President may use their reasonable discretion to interpret the Board's Policies and Executive Limitations and to establish further policies and procedures, and to make all decisions, take all actions, establish all practices, and develop all activities.
3. The Board may change its Policies and Executive Limitations to shift the boundary between Board and Presidential domains. By so doing, the Board may change the latitude given to the President. The Board and its members will respect and support the President's choices subject to its monitoring authority.
4. Decisions of the Board acting as a body are binding upon the President.
  - a. Decisions or instructions of individual Board members, officers, or committees are not binding on the President unless the Board has specifically authorized such exercise of authority.
  - b. If Board members or committees request information or assistance without Board authorizations, the President may refuse if an unreasonable amount of staff time and funds are required, or it is disruptive to the operations of the institution.



NUMBER **BPR 30**

TITLE **COMMUNICATION AND COUNSEL TO  
THE BOARD**

**BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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The President will not provide information and advice to the Board that is untimely, incomplete, or inaccurate.

The President may not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of:
  - Changes in the assumptions upon which any Board policy has previously been established.
  - Relevant trends, anticipated adverse media coverage, actual or anticipated legal actions and material external and internal changes.
  - Risks identified in the quarterly risk register completed by senior management.
3. Fail to advise the Board if the President is aware of concerns that the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the President.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide necessary support for official Board, officer, or committee communications.
6. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.



NUMBER **BPR 40**

TITLE **EVALUATION OF PRESIDENT**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

## **BOARD OF GOVERNORS POLICY**

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The Board will evaluate the President's performance each year based on approved goals, objectives, performance measures, targets, and compliance with policies and relevant laws:

1. The President's evaluation will occur between April 1<sup>st</sup> and the following regular June Board meeting.
2. The Board's HR Committee will serve as the Evaluation Committee and will undertake this annual process with the President.
3. The Board will establish the parameters and terms of reference for the HR Committee to follow in conducting the President's Evaluation. Any changes to the parameters or terms of reference require Board approval.
  - a. The Committee will agree on process and timelines with the President.
  - b. The President will prepare a self-evaluation based on the approved annual goals, objectives, performance measures and targets.
  - c. The Committee may consult with representatives from the college's internal and external community. Those consulted will be informed of the explicit areas for which information will be sought.
  - d. College process outcomes such as the Student Satisfaction Survey, and relevant employee engagement processes as outlined in approved performance and target expectations will also be utilized.
  - e. The Committee will also consider the monitoring reports prepared by the President with others for the Board's approval.
4. Based on the information collected and its own analysis of this information, a draft report will be prepared and discussed with the President. Input for a final draft for the Board will be considered.
5. The Committee will present a summary draft report to the Board in an in-camera session of the Board.
6. A final report will then be prepared for the Board's approval and once approved, provided to the President.
7. The report will be confidential. A copy will be kept in the President's personnel file.
8. The Committee will indicate that the evaluation was conducted in a statement for tabling at an open session of a regular Board Meeting.



NUMBER **BPR 50**

TITLE **PRESIDENT COMPENSATION REVIEW**

## **BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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The compensation package for the President position shall be adequate to attract and retain highly qualified and competent individuals to lead Selkirk College. The Board will review the President's compensation package annually following the completion of the President's performance evaluation as per policy B50.

In determining annual changes to the total value of the compensation package, the Board will consider the following criteria:

1. Government limits and guidelines for Presidents' compensation.
2. Level of compensation granted to Presidents at post-secondary institutions of comparable size and nature as Selkirk College in B.C. and other Canadian provinces.
3. Level of achievement of performance targets and overall satisfaction of the Board with the President's performance in the previous year.
4. Any performance bonus which may be determined as per section (3).
5. Annual changes in cost-of-living expenses (inflation) as measured by the consumer price index (CPI) for BC.
6. Other criteria the Board may deem appropriate.

The Board may, after consulting with the President, offer a performance bonus as part of the total compensation package if allowed by the Post-Secondary Employers' Association. The bonus will be paid out if the President has met specific, measurable, time-based targets that are reasonable and achievable.

The Board's Human Resource Committee will lead the compensation review process and make recommendations to the Board. The Executive Director, Human Resources may support the Committee in its review process.



NUMBER **BPR 60**

TITLE **COMPENSATION AND BENEFITS**

## **BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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The President will not provide for compensation and benefits for staff that deviate materially from the market.

The President may not:

1. Change their own compensation and benefits.
2. Establish current compensation and benefits which:
  - a. Deviate substantially from the geographic or professional market for the skills employed.
  - b. Create obligations over a longer term than revenues can be safely projected.
  - c. Deviate from the guidelines most recently published by the Post-Secondary Employer's Association.
3. Allow employees to be hired by the College without being made aware of appropriate pension plans and benefits available to them.



NUMBER **BPR 70**

TITLE **PRESIDENT'S SELECTION AND  
SUCCESSION**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

## **BOARD OF GOVERNORS POLICY**

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### **GENERAL**

The Board of Governors is responsible for all aspects of the employment relationship with the President of the college, including appointment and the terms and conditions of employment.

The Board and its Committees are responsible for different aspects of this relationship. The full Board is responsible for approving the criteria for appointment, appointing the President, and appointing an Interim President. The Board's HR Committee manages and negotiates all terms and conditions of the President's employment relationship with the Board. The Search Committee, defined below, carries out the process of recruiting, selecting, and recommending Presidential candidates for approval by the Board.

Other aspects of the employment relationship with the President are covered in other policies:

Policy BPR20: Delegation to the President

Policy BPR50: Evaluation of the President

Policy EL70: Whistleblower protection

### **SELECTING THE PRESIDENT**

#### **PRESIDENTIAL SEARCH AND RECRUITMENT PROCESS**

##### **Search Committee: Terms of Reference Overall Purpose**

The Search Committee is responsible for carrying out the Presidential Search and Recruitment Process, the goal of which is the recommendation to the Board of candidates for appointment to the position of President. The Board is responsible for making the final selection and appointment of a President.

##### **Membership**

The membership of the Search Committee shall be chosen by the Board's HR Committee. It shall be chaired by an appointed Board member of the HR Committee, and shall, where possible, include:

- a. Chair of the Board;
- b. Three Board members who are neither employees nor students of the college;
- c. Six college employees, including one representative from each of PPWC, SCFA, BCGEU and Exempt, plus two members of the Leadership Team;
- d. Two students of the college;
- e. The Executive Director of Human Resources, who will serve as the non-voting Secretary to the Committee.

##### **Committee Procedures**

All information discussed by the Search Committee shall be held in strict confidence.

In carrying out its duties, the Search Committee shall:

- a. Engage the services of a Search Consultant to assist in whatever manner it deems appropriate;
- b. Organize an orientation process for its members to confirm they understand the process and their responsibilities.

## **Search And Recruitment Process**

In carrying out the Presidential Search and Recruitment Process, the Search Committee shall:

- a. Solicit the views of the college community (Board, campuses, staff, and students) regarding the recommended qualifications for the position of President, using whatever methods are appropriate;
- b. Establish the recommended qualifications, attributes, and competencies for the position of President and submit same to the Board for approval;
- c. Advertise the position and invite nominations and applications for the position;
- d. Following the college's guidelines for Recruitment and Selection, establish a short list of preferred candidates for interviews;
- e. Interview the selected candidates:
  - Set a schedule for interviews and presentations to the full Board for the top two or three candidates.
  - Circulate an information package to Board members on each of the candidates, including their resumes and the evaluations of the Search Committee.

