

OPEN SESSION AGENDA

Tuesday, January 27, 2026

4:00 p.m. – 6:15 p.m.

Staff Lounge, Castlegar Campus / Teams

BOARD OF GOVERNORS

BOARD MEMBERS EXPECTED:

Amed Naqvi, Chair	Thompson Hickey, Vice Chair
Christy Anderson	Mary Austin
Debbie Bird	Roly Russell
Satinder Kaur	Kim Pham
Bronwyn Krause	Gurwinder Singh
Diksha Salwan	Maggie Matear, President
Darcy Falkenhagen, EdCo Chair	

REGRETS

Ken Wyllie

LEADERSHIP TEAM MEMBERS EXPECTED:

Lareena Rilkoff, VP College Services
Andrea Hall, Executive Director Finance / CFO
Taya Whitehead, VP Education & Students
Brier Albano, AVP Student Success
Stacey Matthews, Executive Director HR
Tammie Clarke, Dean

OBSERVERS:

Pablo Pastor, SCFA
Andrew Jupp, PPWC

GUESTS:

Andrea Wilkey, Executive Director, Community Futures Central Kootenay
Alison MacDonald, Community Economic Development Coordinator, Communiyt Futures Central Kootenay

TIME	TOPIC	SPEAKER	OUTCOME
4:00	1. TERRITORIAL ACKNOWLEDGEMENT	Brier Albano	
	2. ADDITIONS TO THE OPEN SESSION AGENDA OF JANUARY 27, 2026	Amed Naqvi	
	3. ADOPTION OF THE OPEN SESSION AGENDA OF JANUARY 27, 2026	Amed Naqvi	Motion to adopt
	Motion: "To adopt the open session agenda of January 27, 2026 as circulated."		
	4. ADOPTION OF THE CONSENT AGENDA OF JANUARY 27, 2026	Amed Naqvi	Motion to adopt
	a. Draft Open Session Minutes of November 25, 2025		
	b. Draft Finance & Audit Committee minutes of Jan 19, 2026		
	c. Draft Governance Committee minutes of Jan 19, 2026		
	d. Enrolment Dashboard – January 2026		
	e. EdCo Chair Report – January 2026		
	f. Board Policies EL 10 - 140		
	g. Globe & Mail article for info only: <u>National discourse emerging on tuition fees</u>		
	h. Tuition and Fee Bylaw		
	i. 2025-2026 Tuition Fee Report		

Motion: “To adopt the consent agenda of January 27, 2026 as circulated.”

4:10	5. PRESENTATION (Strategic Plan Dimensions 3)	Andrea Wilkey Alison MacDonald	Information
	• RCIP Funding Update		
4:40	6. PRESENTATION (Strategic Plan Dimensions 1)	Bronwyn Krause	Information
	• A History of Selkirk College		
5:10	7. PRESIDENT’S REPORT (Strategic Plan Dimension #3)	Maggie Matear	Information
5:15	8. QUARTERLY FORECAST REPORT (Strategic Plan Dimension #1)	Andrea Hall	Information
	9. 2026-2027 BUDGET PLANNING UPDATE (Strategic Plan Dimension #1)	Andrea Hall	Information
5:25	10. APPROVAL IN PRINCIPLE (Strategic Plan Dimension # 2)	Tammie Clarke	Motion to approve
	• Medical Lab Assistant		
	Motion: “To approve, in principle, the proposed Certificate in Medical Lab Assistant program, as recommended by Education Council, pending the completion of the full program development and final approval process.”		
5:40	11. PROGRAM SUSPENSIONS (Strategic Plan Dimension # 2)	Taya Whitehead	Information
5:55	12. 2025-2026 BOARD GOALS	Christy Anderson	Motion to approve
	Motion: “To approve the 2025/2026 Board Goals as presented/amended”.		
6:10	13. BOARD CHAIR’S REPORT	Amed Naqvi	Information
	14. MEMBERS’ REPORT	All Board members	Information
	15. STUDENTS’ REPORT	Student Board member(s)	Information
6:15	16. CLOSED SESSION	Amed Naqvi	Motion to move into the closed session
	Motion: “To move into the closed session.”		

STRATEGIC PLAN DIMENSIONS:

1. Sustainability: Seven Generations and Beyond
2. Focus: Transformative, Distinctive Education
3. Deliver: A High Performance, High-Support Organization
4. Impact: Innovation for Thriving Communities

EVENTS INFORMATION:

Donor Tea: Saturday, February 7th at 2 pm, Mary Hall

Cookies and Coffee with the Board - Employees and students welcome: Tuesday, Feb. 24th at 3 pm, Staff Lounge

Convocation: Thursday, May 21st, Castlegar Gym

All college events linked [here](#) and college news articles linked [here](#).

OPEN SESSION MINUTES

Tuesday, November 25, 2025

4:00 p.m. – 6:00 p.m.

Staff Lounge, Castlegar Campus / Teams

BOARD OF GOVERNORS

BOARD MEMBERS ATTENDING:

Amed Naqvi, Chair	Thompson Hickey, Vice Chair
Christy Anderson	Ken Wyllie
Debbie Bird	Mary Austin
Satinder Kaur	Kim Pham
Bronwyn Krause	Diksha Salwan
Maggie Matear, President	

REGRETS:

Darcy Falkenhagen, EdCo Chair Roly Russell
Gurwinder Singh

LEADERSHIP TEAM MEMBERS ATTENDING:

Lareena Rilkoff, VP College Services
Andrea Hall, Executive Director Finance / CFO
James Heth, Registrar
Brier Albano, AVP Student Success
Tiffany Snauwaert, Dean
Donna Drover, Director Facilities & Business Services

OBSERVERS ATTENDING:

Pablo Pastor, SCFA
Andrew Jupp, PPWC

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT
 - Provided by Thompson Hickey to open the meeting.
2. ADDITIONS TO THE OPEN SESSION AGENDA OF NOVEMBER 25, 2025
 - Moved item 9, 2025-2026 Draft Board Goals to the Closed Session Agenda.
3. ADOPTION OF THE OPEN SESSION AGENDA OF NOVEMBER 25, 2025

Motion: "To adopt the open session agenda of November 25, 2025 as amended."

Carried

4. ADOPTION OF THE CONSENT AGENDA OF NOVEMBER 25, 2025
 - a. Draft Open Session Minutes of October 28, 2025
 - b. Enrolment Dashboard – November 2025
 - c. EdCo Chair Report – November 2025
 - d. Draft Finance & Audit Committee Minutes Oct. 23, 2025
 - e. Finance & Audit Committee ToR (edits have been highlighted)
 - f. Draft Governance Committee Minutes of Nov. 13, 2025
 - g. Fall Head Count and FTE Report
 - h. 2025-2026 President's Goals & Objectives
 - i. February 24, 2026, 3 – 3:50 PM, pre-meeting open house: *Cookies & Coffee with the Board*, Staff Lounge, Castlegar Campus. Staff and Students Welcome.