## **Selection Process**

- a. The Board shall meet in separate in-camera sessions with the top-ranked candidates and shall decide which candidate will be offered the position.
- b. If the Board is not satisfied with any of the recommended candidates, it shall request the Search Committee to determine whether the Search and Recruitment Process produced any other candidates who should be considered by the Board, and shall, if necessary, instruct the Search Committee to initiate a new Presidential Search and Recruitment Process.
- c. Upon completion of the Presidential Selection and Evaluation Process, the Search Committee shall evaluate and submit a written report of its work for the Board records.

## **Finalizing The Relationship**

- a. The Board's HR Committee shall negotiate and execute the terms and conditions of employment for the President and shall hold such terms and conditions in strict confidence.
- b. The Board shall direct the Administration to publicize the results of the Search to the college community, key partners, and general public.

## **RENEWAL OF AN INCUMBENT PRESIDENT**

### **Board's HR Committee**

- a. Upon an incumbent President coming to the end of his or her term, the Board's HR Committee shall decide whether to recommend a renewed term.
- b. The Board's HR Committee shall submit its recommendation.
- c. The Board decision shall be communicated to the President at least one year before the end of the President's term.

### **Full Board**

- a. If the Board decides to renew the term for the current President, it shall direct the Board's HR Committee to negotiate and execute the terms and conditions of the employment relationship.
- b. If the Board decides not to renew the term for the current President, it shall direct the Board's HR Committee to appoint a Search Committee which shall then proceed with the Presidential Search and Recruitment Process.

## **DEPARTURE OF AN INCUMBENT PRESIDENT**

### **Board's HR Committee**

- a. Upon being notified of an incumbent President's intention not to seek a renewed term, retirement, resignation, dismissal, incapacity, or death, the Board's HR Committee shall clarify the circumstances surrounding the departure of the President and consult the college's legal counsel.
- b. The Board's HR Committee shall inform the Board in a timely manner of its findings in an in-camera session.

## **APPOINTMENT OF AN INTERIM PRESIDENT**

- a. When the President must be absent from work for more than ten days, but less than two months, for example while on vacation, he/she will appoint a member of the Leadership Team to act for the President and will inform the Board Chair of the arrangement.
- b. If the President is absent for two months or more, whether the absence is planned or unplanned, or in the event the President is deemed by the Board to be unable to perform assigned duties and responsibilities, the Board will appoint an Interim President.
- c. Each time a new Board Chair is elected, the President shall advise the Board Chair of two members of the Leadership Team who would be capable of acting competently as Interim President. However, when the Board appoints an Interim President, the Board is not limited to these candidates.
- d. Having appointed an Interim President during an unplanned absence of the President, a point may be reached when the Board decides to initiate the selection process for a new President. In that case, if the Interim President wishes to be considered for the position, the Board will ensure that this individual is excluded from all meetings involving the recruitment and selection process to ensure the avoidance of conflict of interest.





NUMBER **GP 200**

TITLE **SELKIRK BOARD BY-LAWS**

## **BOARD OF GOVERNORS POLICY**

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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### **PART I – INTERPRETATION**

1. In these By-Laws, unless the context otherwise requires:
  - a. **“Adjudicator”** means a person identified by the Ministry to assist in determining a declaration of conflict of interest.
  - b. **“Board”** means the Governing Board of Selkirk College and its associated Board committees as described in the relevant sections of the College and Institute Act of the Province of British Columbia from time to time in force and all amendments to it.
  - c. **“Closed Meeting”** means a meeting of the Board that includes the Board and members of the Leadership Team and other members included by a resolution of the Board.
  - d. **“Designated Representative”** means a representative of the student association(s), BCGEU, PPWC and SCFA, selected by that group, and who is entitled to participate in the discussions before the Board.
  - e. **“Employee”** means an individual appointed as a full- or part-time employee of Selkirk College.
  - f. **“External Member”** means a community member appointed by the Lieutenant Governor-in-Council.
  - g. **“Internal Member”** means the President and Education Council Chair and faculty, support staff and student members elected by their respective constituency.
  - h. **“Member”** means either a person appointed to the governing board by the Lieutenant Governor-in-Council, a person elected by a constituency as provided in Bill 22, or a person who is on the Board because of a position held (i.e., President, Chair of Education Council).
  - i. **“Regular Meeting”** means a meeting of the Board for which notice of the meeting has been provided at a regular meeting.
  - j. **“Related Person”** means a spouse, child, parent, or sibling of the member.
  - k. **“Special Meeting”** means a meeting of the Board that has been called by the Chair on short notice to consider an extraordinary item.
2. The definitions in the College and Institute Act on the date that these By-Laws become effective apply to these By-Laws.
3. Board Policy means those resolutions of the Board intended to govern the operations of the Board and duly passed or amended according to the relevant sections of these By-Laws. A copy of the Board Policy Manual is held by the Vice President College Services/Chief Financial Officer and is available for examination.

## **PART II – FORMALITIES**

4. The mailing address of the Head Office of Selkirk College shall be 301 Frank Beinder Way, Castlegar, British Columbia, V1N 4L3.
5. The execution of documents required to be in writing shall be in accordance with the College and Institute Act. Documents shall be properly executed if witnessed by the signatures of 1) either the Chair or the President, *and* 2) the Vice President, College Services.
6. The Seal, an impression whereof is stamped in the margin hereof, shall be the corporate Seal of the College, and shall be kept in the custody of the Vice President, College Services/Chief Financial Officer.
7. The official stamp of the Registrar's office, an impression whereof is stamped in the margin of this document, shall be the official stamp affixed to all certificates, diplomas, associate degrees, and official transcripts of academic record.
8. The Board shall see that all necessary books and records of the College required by the By-Laws of the Board or by any applicable statute or law are regularly, and properly kept. Such books and records shall be kept in the custody of the Vice President, College Services/Chief Financial Officer. Access shall be as determined from time to time, according to Board Policy.

## **PART III – THE BOARD**

9. The powers and duties of the Board shall be as determined by the College and Institute Act and the Board By-Laws
10. The affairs of the college shall be governed by the Board.
  - a. The Board is composed of at least 8 governors appointed by Government, 2 elected student representatives, 1 elected faculty member, 1 elected support staff, the President and the chair of the Education Council as prescribed by the *College and Institute Act*.
  - b. The Board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities.
  - c. Board members who are appointed by the government are independent from college management and administration and have no material interest in the organization.
  - d. In consultation with the Government, the Board
    - i. develops board member selection criteria,
    - ii. recommends a recruitment and evaluation process,
    - iii. identifies, evaluates, and recommends potential candidates,
    - iv. develops a plan and a process to recommend to Government the orderly long-term renewal of board membership, and
    - v. submits the "Request for Appointment" in the form prescribed by Government.
  - e. To facilitate this process, the Board has a competency matrix, listing the specific competencies and personal attributes desired for the board membership as a whole. The competency matrix is used to identify competency "gaps" on the board, direct the search for new candidates and to ensure a mindful approach to equity, diversity, and inclusion representation.

- f. The Board publishes the name, appointment term and a comprehensive biography of each member on the college website.
- g. The Board shall elect annually from among its members a Chair and a Vice-Chair who shall be eligible for re-election.
- h. Upon the election of a new Chair, the outgoing Chair will serve in the position of Past Chair for a period of one year.

## 11. Code of Conduct

The effective governance of Selkirk College is contingent on Board members fulfilling their roles and responsibilities with the highest standards of conduct. The following outlines the duties required of members of the Board:

- a. *Duty of Integrity* – to act honestly and in good faith.
- b. *Duty of Loyalty* – to give their loyalty to the institution when acting on behalf of the Board.
- c. *Duty of Care* – to act in a prudent and diligent manner, keeping themselves informed as to the policies, business, and affairs of the institution.
- d. *Duty of Confidentiality* – notwithstanding the need of members to make an informed decision on an issue before the Board by obtaining input from internal and external communities, members are to ensure that information which is normally considered confidential (i.e., financial and personnel issues) remain so. Board members shall not either during or following the termination of their service, disclose such information to any outside person unless authorized.
- e. *Duty of Skill* – to use one's level of knowledge and one's expertise effectively in dealing with the affairs of the institution.

Conduct of members contrary to the above duties may be subject to review by the Board, and subsequent punitive action similar to Part IX, D of the following Conflict of Interest guidelines may be imposed. Likewise, the appeal process outlined in Part IX, C of the Conflict of Interest guidelines will be made available to either party in a dispute.

Additionally, Board members have an obligation to be sufficiently familiar with and to comply with any legislation that applies to their work and to recognize potential liabilities and to know when to seek legal advice. If in doubt, Board members are expected to ask for clarification.

## 12. Oath of Office

The following Oath of Office will be declared and affirmed, verbally before the Board at the commencement of all members' first Board meeting and annually. The Oath of Office will be taken by all Board members together.

I, \_\_\_\_\_, solemnly promise and affirm that I will truly, faithfully, and impartially, to the best of my ability execute the duties and responsibilities of my position as a Member of the Board of Selkirk College. I have read and agree to abide by the Code of Conduct and the Conflict of Interest By-laws of Selkirk College.

## PART IV – MEETINGS

- 13. The meetings of the Board and its committees shall be governed by:
  - a. The College and Institute Act;
  - b. The relevant sections of these By-Laws and by Board Policy established under these By-Laws;

- c. Where the College and Institute Act is silent, and the By-Laws and Board Policy are silent as well, Robert's Rules of Order (recent edition) shall govern. Notwithstanding the value that Robert's Rules brings in terms of framing a consistent understanding of governance processes, the Board may also embrace Indigenous approaches to governance to honour its commitments to Indigenization.
14. At all meetings of the Board, any member of the Board, including the President and Education Council Chair, Leadership Team, or designated representatives may speak to any matter before the Board, but only appointed or elected Board members may move, second, or vote on any motion.
15. Quorum
- a. As defined in the College and Institute Act.
  - b. If after thirty minutes after the time appointed for the meeting of the Board there should be no quorum present, then the meeting shall stand adjourned to a date fixed by the Chair. The names of the members present at the expiration of the said thirty minutes shall be recorded.
  - c. Notwithstanding sections 15.a) and 15.b), the Board may continue and deal with its agenda provided no member of the Board challenges the lack of a quorum and all decisions reached are ratified (or amended) at the next duly constituted meeting of the Board.
16. Notice, with Agenda, of regular meetings shall be distributed in accordance with Board Policy.
17. Actions of the Board
- Unless required to be exercised by By-Law, the action of the Board upon any matter coming before it shall be evidenced by resolution and the entry thereof in the approved minutes of the Board shall be accepted as evidence of the action taken.
18. Circulation of Minutes
- Copies of the minutes of Board meetings shall be circulated in accordance with Board Policy.

## **PART V – BOARD POLICY**

19. The Board may, from time to time, establish policy under the College and Institute Act, and these By-Laws for the orderly management of the Boards affairs. Such Board Policy shall be by resolution of the Board following due process as established by the Board in Board Policy.

## **PART VI – INDEMNIFICATION**

20. The Board hereby agrees that every member and officer of the Board and every employee shall be deemed to have assumed office or to have entered employment on the express understanding, agreement and condition that every member and officer of the Board or every employee and the heirs, executors and administrators and estate and effects of every member and officer or employee, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the college from and against:
- a. All costs, charges and expenses whatsoever sustained or incurred by a member, officer or employee in or about any action, suit or proceeding which is brought, commenced or prosecuted against such a member, officer or employee, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by that member, officer or employee, in fulfilling the duties performed by that individual as a member or officer of the Board or employee of the college.
  - b. All other costs, charges and expenses sustained or incurred in or about or in relation to the affairs of the college; except such costs, charges, or expenses as are occasioned by the Board members or officers or employee's own wilful neglect or default.

- c. An officer of the Board is defined as the President or the Vice President of Administration.

## **PART VII – RESIGNATION OF BOARD MEMBERS**

- 21. No member of the Board may resign as a member of the Board except in accordance with the procedure provided in this By-Law.
- 22. The resignation of a member of the Board shall be made by a notice in writing, addressed and delivered to the Board Chair or Vice President, Administration who shall immediately notify the President and the appointing agency or electorate.

## **PART VIII – HONOURARIA AND EXPENSES OF BOARD MEMBERS**

- 23. Each appointed or elected member (except faculty and staff members) of the Board shall be paid an honorarium as determined from time to time by the Lieutenant Governor-in-Council.
- 24. Each member of the Board shall be reimbursed by the college for any reasonable travelling, out-of-pocket expenses, and the costs of providing care to dependents incurred in discharging duties as a Board member.
- 25. All acquisitions of goods and services from college funds or college administered funds are subject to college policy 9200 Acquisitions of Goods and Services.

## **PART IX – CONFLICT OF INTEREST OR DUTY**

### **26. Conflict of Interest Defined**

- a. A conflict of interest arises when a Board members private interests supersedes or competes with their dedication to the interests of the college. This could arise from Real, Potential or Apparent Conflict of Interest for a Board member or related persons and may be financial or otherwise. For this purpose:

A “Real Conflict of Interest” occurs when a Board member exercises an official power or performs an official duty or function and at the same time, knows that in the performance of this duty or function or in the exercise of power there is the opportunity to further a private interest.

A “Potential Conflict of Interest” occurs when there exists some private interest that could influence the performance of a member’s duty or function or in the exercise of power provided that he or she has not yet exercised that duty or function.

An “Apparent Conflict of Interest” exists when reasonably well-informed persons could perceive that a Real Conflict of Interest exists on the part of the member.

### **27. Declaration of Conflict**

- a. Board members must arrange their private affairs and conduct themselves in a manner to avoid a conflict of interest. In cases where conflict cannot be avoided, a Board member has an obligation to declare a conflict of interest prior to discussion or decision of an issue. After declaration of the conflict the Board member:
  - i. shall not take part in the discussion of the matter or vote on any questions in respect of the matter (although the member may be counted in the quorum present at the board meeting);
  - ii. if the meeting is open to the public, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
  - iii. shall, if the meeting is not open to the public, immediately leave the meeting and not return until

all discussion and voting with respect to the matter giving rise to the conflict is completed; and

- iv. shall not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict.
- b. Where a Board member is unsure of whether they are in conflict, that member should raise the perceived potential conflict with the Board, and the Board should determine by majority vote whether or not a conflict of interest exists. The member perceived to be in conflict should refrain from voting on the issue.
- c. Where a conflict of interest is discovered after consideration of a matter, the conflict must 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 shall re-examine the matter and may rescind, vary, or confirm its decision.
- d. Any Board member who perceives another member to be in conflict of interest in a matter under consideration must identify the perceived conflict to the Board at the first opportunity. The Board should determine by majority vote whether or not a conflict of interest exists, and the member perceived to be in conflict shall be absent when the vote is taken.
- e. Where a Board member has been declared by vote to be in conflict of interest, and that member is in disagreement with the decision of the Board they may appeal the decision through the steps outlined in Part IX, 3. Until the appeal process is completed, the Board member perceived to be in conflict either stands aside on the given issue or continues at risk of acting in conflict and being subject to the associated penalty(s).