The Enrolment Dashboard for November was pulled for discussion.

Motion: "To adopt the consent agenda of November 25, 2025 as amended."

Carried

5. ENROLMENT DASHBOARD (from the consent agenda)

- This item showed statistics outside the norm because we are changing the way we report on this, and this is an “interim” report that is bridging two different time periods. Domestic student and international student application and registration numbers captured in the dashboard were explained by the AVP Student Success. As noted on the dashboard, winter 2026 registration began in June (as opposed to November in prior years), accelerating FTEs early in the fiscal year for both domestic and international students. Year over year numbers will stabilize in December.
- Discussion ensued.

6. PRESENTATION

- Education Council
- The Registrar provided overall information on the Education Council (EdCo) and more specific information on its composition, standing committees, workflow and advice to the college Board.
- Board members can access the presentation slides [here](#).
- Q&A ensued.

7. PRESIDENT’S REPORT

- The President referenced the circulated report and provided additional updates:
 - The college is working with, and providing information to, community groups that have expressed interest in moving forward with KSA programming, and the President’s Office has not received any negative feedback from the community to date.
 - On Nov. 17, the province announced that funding for trades training will double over the next three years, with planned annual increases of approximately \$54 million, \$80 million, and \$107 million, directed to administration, union training programs, and public post-secondary institutions; Selkirk aims to secure a significant increase in funding to cover current seat costs and support additional programming.
 - In meetings with students, concerns were raised regarding limited transit service and restricted service hours on campus (including cafeteria and library hours).
 - The province announced that an independent post-secondary review will take place between December 2025 and March 2026. This review will encompass structure, governance and financial sustainability models.

8. QUARTERLY FORECAST REPORT

- The Executive Director Finance/CFO reviewed the second quarter forecast report (reported as of September 30, 2025), explaining the variances.

9. 2026-2027 BUDGET PLANNING UPDATE

- The Executive Director Finance/CFO provided a verbal update:
 - A projected deficit of \$3.5 million is forecast for fiscal year 2027, and the Executive Leadership Team meets regularly to consider mitigation strategies.
 - The full cost savings from deficit mitigation decisions made to date will not be reflected in the financial statements until fiscal years 2027 and 2028.

10. 2025-2026 BOARD GOALS

- Moved to the closed session agenda for discussion.

11. BOARD CHAIR’S REPORT

- The Chair and Vice Chair will be attending the next provincial meeting with their counterparts in December.

12. MEMBERS’ REPORT

- A member enjoyed attending the Peace Fair (Peace 100 class).

13. STUDENTS' REPORT

- Not provided

14. CLOSED SESSION

Motion: "To move into the closed session."

MINUTES

Monday, January 19, 2026
1:00 p.m. – 2:00 p.m.
Castlegar Campus, Rm S-118 / Teams

FINANCE & AUDIT COMMITTEE

COMMITTEE MEMBERS IN ATTENDANCE:

Amed Naqvi, Board/Committee Chair

Thompson Hickey, Vice Chair

Satinder Kaur

Maggie Matear, President

LEADERSHIP TEAM MEMBER IN ATTENDANCE

Lareena Rilkoff, VP College Services

Andrea Hall, Executive Director of Finance / CFO

Jodi Silva, Manager of Reporting and FP&A Systems

REGRETS:

Ken Wyllie

Christy Anderson

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

- Provided the Committee Chair to open the meeting.

2. ADDITIONS TO THE AGENDA OF JANUARY 19, 2026

- No additions

3. DISCLOSURE OF CONFLICTS OF INTEREST

- None were disclosed.

4. ADOPTION OF THE AGENDA OF JANUARY 19, 2026

Motion: "To adopt the agenda of January 19, 2026 as circulated."

Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF OCTOBER 23, 2025

Motion: "To adopt the minutes of October 23, 2025 as circulated."

Carried

6. 3rd QUARTER FORECAST

- The Executive Director Finance / CFO provided an overview of the Q3 forecast report section by section.
- Noted the difference between the forecast report and the actual report.
- Discussion ensued.

7. 3rd QUARTER RESULTS

- Manager of Reporting and FP&A Systems reviewed the Q3 results report section by section, noting:
 - The year-end projection (March 2026) remains on track for a balanced budget or a small surplus.
- Discussion ensued.

TOPIC

8. 2026-2027 BUDGET PLANNING

- The Executive Director Finance/CFO provided a verbal update:
 - Budget officers are working on their budgets in the system now. A final draft is expected by the end of January with adjustments from the canvass expected in February.
 - The Executive Leadership Committee is scheduled to meet next week to continue to explore ways to reduce the projected deficit for next year.
 - The Board is scheduled to approve the draft budget in March.

9. IN CAMERA

- Lareena Rilkoff, Andrea Hall, Jodi Silva, Laurie Langille and Catherine Harder left the meeting.
- No minutes were taken

10. ADJOURNMENT

- Next meeting March 11, 2026.

MINUTES

Monday, January 19, 2026
2:30 p.m. – 4:00 p.m.
Rm S-118, Castlegar Campus & Teams

GOVERNANCE COMMITTEE

COMMITTEE MEMBERS IN ATTENDANCE:

Thompson Hickey, Committee Chair

Amed Naqvi

Kim Pham

Darcy Falkenhagen

Roly Russell

Maggie Matear

REGRETS:

Ken Wyllie

Christy Anderson

Bronwyn Krause

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT
 - Provided by the Committee Chair to open the meeting.
2. ADDITIONS TO THE AGENDA OF JANUARY 19, 2026
 - None
3. ADOPTION OF THE AGENDA OF JANUARY 19, 2026
 - Adopted as circulated.
4. ADOPTION OF THE GOVERNANCE COMMITTEE MINUTES OF NOVEMBER 13, 2025
 - Adopted as circulated.
5. BOARD EL (EXECUTIVE LIMITATION) POLICIES EL 80-140
 - Suggested edits approved for policies EL 100, EL 130, EL 140
 - Rescind policies EL 80, EL 90, EL 110, EL 120 as they are operational in nature.
 - Edited policies and list of rescinded policies will be brought to the Board for approval in January.

Motion: “To recommend the Board approve the edited policies EL 100, EL 130, EL 140 as reviewed by the Governance Committee.”

Carried

Motion: “To recommend the Board rescind the following Board policies EL 80, EL 90, EL 110, EL 120 as reviewed and discussed by the Governance Committee.”

Carried

ACTION: President’s Office to provide the committee with a high-level summary of board policies, organized by functional area

TOPIC

6. COLLEGE POLICY 8611 - ADMISSIONS

- Board Policy EL 60 – Admissions to Selkirk College was rescinded at an earlier Governance meeting because it is operational. The Administrative College Policy 8611 – Admissions will be reviewed and signed by the Board Chair, per the Colleges and Institutes Act and will be added to the February 2026 open session consent agenda
- Agreed to by the Committee

7. 2026-2027 PROPOSED BOARD MEETING SCHEDULE

- The President summarized the circulated briefing note recommending reducing the number of board meetings a year from seven to four, in line with policy governance best practices in order to establish a more efficient, strategy-focused approach to governance.
- Discussion ensued.