## 28. **Appeal of Declaration of Conflict**

- a. If a Board has exhausted all possible means of resolving a conflict-of-interest declaration and the Board member(s) in question and the Board are still at an impasse, then, the determination of conflict shall be referred to a Provincial adjudicator(s). The Minister will maintain a roster of potential individuals who can be called upon to review conflict of interest disputes and make determinations on the dispute. Any costs associated with this appeal process will be the responsibility of the initiating Board.
- b. The process for appealing a declaration of conflict will require the following:
  - i. The Board shall request in writing that the Minister identify an adjudicator(s) from the Provincial roster to review and make a determination on a perceived conflict of interest;
  - ii. The Board shall submit a report to the adjudicator and a copy to the member in question within seven days of the request for adjudication, documenting the nature of the perceived conflict, and the background leading to the impasse;
  - iii. The Board member(s) perceived to be in conflict shall submit a report to the adjudicator and a copy to the Board within seven days of the request for adjudication, documenting the nature of the perceived conflict, their rationale for not being in conflict, and the background leading to the impasse.

The adjudicator(s) shall review the documentation, gather any other additional information required to make an informed decision, and provide the Board with a determination on the declaration of conflict of interest within two weeks of receiving the request for adjudication or may, if further review is necessary, request an extension from the parties involved.

- c. The initiation of an appeal, or an appeal found in the favour of the appellant, shall not impede the action flowing from the Boards resolution that led to the appeal in the first instance. The Board, however, reserves the right to revisit the decision following the appeal.

**29. Punitive Action Associated with Conflict of Interest**

- a. A second role for the adjudicator(s) is (are) to recommend to the Board any punitive action to be directed to a Board member deemed to be in conflict. The Board shall have the power and ability to impose punitive action including one or more of the following:
- i. letter of reprimand;
  - ii. suspension of a Board member(s) from the Board for a determined period of time;
  - iii. recommendation that a Board member(s) resign from the Board;
  - iv. for external members, recommendation that the appointment be rescinded.

**30. General Guidelines for Declaring Conflict of Interest (under Part IX, 2)**

The following examples of conflict of interest are intended to provide general guidelines for declaring conflict of interest. These examples should not necessarily be considered exhaustive. Instead, the definitions of conflict as described in Part IX, A should be used as the ultimate measure of conflict.

- a. A pecuniary interest exists when a contract or other matter of a monetary nature is before the Board which:
- i. affects a private company in which a member or related persons are a proprietor or shareholder;
  - ii. affects a public company in which the member, or related persons hold more than 10% of the shares issued of that public company;
  - iii. affects a partnership or firm in which the member, or related persons are a member;
  - iv. affects a corporation in which the member is a director;
  - v. affects an organization in which the member is a senior officer; or
  - vi. affects a private society, crown corporation or other organization in which the member by virtue of office holds a position of influence.
- b. A conflict of interest due to representation of or relation to a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (i.e., students, staff, and faculty) by a member of that group is not considered a conflict of interest. Conflict could reasonably be considered to exist however for the following identified groups when considering these matters:
- i. decisions directly affecting a specific instructional program in which:
    - student Board members are enrolled in the program;
    - faculty or support staff Board members are employed in the program;
    - members with related persons are enrolled in or employed in the program.
  - ii. decisions related to labour negotiations and labour relations:
    - for faculty and support staff Board members;
    - for Board members with related persons who hold faculty and/or support staff positions at the institutions; or
    - for Board members with related persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters.
- c. For clarification, these guidelines recommend that student members be permitted to vote on issues related to tuition and fees.

**PART X – EDUCATION COUNCIL**

31. The Board recognizes the establishment of the Education Council pursuant to Section 14, the powers of the Education Council pursuant to Section 24, the joint approval provisions of Section 25 and the advisory role pursuant to Section 23 of the Act.
32. The Selkirk College Education Council shall fulfill the requirements, and replace the need, for a Program Advisory Committee as specified in Section 23 (1) (1) of the Act.

#### **PART XI – POWERS, DUTIES AND BENEFITS OF THE PRESIDENT**

33. The Board, by resolution, shall appoint a President who shall be the Chief Executive Officer of the college.
34. The President shall, under the direction of the Board, supervise and direct the instructional, administrative, and other staff of the college and exercise such powers and perform such duties as are assigned to them by the College and Institute Act, by any other enactment, and by the resolutions, By-Laws, Board Policy, and orders of the Board.
35. The President's performance shall be reviewed annually, and salary and benefits shall be reviewed as per current contract.

#### **PART XII – FEES AND CHARGES FOR INSTRUCTION**

36. Fees for students receiving instruction in credit programs and courses shall be documented and available. Revisions or amendments to these fees shall be in accordance with Article XIII of these By-Laws and the Provisions of the College and Institute Act.

#### **PART XIII – AMENDMENT OF THE BY-LAWS**

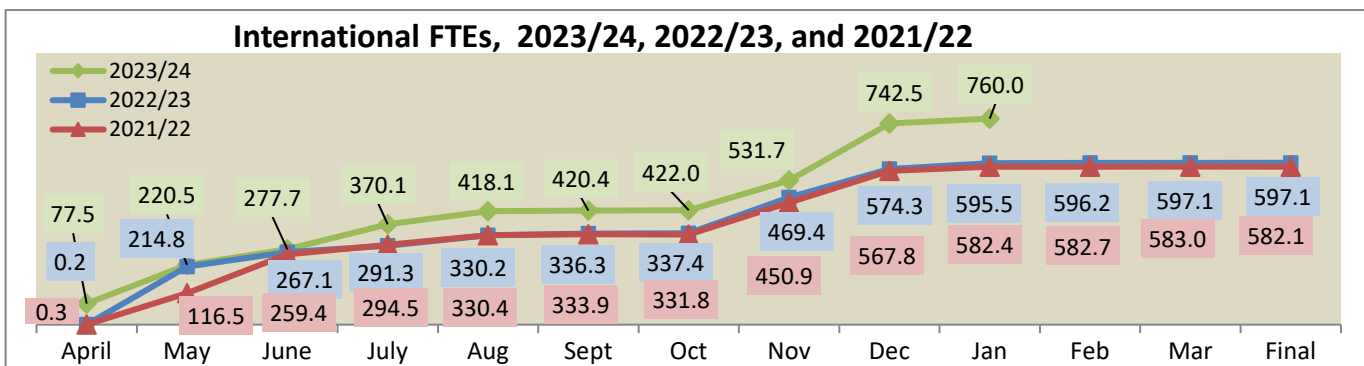
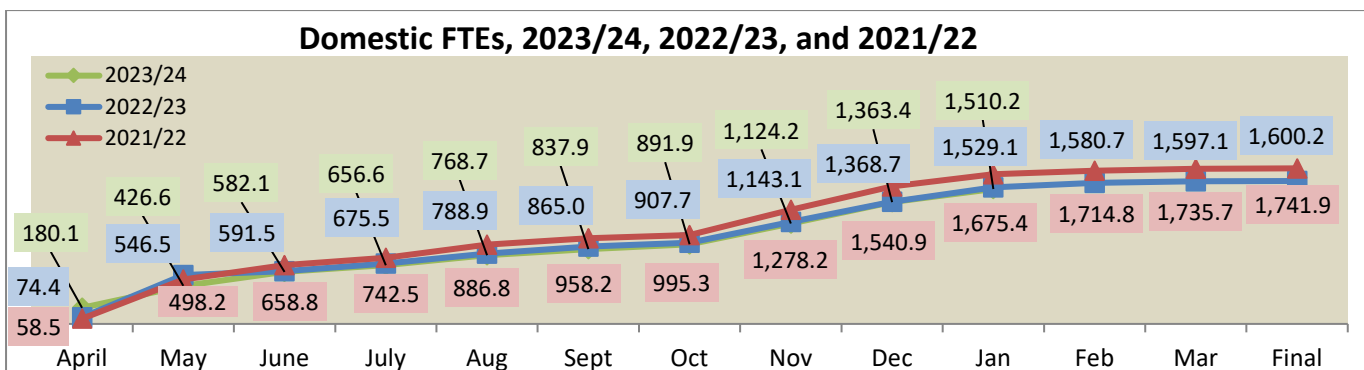
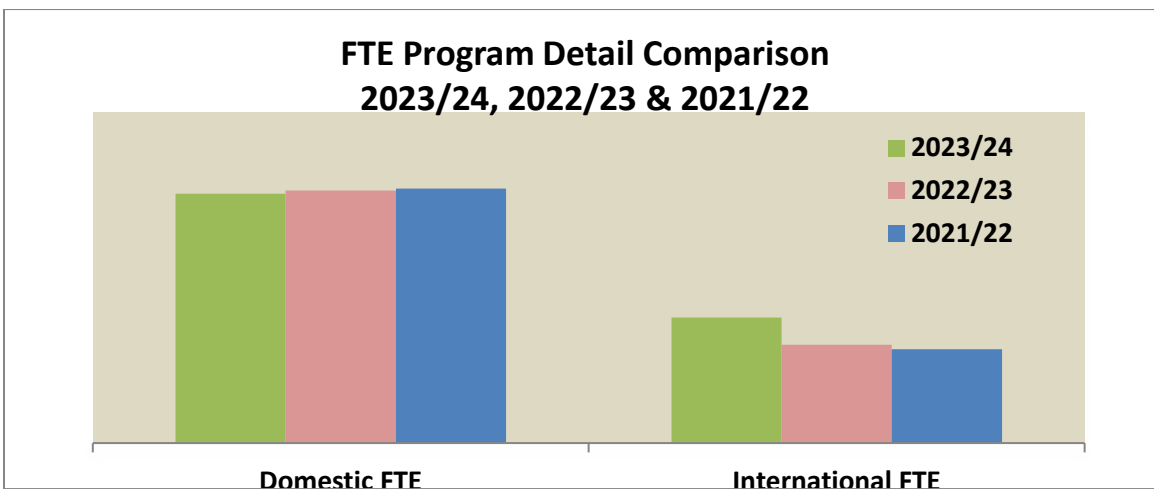
37. By-Laws of the Board may be amended by a resolution of the Board provided that 28 days written notice of the proposed amendment has been given at a regular meeting of the Board and pursuant to the provisions of the College and Institute Act.



## Dashboard Report – February 2024

### Monthly FTE Data (Full Time Equivalent Student)

SUMMARY	2023/24	% of Total FTE	2022/23	2021/22	2020/21	2019/20
Domestic FTE	1,510.2	67%	1,529.1	1,675.4	1,590.6	1,830.0
International FTE	759.6	33%	595.5	582.4	611.8	809.2
<b>TOTAL FTE</b>	<b>2,269.9</b>	<b>100%</b>	<b>2,124.7</b>	<b>2,257.7</b>	<b>2,202.4</b>	<b>2,639.2</b>



## Monthly FTE Data by School – February 1, 2024 and February 1, 2023 Comparison

SUMMARY BY SCHOOL	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Academic Upgrading & Development	285.0	239.4	188.4	10.0	6.6	12.3
Business	46.4	43.7	61.1	275.3	205.5	208.4
Community Ed. & Workplace Training	97.4	126.2	96.9	2.8	1.6	3.1
Environment and Geomatics	142.8	139.6	157.9	7.5	11.3	7.6
Health and Human Services	305.7	282.4	319.2	84.6	60.0	67.2
Hospitality and Tourism	37.6	51.4	60.5	188.7	161.0	147.4
Industry and Trades Training	297.7	329.9	326.1	0.0	0.0	1.0
International Education & Development	8.1	6.2	6.0	47.6	31.4	21.8
School of the Arts	114.2	105.0	126.3	24.3	21.8	18.0
University Arts and Sciences	175.7	205.4	198.2	118.5	96.0	81.0
<b>Total</b>	<b>1,510.5</b>	<b>1,529.1</b>	<b>1,540.6</b>	<b>759.3</b>	<b>595.2</b>	<b>567.8</b>

\*Difference due to rounding

## Early Application Statistics for Fall 2024 Intake

*as of February 1, 2024 and February 1, 2023*

Fall 2024	2023			2024							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Domestic	321	499	606	817							
International	150	342	430	913							
<b>Total Apps Received</b>	<b>471</b>	<b>841</b>	<b>1,036</b>	<b>1,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fall 2023	2022			2023							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Domestic	334	475	580	764	926	1,107	1,472	1,693	1,894	2,028	2,395
International	119	249	324	493	620	1,138	1,259	1,359	1,394	1,434	1,487
<b>Total Apps Received</b>	<b>453</b>	<b>724</b>	<b>904</b>	<b>1,257</b>	<b>1,546</b>	<b>2,245</b>	<b>2,731</b>	<b>3,052</b>	<b>3,288</b>	<b>3,462</b>	<b>3,882</b>

Fall 2022	2021			2022							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Domestic	318	528	645	825	948	1,300	1,568	1,769	1,928	2,084	2,436
International	120	190	276	398	509	701	891	1,125	1,195	1,235	1,290
<b>Total Apps Received</b>	<b>438</b>	<b>718</b>	<b>921</b>	<b>1,223</b>	<b>1,457</b>	<b>2,001</b>	<b>2,459</b>	<b>2,894</b>	<b>3,123</b>	<b>3,319</b>	<b>3,726</b>

## Selkirk College Education Council (EdCo) Chair Report

For Selkirk College Board of Governors

By Sarah Lechthaler – Feb 20, 2024

### Education Council: Darcy Falkenhagen, Vice Chair EdCo held this meeting

Feb 12, 2023: Elder Gerry Rempel opened the meeting in a good way

#### Membership engagement:

The members were asked about Section I. Standing Committees and Task Forces, #2 of the EdCo Bylaws.

#### Program Policy approvals:

Full-Stack Web Development Program  
Health Care Assistant Diploma Program  
Health Care Assistant Certificate Program

#### Course approvals:

NURS 112 Professional Practice I: Introduction to the Profession of Nursing  
NURS 116 Health and Healing I: Introduction to the Context of Health and Health Promotion  
NURS 117 Relational Practice I: Self and Others  
NURS 122 Professional Practice II: Discipline of Nursing: Knowledge Development and Inquiry  
NURS 126 Health and Healing II: Health Assessment Across the Lifespan  
NURS 129 Nursing Practice I: Introduction to Nursing Practice and Coming to Know the Client  
NURS 130 Consolidated Practice Experience I  
RHOT 099 Introduction to Community, Culture and Education in Canada  
PGHM 099 Introduction to Community, Culture and Education in Canada  
PGCM 099 Introduction to Community, Culture and Education in Canada  
CPST 40 Computer Studies: Intermediate Level – Computer Skills  
CPST 50 Computer Studies: Advanced Level  
MATH 50 Algebra – Advanced Level

#### Course deletions:

NURS 119 Nursing Practice 1

#### New Business:

*“Pursuant to the CIA Section 23(1)(b) and the CIA Interpretation Tool for the Board, Education Council and President (March 2016, Updated June 2021), Education Council approves the addition of standard Co-op language to the policies of participating programs (listed below).”*

Effective Date: Fall 2024

#### Discussion:

The request was to add standard language to program policies that have a co-op option for students. The language to be added is:

## CO-OP EDUCATION

This program is eligible for co-op education opportunities. Co-op education courses will provide students with documented, program relevant work experience that is recognized with a designation on their transcript.

Please refer to Policy 8370 Selkirk College Co-operative Education and Selkirk College Co-operative Education Procedures for additional information regarding Co-op Education at Selkirk College.