Motion: “To recommend that the Board approve a one-year pilot to reduce the number of board meetings from seven to four for the 2026–27 academic year.”

Carried

8. GUIDING QUESTIONS FOR PRESENTATIONS

- Reviewed with no edits
- Add to future board agendas and the Board’s Teams site.

9. FAQs

- The President reviewed the circulated document noting that this is a living document.
- Revisions discussed:
 - Update #7 How often does the Board meet?
 - Add contact information #8 Can I attend a Board meeting?
 - Add competencies sought in candidates, and information on how to apply to become a Board member.

ACTION: Governance Committee review/update the FAQs annually

- Approved with revisions
- Add to Teams and college website (board section)

10. BOARD AWARDS

- Seeking two Governance Committee members for the selection committee meeting (virtual), late February/early March.
- Volunteers: Thompson Hickey and Roly Russell

11. ADJOURNMENT

- Next meeting: May 4, 2026

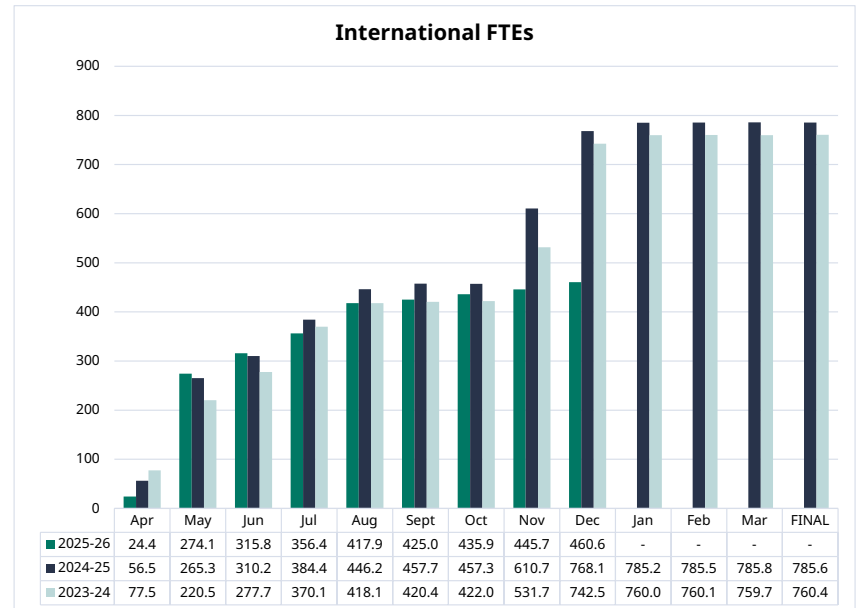
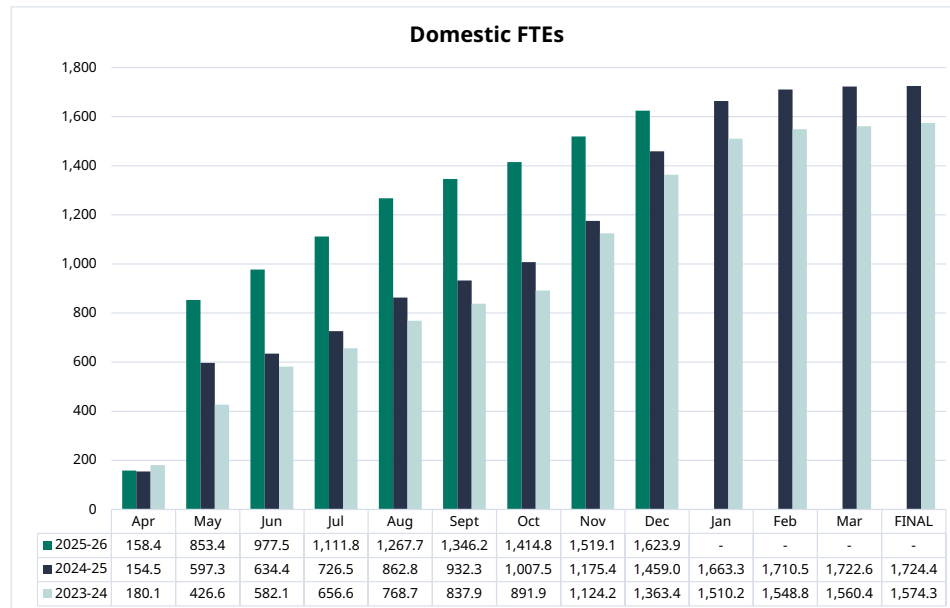
Monthly FTE Report, Summary by Program Type

2025/26 Fiscal Year

Monthly Report:	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26 FINAL
Domestic FTE, as of:	May 1	Jun 11	Jul 2	Aug 1	Sep 3	Oct 1	Nov 3	Dec 1	Jan 2				
Developmental	24.0	37.6	37.9	52.8	112.9	154.0	162.0	165.5	224.5				
Health	59.0	286.2	296.4	326.7	337.4	347.8	355.8	361.7	367.9				
Trades	20.6	84.8	158.6	176.2	202.0	213.5	255.7	321.7	352.3				
Advanced Education	54.9	444.8	484.5	556.2	615.5	631.0	641.4	670.2	679.3				
Domestic FTE Total	158.4	853.4	977.5	1,111.8	1,267.7	1,346.2	1,414.8	1,519.1	1,623.9	-	-	-	-

Monthly Report:	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-25	Apr-26 FINAL
International FTE, as of	May 1	Jun 11	Jul 2	Aug 1	Sep 3	Oct 1	Nov 3	Dec 1	Jan 2				
Developmental	0.8	12.0	12.1	13.6	30.9	32.6	32.7	33.1	38.6				
Health	0.9	17.3	20.3	25.1	50.3	49.3	48.7	49.3	50.9				
Trades	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0				
Advanced Education	22.7	244.9	283.5	317.7	336.7	343.2	352.5	361.2	369.2				
International FTE Total	24.4	274.1	315.8	356.4	417.9	425.0	435.9	445.7	460.6	-	-	-	-