Once this standard language is added to the programs then the co-op courses will be added to the course of studies tables.

**Circle for Inclusive Indigenous Education (CIIE):** Feb meeting canceled

**Policy Review Committee (PRC):** no January meeting

**Curriculum Committee:** attended by EdCo Vice Chair, Darcy Falkenhagen

**Admissions & Standards (A&S) Committee:** attended December 12 & January 23, 2024

**Strategic Planning meet & greet dinner meeting:** January 29, 2024 with President Maggie Matear, Alex Usher - Higher Education Strategy Associates, Margaret Sutherland - Board Chair & Christy Anderson - Board Vice-Chair

**Systems Review Task Force:** attended Feb 1, 2024

Work plan complete

**Seven Sacred Teachings Moccasin Making** with Ann-Marie Smith:

Trail Campus weekly Feb 5-March 25

**4Seasons of Reconciliation: Season 2** in progress

**CiCan National EDI Knowledge Mobilization Centre: Inclusive Leadership training** in progress

# Selkirk College Students Union

2024 College Board of Governors Presentation



# 2023-2024 Executive Committee



**Abhilash Bhasin**  
Chairperson



**Kamalpreet Singh**  
Secretary



**Karminder Singh**  
Treasurer



**UV Miglani**  
Student life Director



**Haydee Hunat**  
Academic Director



**Gagan Deep Singh**  
External Director



# 2023-2024 Director-at-Large



Mahendra Tomar



James Barbeiro



Shaday Grandison



Chidiogo Ezebube



Christian Ren- Lagaras

# Our Presentation

01

BCFS Introduction.

02

Union Update  
Summary of our year and  
recent changes.

03

Media Engagement  
updates

04

Future Plannings



# British Columbia Federation Of Students

Services

SWAG

Campaigns



# Union Update

What have we been up  
to?

# SCSU 2023 At a Glance



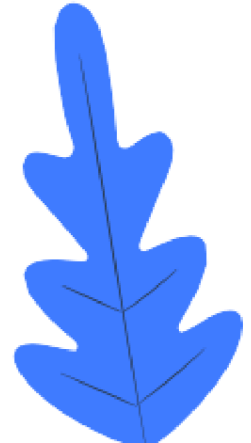
**Staff Changes**  
Down from 3 to 2 employees.



**Governance Restructure**  
Working on policy manual, bylaws, and executive structure.  
SCSU Elections 2023.

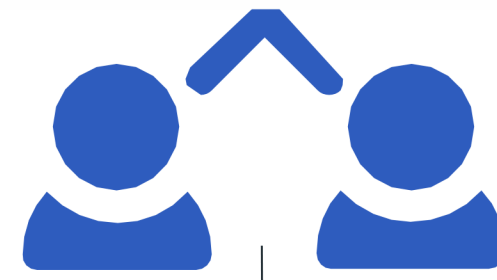


**Back to Campus**  
Focus on events and increasing engagement with membership



# Staff Structure

SCSU Board



**Robin Legere**  
Organiser -  
Operations



**Navjot Brar**  
Organiser  
Membership  
Outreach

# Governance Changes

Working on new  
policy manual

Board Structure

Working on Bylaws



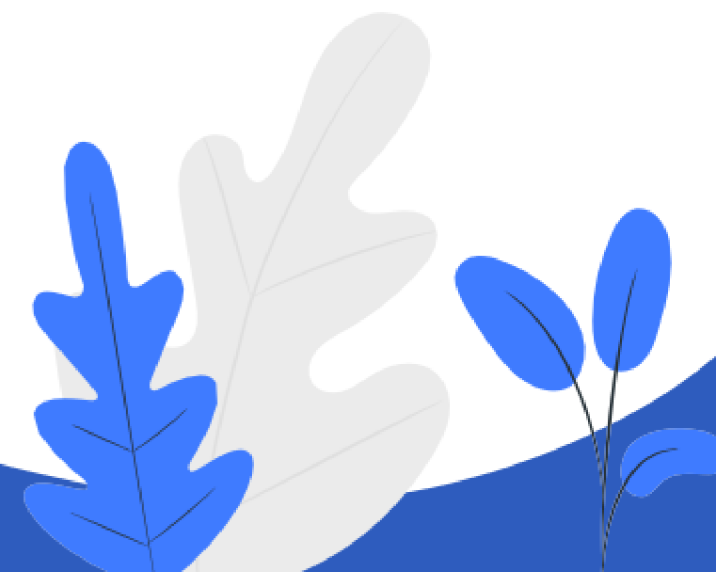
# Return to Campus

Board and staff excited to put on in person events and engage with students in person!





# Media Engagement



# Media Post's

Board and staff got engaged into media to make union more strong!!

## BC Federation of Students Reacts to Federal Government's Cap on International Study Permits

On January 22, the federal government announced its plan to cap international study permits being issued, for two years, beginning in September 2024. The cap will reduce the current number of study permits by 35%, approving approximately 360,000 undergraduate student permits for 2024 and allotting them to provincial population size.

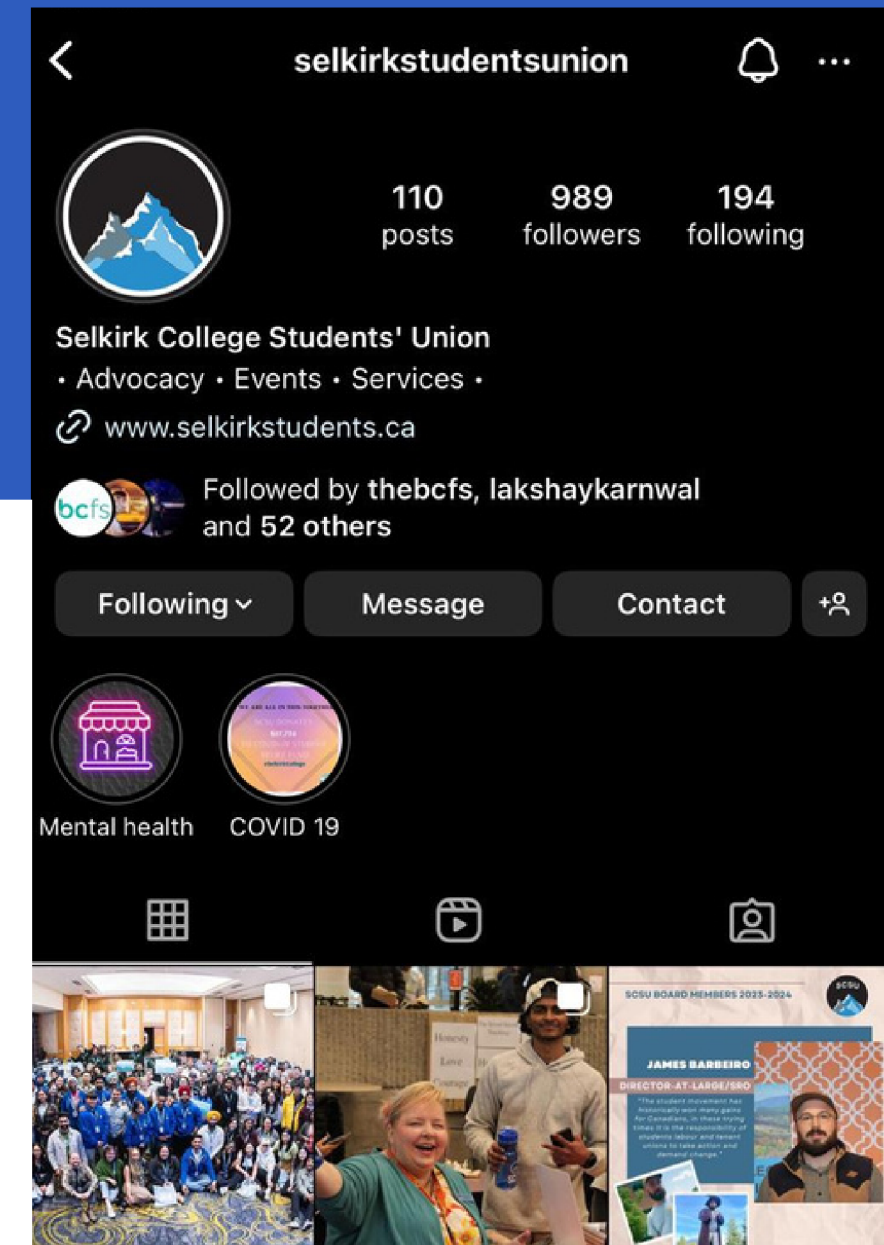
The British Columbia government reacts to the federal government's cap on international study permits.

Mahendra Tomar, treasurer of Selkirk's student union and an international student entering his final year of social work, is one of the many people affected by the housing shortage and rate of inflation. Tomar says he works two jobs on top of his studies to cover his basic costs.

"I work two jobs just to handle my cost of living. I pay \$2,500 rent without utilities every month and that is the problem here. On the first day of classes I worked a 10-hour night shift and had class at 9 a.m. So it's understandable how that can be very difficult for myself, but also for students who just got here, who don't know where to go, or what path to choose."

Tomar explained an additional concern he's heard from students this year surrounding transportation.

He says last year, Selkirk and the student union reached out to BC Transit to try and develop a schedule that accommodates the diverse needs of students using the transit system to get to and from different campuses.





# Our Next Steps

Promote  
Membership and  
Campaigns



Engage with Other  
Unions



Engage with College



Engage with Government

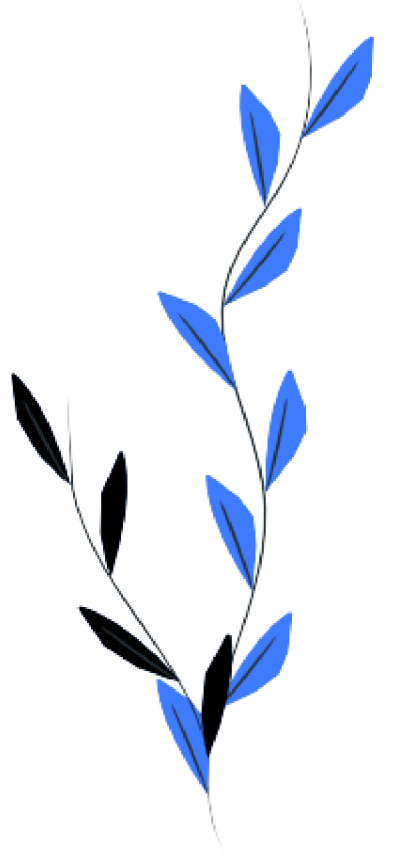


# Questions?





Thank you!





**Motion:** "To approve the 2024/2025 Tuition and Supplementary Fee Bylaw/Schedule as provided."

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**TUITION AND SUPPLEMENTARY FEE BYLAW**  
**Effective August 1, 2024**

**RATIONALE:**

Tuition fees (including supplementary fees) will be students' contribution to the overall costs for direct instructional activities, including materials and supplies used in the delivery of programs, and studio and/or lab facilities.

Ancillary fees provide necessary support to the primary activities or operations related to improved student experience, services and learning, including; a Learning Resource fee for the enhancement of learning resources (inclusive of technology), a Student Services fee to support Healthy Campus initiatives and student's Transition to Work enhancements, an Activity fee for recreation facilities and programming, and miscellaneous service fees supporting services to students.

Student Union Fees are established by the Selkirk College Student Union and collected by Selkirk College on their behalf.

Separate fee schedules will be determined as required, specific to the requirements of individual Memorandums of Understanding that extend the College's programming opportunities through public/private partner arrangements.

2024/25 FEE SCHEDULES: (inclusive of In-Person, Online, Hybrid and HyFlex Learning)

<b>DOMESTIC TUITION FEES</b>	<b>FEE AMOUNT</b>	<b>UNIT/COMMENT</b>
Career Technology	\$5.20	Per contact hour
University Transfer	\$5.47	Per contact hour
Plant Operator / Metal Fabricator / KSA	\$5.34	Per contact hour
Degree Programs / Courses	\$8.29	Per contact hour
English Language Training (ESL) Program - Domestic	\$3.61	Per contact hour
TESOL Program	\$10.63	Per contact hour
Web Development	\$11.03	Per contact hour
Office Administration	\$6.61	Per contact hour
Practical Nursing	Lecture - \$12.23 Lab/Clinical - \$4.37	Per contact hour
Vocational / Entry Level Trades Training	\$3.61	Per contact hour
Apprenticeship Trades	\$109.41	Per week
KSA Self-Directed Studio	\$753.82	Per course
Gerontology (GNUR) Online	\$480.96	Per course (course specific)
Advanced Diploma Program	\$723.22	Per course (course specific)
Steps to Opportunities, Academics and Readiness (SOAR)	\$637.36 \$318.67 To a maximum of \$1,912.08	Per course Per half course Per semester
Adult Upgrading, Adult Literacy Training, College Preparation, Student Success & Essential Skills courses	Tuition Free	Notional fee of \$637.36/full \$318.67/half courses(to max \$1,912.08) used to calculate Supplementary & Ancillary fees
Student Success (below level10)	Tuition Free	Pay Activity fee and Student Union fee only
Senior (65 years of age or above on first day of class)	50% of Approved Course Tuition	Limited to available seats on first day of class
Public / Private Partnerships	As Negotiated	By Project
Audit Fee	Approved Course Tuition	Per course
Prior Learning Assessment	Approved Course Tuition	Per course
CO-OP Fee (Course Level 100 or higher)	\$341.90 \$170.93/extension rate	Per semester
Nursing Labs (NURS 116, 126, 216 & 226 or equivalent)	\$144.86	Per semester
Clinical/Practicum/Work Term	\$582.70	Per semester (course specific)
Music - Private Lessons	\$928.79/Hour \$465.68/30 min	Per semester

<b>SUPPLEMENTARY FEES</b>	<b>FEE AMOUNT</b>	<b>UNIT/COMMENT</b>
Career Technology	\$11.38	Per course
University Transfer	\$11.38	Per course
Vocational / Entry Level Trades Training	\$11.38	Per course
Trades & KSA Programs	\$144.86 \$217.29 \$289.75 \$435.93	Per semester (program specific)
Rural Pre-Medicine Program	1 <sup>st</sup> & 3 <sup>rd</sup> Year: \$548.52 2 <sup>nd</sup> Year: \$243.77	Per semester
Studio Fee: Digital Arts and New Media Diploma	First Year: \$21.36 Second Year: \$30.88	Per credit Per credit
Studio Fee: Music & Technology Diploma	\$9.86	Per credit
<b>ANCILLARY FEES</b>	<b>FEE AMOUNT</b>	<b>UNIT/COMMENT</b>
Learning Resource Fee (LRF)	10% of Tuition to maximum of \$109.22	Per semester
Student Services Fee - (SSF) Domestic	4.5% of Tuition	Per semester
Student Activity Fee - Castlegar	\$34.94	Per semester
Student Activity Fee – All other locations	\$23.22 (\$1.41 week to a maximum of \$52.26)	Per semester Per week (exception for Trades programs under 15 weeks or over 30 weeks)
Senior (65 years of age or above on first day of class)	50% of Tuition, SSF, LRF and Activity fees	Subject to available seats at start date of class
<b>STUDENTS' UNION FEES</b>	<b>FEE AMOUNT</b>	<b>UNIT/COMMENT</b>
Students' Union Fee, British Columbia Federation of Students Fee, Student Media Fee, and Student Health and Dental Fee	As determined by the Student Union	(AUD is not eligible for the Health and Dental Program)