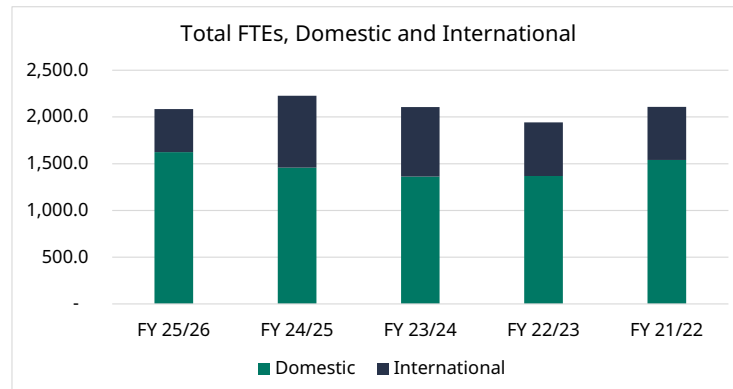
Total FTEs 2025/26	182.8	1,127.5	1,293.3	1,468.2	1,685.6	1,771.3	1,850.7	1,964.8	2,084.5	-	-	-	-
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**FTE Program Detail Comparison
as of January 2, 2026**

Summary, 5 Year as of	FY 25/26 Jan 2	FY 24/25 Jan 2	FY 23/24 Jan 2	FY 22/23 Jan 2	FY 21/22 Jan 4
Domestic FTE	1,623.9	1,459.1	1,363.4	1,368.7	1,540.9
International FTE	460.6	768.1	742.5	574.4	567.8
Total FTE	2,084.5	2,227.2	2,105.9	1,943.1	2,108.7
Domestic Students as a % of FTEs	78%	66%	65%	70%	73%
International Students as a % of FTEs	22%	34%	35%	30%	27%

Summary by School, Fiscal Year	Dom 25/26	Dom 24/25	Dom 23/24	Int 25/26	Int 24/25	Int 23/24
Academic Upgrading & Development	224.2	224.3	227.1	40.2	64.5	44.2
Arts & Technology	95.5	86.7	113.2	11.7	19.1	25.4
Business	60.1	51.2	47.0	107.8	256.5	283.1
Community Education & Workplace Training	88.1	83.9	81.4	4.2	2.9	2.5
Environment & Geomatics	182.2	152.2	112.5	8.1	5.3	5.3
Health & Human Services	418.3	377.8	293.6	125.2	117.5	80.1
Hospitality & Tourism	34.4	27.4	37.6	65.4	164.2	189.4
Industry & Trades Training	346.1	275.6	278.5	0.0	2.0	0.0
University Arts & Sciences	174.8	179.9	172.5	98.1	136.1	113.1
Total FTE by School	1,623.6	1,459.0	1,363.5	460.6	768.1	743.0


Notes:

1. Total FTE and Total FTE by School may differ due to rounding.
2. As of July 1, 2024, ELP falls under School of AUD. As of January 2, 2025, historic ELP stats are reported under School of AUD.
3. F25 registration (first year students), opens on June 4, therefore, FTE and Headcount monthly reporting pushed to the second week of June to capture registration data.
4. W26 registration started in June (November in prior years) accelerating FTE's early in the fiscal year for both domestic and international students. Year over year numbers will stabilize in December.

Early Headcount Report for Winter 2026 as of January 2, 2026

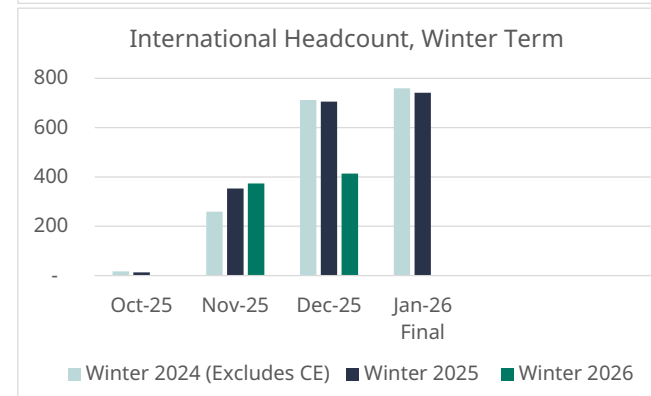
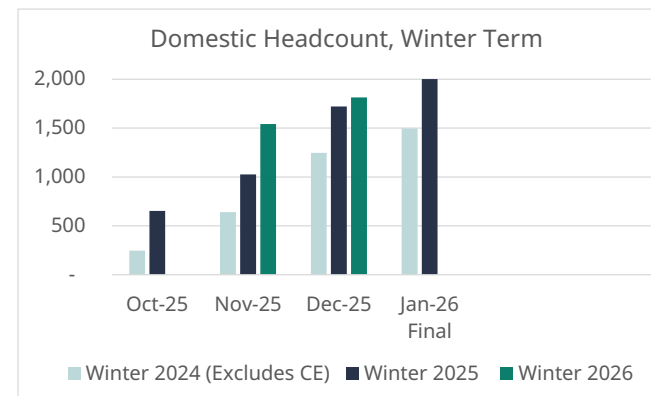
Winter 2026 as of	Oct-25	Nov-25 Dec 1	Dec-25 Jan 2	Jan-26 Final
Domestic Headcount	N/A	1,542	1,815	
International Headcount	N/A	374	414	
Total Headcount, Fall 2025	N/A	1,916	2,229	-

Winter 2025 as of	Oct-24 Nov 5	Nov-24 Dec 2	Dec-24 Jan 2	Jan-25 Final Feb 3
Domestic Headcount	654	1,027	1,722	2,045
International Headcount	13	353	706	742
Total Headcount, Fall 2024	667	1,380	2,428	2,787

Winter 2024 (Excludes CE) as of	Oct-23 Nov 2	Nov-23 Dec 1	Dec-23 Jan 2	Jan-24 Final Feb 1
Domestic Headcount	247	641	1,247	1,496
International Headcount	17	259	712	760
Total Headcount, Fall 2023	264	900	1,959	2,256

Notes:

1. As of July, 2024, English Language Program fall under School of Academic Upgrading & Development.
2. As of September 3, 2024, to be consistent with reporting all FTE programs, we have added: BC Electrical Code, Adult Literacy Program, Education to Go, and Learning in Retirement, that haven't been included in the past historical headcount.