\_\_\_\_\_  
Selkirk College Board Chair, Margaret Sutherland

\_\_\_\_\_  
Date

\_\_\_\_\_  
Vice President, College Services, Kerry Clarke

\_\_\_\_\_  
Date

## President's Report for February 2024

### Communication and Relationship Building:

- Attended two Doukhobors apology events in community with the Board Chair
- Met with the City of Castlegar Chief Administrative Officer
- Presented to the Castlegar Mayor and Council
- Presented to the Nelson Mayor and Council
- Met with Dr. Caskey, Dean, National Taipei University of Business, a partner school of Selkirk College
- Met with Ahna Bertikoff, member of Doukhobor Sons of Freedom community
- Facilitated campus-wide Town Hall on strategic planning
- Joined the Castlegar Chamber's Economic Development Advisory Committee

### Student Focus:

- Attended a Convocation Ceremony planning meeting
- Attended Bursary Tea
- Enjoyed a student-run Lunar New Year celebration on the Castlegar campus
- Met with student union support staff
- Met with students informally in the Castlegar Pit

### Indigenization, Equity, Diversity, and Inclusiveness:

- Attended a Leadership Team meeting with the EDI Advisory Committee
- Attended meeting with Lower Similkameen education representatives to discuss potential partnerships

- Discussed nature/details of strategic plan consultation session with ONA

### Strategy, Creativity, and Innovation:

- Worked with internal teams and consultants to support the strategic plan renewal process
- Facilitated two orientation sessions for Strat Plan Steering Committee members
- Met and toured multiple campuses with the HESA President, Alex Usher as part of the strategic plan renewal process
- Co-facilitated the annual supervisors budget meeting
- Met Foundation Team to review Bursary 2024, Gala 2023 and plan for Gala 2024

### Leadership and Professionalism:

- Joined weekly college presidents meetings
- Enjoyed a team building afternoon with the Leadership Team
- Supported staff following the incident on the Silver King Campus
- Attended the February EdCo meeting
- Reviewed the Foundation's parallel operating agreements with Foundation staff and board members





### Board Relations:

- Met bi-weekly with the Board Chair
- Updated Board with incident report
- Updated Board orientation content

# President and CEO Goals and Objectives Monitor





Some objectives will be ongoing for the immediate future. Objectives align with the following strategic plan dimensions:

- |                            |                      |  |
|----------------------------|----------------------|--|
| 1. Learner Success         | 4. Healthy Workplace | 6. Other – Government and Board Accountability |
| 2. Excellence in Education | 5. Modernization     | 7. Other – Leadership and Legitimacy           |
| 3. Community Development   |                      |  |

**Progress indicators:**      On track       Somewhat delayed or barrier exists       Substantially delayed or may not be achieved       Complete 







Objective and Demonstration / Measurement	Strategic Alignment	Outcome or achievement indicator	President's Comments Comments/ Factors affecting performance	Months				Board Rating 1-3
				Jun	Sep	Dec	Mar	
1. Oversee and monitor Strategic Plan implementation	1-5	Strategic plan dashboard & process	Collaborated with leadership team to advance progress					
2. Oversee launch of new strategic planning process	1-7	Process launch events	Selected consultant and developed Steering Committee & TOR					
3. Continue/strengthen engagement with First Nations	1,2,3,7	1 renewed MOU	Conversations with ONA, potential affiliation agreement with LSIB					
4. Continue/strengthen engagement with key stakeholders	1,2,3,7	Minimum 2 per month	Doukhobor community,, Deputy Minister, STCC					
5. Support Indigenization and EDI plan goals	1,2,4	LT performance goals	Collaborative work with Leadership team					
6. Activate infrastructure consolidation plans (KSA, ARIC)	5	Formalized plans	Fit analyses ongoing– new webpage for communications– revised moves 2025					
7. Oversee Institutional Accountability goals	1,2,6	IAPR accepted by AEST	Collaborative work with Leadership team					
8. Prudent budget management at fiscal year-end 23/24	6	Financial reports	Budget process & discussions underway, ongoing					
9. Maintain national/provincial relationships and networks	7	3+ committee roles	CICan Board, STTC, BCC Rural Caucus, Castlegar EDC					
10. Maintain legitimacy as new President thru engagement	3,4,7	4+ blogs, 16+ events	Strat Planning blog, Town Hall, strat planning video					









<b>Progress indicators:</b>	On track 	Somewhat delayed or barrier exists 	Substantially delayed or may not be achieved 	Complete 
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STRATEGIC PLAN DASHBOARD	Year 22				23-24				24-25				Responsibility
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	

### Learner Success

1.1 Provide students experiential/work integrated learning,		VP Ed & Students
1.2 Increase number/quality of transfer/articulation agreements,		VP Ed & Students
1.3 Improve recruitment, retention, completion and related supports		VP Ed & Students
1.4 Develop student service standard across all campuses & LC's		VP Ed & Students
1.5 Enhance student health and wellness programming, and supports		VP Ed & Students
1.6 Expand offerings in priority program areas per market demands		VP Ed & Students






### Excellence in Education

2.1 Expand access via improved scheduling, blended delivery, etc.		VP Ed & Students
2.2 Advance innovations in teaching and learning		VP Ed & Students
2.3 Renew and implement strategic enrolment plans;		VP Ed & Students
2.4 Renew plans for Education, Indigenization, International, Student Life, Advancement, Marketing, and Educational Technology		VP Ed & Students
2.5 Renew programs via QAPA, accredit'n, articul'n, capacity building		VP Ed & Students
2.6 Improve program/svce quality/efficiency via data-driven decision-making.		VP Ed & Students





### Community Development

3.1 Build strategic partnerships to enhance learning and CED opportunities		VP Ed & Students
3.2 Strengthen relationships with First Nations and Métis organizations		President
3.3 Integrate applied research, innovation and entrepreneurship		VP Ed & Students
3.4 Work with community partners to enhance student experiences off-campus		VP Ed & Students
3.5 Support regional socioeconomic development thru partnerships		VP Ed & Students

### Healthy Workplace

4.1 Improve employee orientation, inclusion, OH&S,wellness programming;		Ex. Director HR
4.2 Improve ways to support Indigenization, EDI in recruitment/retention		Ex. Director HR
4.3 Expand performance monitoring for employees;		Ex. Director HR
4.4 Enhance programming for employee training and development, sharing of best practices, and professional development for faculty and staff; and		Ex. Director HR
4.5 Diversify and improve communication, and employee engagement processes		Ex. Director HR

### Modernization of Facilities, Technology and Operations

5.1 Renew and utilize the Facilities Master Plan for Selkirk College to reflect the strategic directions envisioned for the facilities, both owned and leased, at the college;		VP College Services
5.2 Ensure the efficient operation and effective use of the existing facilities, and continue to modernize our infrastructure and make investments in: technology, connectivity, facilities, welcoming spaces, learning commons spaces and capital equipment;		VP College Services
5.3 Modernize finance, human resources and student records, and education technology and online delivery systems, plans and processes to improve efficiency, effectiveness, measurement and reporting, and accountability; including the completion and effective implementation of Project Aurora; and		VP College Services
5.4 Further reduce the college's carbon emissions and waste production, and invest in new approaches and technologies to model and contribute to climate change mitigation.		VP College Services