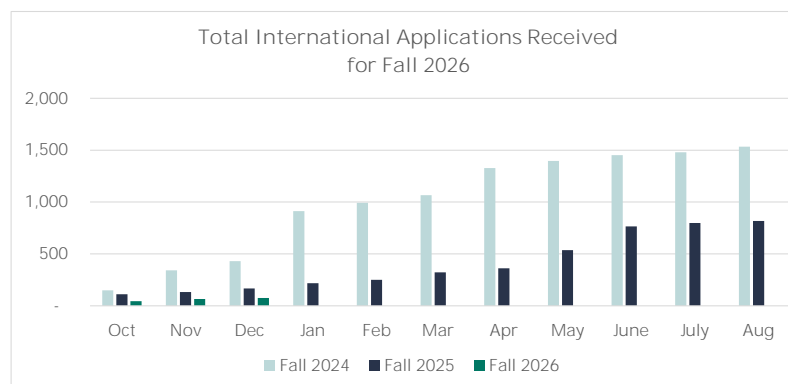
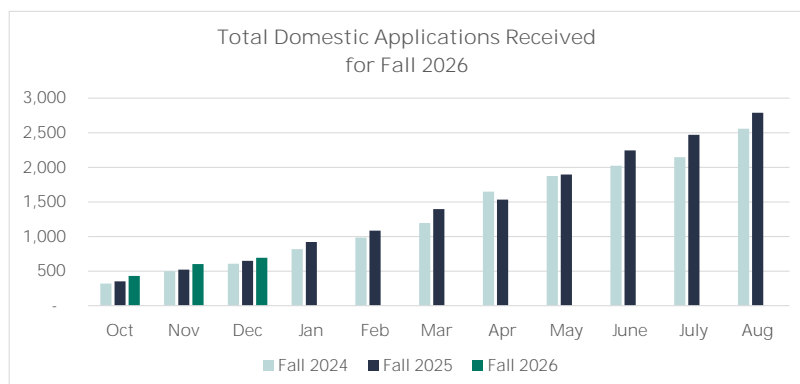


Early Application Statistics for Fall 2026 as of January 2, 2026

Fall 2026 as of	Oct-25 Nov 3	Nov-25 Dec 1	Dec-25 Jan 2	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26 FINAL
Domestic	431	601	692								
International	44	66	75								
Total Applications Received	475	667	767	-	-	-	-	-	-	-	-

Fall 2025 as of	Oct-24 Nov 1	Nov-24 Dec 2	Dec-24 Jan 2	Jan-25 Feb 3	Feb-25 Mar 3	Mar-25 Apr 1	Apr-25 May 1	May-25 Jun 2	Jun-25 Jul 2	Jul-25 Aug 1	Aug-25 FINAL Sep 2
Domestic	352	522	649	920	1,084	1,396	1,533	1,896	2,243	2,470	2,788
International	111	133	167	218	250	323	362	536	765	798	818
Total Applications Received	463	655	816	1,138	1,334	1,719	1,895	2,432	3,008	3,268	3,606

Fall 2024 as of	Oct-23 Nov 1	Nov-23 Dec 1	Dec-23 Jan 2	Jan-24 Feb 1	Feb-24 Mar 1	Mar-24 Apr 2	Apr-24 May 1	May-24 Jun 6	Jun-24 Jul 2	Jul-24 Aug 1	Aug-24 FINAL Sep 3
Domestic	321	499	606	817	983	1,194	1,649	1,873	2,023	2,146	2,559
International	150	342	430	913	992	1,067	1,328	1,397	1,452	1,479	1,533
Total Applications Received	471	841	1,036	1,730	1,975	2,261	2,977	3,270	3,475	3,625	4,092



Notes:

- F25 PGCM, PGHM program suspended after applications had been received.
- As of May 1, 2025, F25 registration for year 2 students changed to May 31, 2025 (was April 11, 2024 for F24). Registration date change is reflective in the decrease for year 2 program application numbers.
- As of July 1, 2024, ELP falls under School of AUD. As of January 2, 2025, historic ELP stats are reported under School of AUD.
- As of November 3, 2025, for F26 applications the process has changed and does not include matriculated students. Applications will be less than previous years.

Selkirk College Education Council (EdCo) Chair Report

For: Board of Governors
From Darcy Falkenhagen – January 13, 2026

Education Council: The meeting agendas, resolutions, and minutes are available online [here](#).

December 9, 2026 (agenda [here](#)) – Chaired by Maggie Kezcan, Vice Chair of EdCo

Resolved that EdCo recommends to the Board of Governors the approval of the Approval in Principle of the follow program:

From the School of Health and Human Services
Certified Medical Laboratory Assistant (MLA) Certificate

Program Quality Committee (PQC), chaired by Allison Alder:

November 25, 2025 Meeting – cancelled, insufficient agenda items

December 9, 2025 Meeting –

PQC recommends to EdCo the approval of the following two new program policies:

School of Hospitality and Tourism
Tourism and Destination Management (TADM)
Culinary Arts

PQC recommends to EdCo the approval of course updates in the revised program policies:

School of University Arts and Sciences
Rural Pre-medicine
Chemistry – Associate of Science Degree

Curriculum Committee (CC), chaired by Aanyta Fahrenbruch:

November 27, 2025 Meeting – cancelled, no agenda items

Circle for Inclusive Indigenous Education (CIIE), lead by rotating chairs:

December 1, 2025 Meeting

CIIE workplan and process for reviewing courses and programs discussed
Reviewed new Tourism and Destination Management (TADM) program policies

Education Policy Committee (EPC), chaired by Terri Macdonald:

November 19, 2025 Meeting

Updates for information only on Policy 1000 and the Academic Integrity Policy

December 10, 2025 Meeting – cancelled, no agenda items

Other items of note:

- Two fourth-year nursing students, Zoe Giles and Danielle Browne, completed their Fall 2025 Leadership Project on “Empowering the Student Voice: Bringing Awareness and Academic Governance at Selkirk College”

Reminder: Board members are always welcome and encouraged to observe an Education Council meeting. Our next meeting is on **Tuesday, February 10, 2026 from 4:30 pm – 6:30 pm on Teams** only. If you are interested in attending the meeting, please contact Darcy Falkenhagen at dfalkenhagen@selkirk.ca to RSVP.



NUMBER **EL 10**

TITLE **RESPECT AND FAIRNESS IN THE
WORKPLACE**

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

The President shall deal fairly, respectfully and with utmost good faith with students, staff, volunteers, Board and the community.

The President shall not:

1. Operate without operational policies and procedures which clarify personnel rules, provide for effective handling of grievances and protect against wrongful conditions.
2. Discriminate against anyone for expressing a dissenting opinion.
3. Prevent students and staff from grieving to the Board when it is alleged that either:
 - a. The Board policy has been violated to their detriment;
 - b. The Board policy does not adequately protect their human rights.
4. Fail to ensure that students and staff are advised of their responsibilities and rights.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

The budgeting process and outcomes should reflect the strategic and operational priorities of the college. The President will not deviate substantially from the Board's Policies, risk fiscal jeopardy or fail to follow generally accepted budgeting and accounting practices.

The President shall not cause or allow budgeting that:

1. Does not provide material information to enable:
 - accurate projection of revenues and expenses;
 - adequate risk assessment and mitigation;
 - separation of capital and operational items; and
 - disclosure of planning assumptions.
2. Plans spending in excess of projected revenues.
3. Fails to provide annual operating funds for Board responsibilities, costs of fiscal audit, Board development, Board and committee meetings, and Board association fees.
4. Does not have a substantive input from interested parties.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

The President shall ensure the fiscal health of Selkirk College. The President may not:

1. As per the College and Institutes Act expend more funds than have been received in the fiscal year:

Limitation on Expenditures Section 31 (1.1) An institution must not incur a liability or make an expenditure in a fiscal year beyond the amount unexpended of the grant made to the institution by the government and the estimated revenue of the institution from other sources up to the end of, and including, that fiscal year, unless an estimate of the liability or expenditure has first been approved by the Minister of Finance and the minister.

2. Make any purchase or commit the organization to any expenditure of greater than .5% of the annual college operating budget that deviates from the approved Budget until such expenditure is approved by the Board.
3. Make any purchase that does not follow federal and provincial legislation, internal controls and best practices as it relates to the public sector. Refer to [Selkirk College Policy 9000: Signing Authority](#) for detailed delegation of signing authority, contract execution, and expenditure controls.
4. Allow any statutory requirements or filings to be overdue or inaccurately filed.
5. As per the College and Institute Act, indebted the organization in an amount greater than can be repaid from anticipated revenues from all sources:

Short Term Borrowing Section 33 (1) An institution may borrow money to meet the expenditures of the institution until the revenues of the current fiscal year become available. (2) Money borrowed under subsection (1) together with accrued interest must be repaid out of current revenues and may be secured by promissory notes of the institution.

6. Allow a deficit in the combined ancillary services area, which includes student housing, the cafeterias, the campus stores and facility rentals.
7. Fail to advise the Board when the sum of all cash and investments drops below the amount needed to settle current payroll and accounts payable in a timely manner.
8. Fail to provide a detailed report to the Board describing the variance when a major budget category (i.e. operating budget or capital budget by project) exceeds \$100,000 or 10%, whichever is the lesser, from the approved Budget or when it is anticipated that the major budget category will exceed the above limits by year end or in the case of a capital project, by the end of the project.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

The President shall ensure the physical assets of the institution are maintained and protected.

The President shall not:

1. Fail to insure against theft and casualty losses or against liability losses to Board members, staff or the organization itself in an amount consistent with the insurance and protection plan provided by the Ministry.
2. Permit plant and equipment to be inappropriately used or inadequately maintained..
3. Unnecessarily expose the organization, its Board or staff to claims of liability.
4. Receive, process or disburse funds under controls that are insufficient to meet the test of prudent fiscal management.
5. Fail to ensure that assets are protected in a cost-effective manner against misappropriation.
6. Fail to ensure that assets are disposed of in an appropriate manner.
7. Fail to ensure that adequate records are kept to comply with the internal control needs identified by the college's auditor.



NUMBER **EL 50**

TITLE **WHISTLEBLOWER PROTECTION**

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

Selkirk College encourages members of the Selkirk College community, acting in good faith, to responsibly report to college authorities “Improper Activity,” as defined below, on the part of the college or its employees without fear of retaliation.

The President shall not:

1. Allow any practice, activity, decision, or circumstance that impedes or discourages employees, students, or other members of the college community from reporting, in good faith, suspected wrongdoing, unethical conduct, or breaches of law or policy.
2. Fail to establish and communicate a clear process for confidential reporting of suspected wrongdoing that protects the identity of the whistleblower and ensures protection against retaliation.
3. Permit the suppression, retaliation, or adverse treatment of any individual who has reported suspected wrongdoing in good faith, regardless of the position or status of the individual making the report.
4. Fail to ensure that reports of suspected wrongdoing—including those concerning senior leadership or the President—are promptly reported to the Board Chair, investigated objectively, and that the results are reported to the Board.
5. Fail to inform the Board, in a timely manner, of any material incidents of protected disclosure or whistleblowing affecting the integrity, legality, or reputation of the institution.

See Policy 6050 PIDA for definitions and procedures.

<https://policies.selkirk.ca/media/policieselkirkca/college/Policy-6050---Public-Interest-Disclosure.pdf>



NUMBER EL 60

TITLE ADMISSIONS TO SELKIRK COLLEGE

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

SEE RELATED COLLEGE
POLICY 8611 - Admissions

The college sets the criteria that govern the admissions and academic standards of all Selkirk College programs through the admissions and standards policy. Specific school and program policies may provide additional admissions and standards requirements of each school or program.

This policy applies to all domestic and international applicants seeking admission to Selkirk College credentialed programs.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

The Board recognizes the need to enter into contracted and self-funded activities to fulfill the mandate for socio- economic development and community responsiveness.

The President shall not commit the college to contracts or self-funding activities that are not cost recovery or that do not provide positive financial contribution to the institution, or generate other positive attributes that will benefit the college (i.e. increase full time equivalent student numbers, enhance community relations, and other such attributes that align with the college's goals).

Related college policy defines the process of creating a contract to provide a service including other self-funding activities such as grant money received to perform a service; and provides clarification with the appropriate uses of the generated surplus and what occurs if a deficit is generated.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

RELATED COLLEGE
POLICY 6000

The President will define the appropriate conduct of employees through a code of conduct policy that has the following purposes:

- to define conflict of interest;
- to distinguish between gifts and remuneration that may be accepted and those whose acceptance would lead to conflict of interest;
- to remind employees of their obligation toward appropriate confidentiality;
- to prohibit association of private speech with college-sanctioned positions;
- to outline employee responsibilities toward students and colleagues; and
- to describe remedies and discipline pursuant to this policy.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

~~Applied research is a valuable activity for faculty professional development, for enhancement and enrichment of learning experiences, and to support regional social and economic development.~~

~~Applied research activities will be self-funded through research grants, contracts, etc. that comply with current applicable college policies and standards. Any such applied research will adhere to established ethical principles and standards as well as appropriate scientific and academic rigour.~~

Applied research is an important activity for fostering innovation, supporting faculty professional development, enriching student learning, and contributing to regional social and economic development.

Applied research at Selkirk College must:

- Comply with all applicable laws, ethical frameworks (including the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*, where relevant), and college policies, and be conducted with appropriate scientific and academic rigour.
- Be fully cost-recovered through external grants, contracts, or other non-operating sources, unless the Board has expressly authorized a defined institutional contribution.

The President will not permit applied research activities that expose the college to unreasonable financial, legal, ethical, or reputational risk, or that materially compromise approved workload, academic quality, or student success.



NUMBER EL 110

TITLE EDUCATIONAL FIELD TRIPS, STUDY
ABROAD, EDUCATIONAL
PARTNERSHIPS - **RESCINDED**

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

RELATED COLLEGE
POLICIES 8100, 8360, 8500

Educational Field Trips

During the operation of the college's programs off campus field trips may be required to support the objectives of a course or program. The President will not permit any field trips that have not provided for the safe and orderly participation of students, under the direction of a faculty member, in an off-campus educational field trip.

Study Abroad

Relationships with learners, organizations and communities throughout the world foster greater cross-cultural understanding and awareness, while enhancing learning and program opportunities. In support of the college's commitment to increased internationalization, it is recognized that education-abroad experiences can greatly enrich learning experiences offered at Selkirk College.

Selkirk College opportunities for education abroad are to be developed collaboratively using the defined process outlined in College policy.

The President shall not allow students to study abroad without ensuring:

- quality and safety of the education abroad experience;
- the education-abroad experience is in alignment with other college policies and procedures; and
- information and direction to members of the college community directly involved in planning and implementation of education-abroad experiences is provided.

Educational Partnerships

Selkirk College may enter into educational partnerships in order to expand its revenue base or resources or to provide support for educational programs or community development, subject to certain regulations. Educational partnerships are defined as agreements between two or more entities where the outcome has educational benefit. All Selkirk College educational partnerships will enhance the mission, vision, values, commitments, and strategic directions of Selkirk College.

The President will not allow educational partnerships that result in a reduction in the quality of education or the educational support services for students. Such partnerships shall not result in undue pressure on Selkirk College staff or other Selkirk College resources. Selkirk College and its staff shall evaluate any shared or donated materials or equipment by the same standards as are used for the selection and purchase of other curriculum materials.



NUMBER EL 120

TITLE USE OF SELKIRK COLLEGE FACILITIES -
RESCINDED

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

RELATED COLLEGE
POLICIES 4100, 4110

The primary use of facilities on each Selkirk College campus is to provide for the college's educational needs. Only external third party events that do not conflict with the mission, mandate, and schedule of the college will be considered for external use.

The President will not allow uses of Selkirk College facilities that are in conflict or contradictory to their primary purpose.

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW

~~The President ensures that Selkirk College has a positive, high profile in the public. Further, without limiting the scope of the above statement, the President:~~

- ~~1. Will establish an effective corporate communications and public relations strategy;~~
- ~~2. Will not harm the college's public image or credibility; and~~
- ~~3. Will make non-confidential information regarding Board decisions available to the public.~~

Suggestion:

EL 130: External Relations and Partnerships

The President will not allow Selkirk College's external relationships to be managed or conducted in a manner that is inconsistent with the College's mission, vision, values, commitments, or strategic directions, or that exposes the College to unreasonable legal, ethical, financial, or reputational risk.

Without limiting the generality of the foregoing, the President will not:

1. Public communications and image

- a. Permit intentional misrepresentation of the College's positions, decisions, programs, or performance in any public communication or marketing.
- b. Withhold non-confidential information about Board decisions in ways that materially undermine transparency or public trust.
- c. Allow external communications or public positioning that contravene applicable laws, College policies, or accepted ethical and professional standards.

2. Educational, research, community and business partnerships

- a. Enter into, or continue, educational, research, community or business partnerships, sponsorships, or other formal affiliations that materially conflict with the College's mission, vision, values, or commitments, or that pose significant unmanaged financial, legal, ethical, or reputational risk.
- b. Enter into such relationships without appropriate institutional review of:
 - i. Academic quality and integrity, where programs or learning experiences are involved.
 - ii. Resource implications, including impacts on staff workload and institutional

capacity.

- iii. Risk, including reputational, and compliance with applicable laws, regulations, and College policies.

The President will ensure that there are institutional strategies, policies, and procedures to guide external communications and educational, research, and business partnerships, and that these are periodically reviewed for effectiveness and alignment with Board-approved directions.

NUMBER EL 140

TITLE NAMING OF BUILDINGS AND FACILITIES

BOARD OF GOVERNORS POLICY

APPROVAL DATE January 27, 2026

NEXT REVIEW November 15, 2028

~~The President ensures uniformity and consistency of physical asset naming throughout Selkirk College and to provide guidelines to recognize philanthropic contributions and distinguished members or friends of Selkirk College. The college will typically name new campuses or centres after the community or street location in which they are located. It will not name a campus or centre after an individual, corporation or organization.~~

~~The college will consider the naming of individual buildings or spaces after an individual, corporation or organization based on specific guiding principles and in alignment with the British Columbia Government's Naming Privileges Policy 2018.~~

~~https://www2.gov.bc.ca/assets/gov/government/services-for-government-and-broader-public-sector/buy-goods-services-and-construction/support-services/naming_privileges_policy.pdf~~

PROPOSED DRAFT REVISION

The President will not allow the naming or renaming of Selkirk College facilities, spaces, programs, or other significant assets to occur in a manner that is inconsistent with the College's mission, vision, values, commitments, or strategic directions, or that exposes the College to unreasonable legal, ethical, financial, or reputational risk.[uwo]

Without limiting the generality of the foregoing, the President will not:

- Approve or recommend a naming that is contrary to applicable laws, College policies, or widely accepted standards of human rights, equity, diversity, and inclusion.[nsc]
- Accept or recommend naming rights or associated agreements that:
 - Unduly influence academic freedom, program quality, or governance decision-making; or
 - Commit the College to obligations that it cannot reasonably fulfil.[uwo]

The President may assign and change **functional** names (for example, descriptive labels for rooms, areas, services, or minor facilities) where such names:

- Are consistent with Selkirk College's mission, values, wayfinding, and branding standards; and
- Do not imply donor, sponsor, or honorific recognition without following the College's formal naming review and Board-approval processes.

The President will ensure that the Selkirk College Foundation, and any other affiliated fundraising entities, conduct all discussions and agreements related to naming opportunities in accordance with this policy and related institutional procedures, and that no naming commitments are made or implied without the required College and Board approvals.

The President will ensure that there are institutional procedures to implement this policy, including criteria and processes for honorific, donor-related, and other significant namings that require Board approval, and

will periodically report to the Board on major naming decisions.



**TUITION AND
SUPPLEMENTARY FEE BYLAW
Effective August 1, 2026**

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.

2026/27 FEE SCHEDULES: (inclusive of In-Person, Online, Hybrid and HyFlex Learning)

DOMESTIC TUITION FEES	FEE AMOUNT	UNIT/COMMENT
Career Technology	\$5.40	Per contact hour
University Transfer	\$5.68	Per contact hour
Plant Operator / Metal Fabricator / KSA	\$5.55	Per contact hour
Degree Programs / Courses – GIS Courses (Nursing not included)	\$8.62	Per contact hour
Web Development and Digital Fabrication and Design	\$11.47	Per contact hour
Office Administration	\$6.87	Per contact hour
Practical Nursing	\$12.72	Per contact hour - Lecture & Lab
	\$4.54	Per contact hour - Practicum & Clinical
Vocational / Entry Level Trades Training / English Language Program (ELP)	\$3.75	Per contact hour
Apprenticeship Trades	\$113.83	Per week
Steps to Opportunities, Academics and Readiness (SOAR)	\$663.11	Per course
	\$331.54	Per half course
	\$1,989.33	Per semester maximum
Adult Upgrading	Tuition Free	Notional fee of \$663.11/full or \$331.54/half courses (to max \$1,989.33) used to calculate Supplementary & Ancillary fees
Adult Upgrading ADGD 60	Tuition Free	Per course
Student Success - College Preparation (below level 10)	Tuition Free	Pay Activity fee and Student Union fee only
CO-OP Fee (Course Level 100 or higher)	\$355.71	Per course
	\$177.84	Per course extension rate
Adult Literacy	Tuition Free	Per course
Nursing Labs (NURS 116, 126, 216 & 226 or equivalent)	\$150.72	Per semester (plus regular tuition rate)
Clinical/Practicum/Work Term	\$606.24	Per semester (course specific)
Music - Private Lessons	\$966.32	Hour per semester
	\$484.49	30 minutes per semester
Indigenous Students in INDG or NSLX	Tuition Free	Per course for INDG or NSLX courses
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

SUPPLEMENTARY FEES	FEE AMOUNT	UNIT/COMMENT
Career Technology	\$11.84	Per course
University Transfer	\$11.84	Per course
Vocational / Entry Level Trades Training	\$11.84	Per course
Trades & KSA Programs	\$75.36	Per semester Apprenticeship Carpentry
	\$150.72	Per semester Carpentry, Electrical, Heavy Duty Mechanical & Welding Foundations
	\$226.07	Per semester Fine Woodworking & Millwrite Machinist
	\$301.46	Per semester Digital Fabrication, Textiles & Ceramics
	\$453.54	Per semester Metal Fabricator & Blacksmithing and Metal Art
Rural Pre-Medicine Program	\$570.68	Per semester: Year 1 & 3
	\$253.62	Per semester: Year 2
Studio Fee: Digital Arts Diploma, Digital Fabrication and Design Diploma, Web Development Certificate	\$22.23	Per credit: Year 1
	\$32.13	Per credit: Year 2
Studio Fee: Music & Technology Diploma	\$10.26	Per credit

ANCILLARY FEES	FEE AMOUNT	UNIT/COMMENT
Learning Resource Fee (LRF)	10% of Tuition and supplemental fees to a maximum of \$113.63	Per semester
Student Services Fee (SSF)	4.5% of Tuition and supplemental fees to a maximum of \$280.50	Per semester
Student Activity Fee - Castlegar	\$36.35	Per semester
Student Activity Fee – All other locations	\$24.15	Per semester
	\$1.45 per week to a maximum of \$54.37	Per week (exception for Trades programs under 15 weeks or over 30 weeks)
Indigenous Students in INDG & NSLX	LRF, SSF, and Activity Fee not charged	Per course

Adult Upgrading ADGD 60	LRF, SSF, and Activity Fee not charged	Per course
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STUDENTS' UNION FEES	FEE AMOUNT	UNIT/COMMENT
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)

Tuition Fee Analysis

2025/26

December 2025

Three decorative geometric shapes are located in the bottom right corner: two parallel teal rectangles and a large dark blue triangle.

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Guiding Principles for the Development of Student Tuition and Fees

Selkirk College uses a set of guiding principles for the establishment of tuition and fees. Any tuition and supplementary fee increases are required to be in accordance with government policy. These principles include:

1. Affordability

The potential impact of further increases, the economy in our region and the need to attract and retain students will be considered when determining fee amounts.

2. Comparability

Full-time tuition fees continue to be comparable to neighbouring institutions and on a system-wide basis. The college will work toward a supplementary fee structure that is more comparable system-wide by reviewing our method of charging tuition fees by contact hour rather than by credit for the purpose of increasing comparability. Community education, workplace training and advanced programs/ courses will have fees based on market rates.

3. Access and Quality for Students

The sustainability of access to and quality of programs and student services will be a primary consideration when determining fees.

4. Program and Service Delivery Costs

Program and curriculum content will be reviewed for efficiencies without impacting quality. Supplementary fees will be assessed when required and will reflect the costs associated with programs, courses or student services.

5. Easy to Understand

Fees will be reported in two categories: tuition fees and supplementary fees. Appropriate communication process will be employed to involve and inform students and staff.

Summary of Provincial Policy Regarding Tuition and Fees

Tuition Limit Policy

In September 2005, the BC government introduced the Tuition Limit Policy, which limited tuition and supplementary fee increases to an average rate of inflation, as represented by the consumer price index (CPI). Since the introduction of this policy, domestic tuition fee increases have been limited to 2% per year. The BC Provincial Tuition Limit Policy remained in place for the 2025/26 fiscal year.

Post-Secondary Funding at Selkirk College

The disparity between public post-secondary operating grants and operating expenses continues to grow across the province. Specifically, Selkirk College’s operating grants have increased by 38% over the past 10 fiscal years, while operating expenses have increased by 67%. A 2% increase to domestic tuition generates an additional approximately \$110,000 in revenue to the institution for funding programs and services. The individual impact to each student is in the range of \$70–\$90 per year.

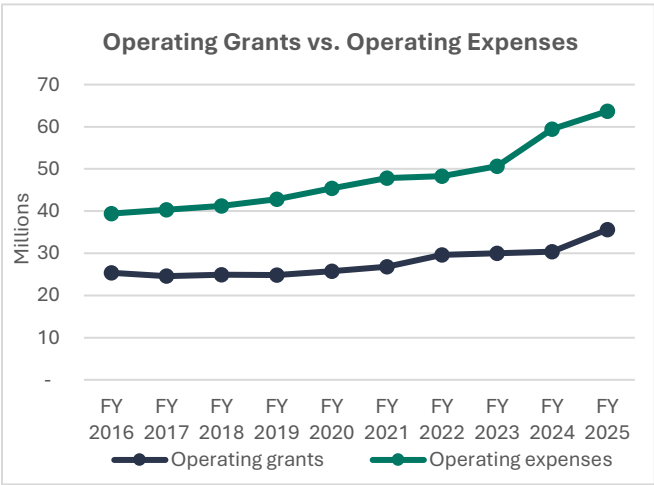


Figure 1
10-year comparative of Selkirk’s operating grants and expenses per fiscal year

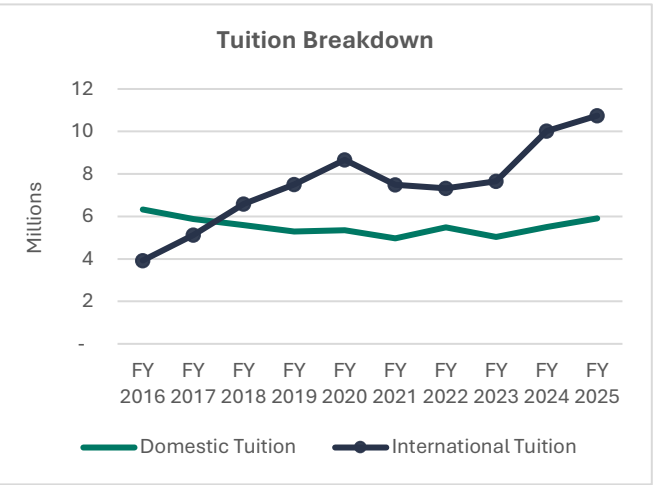


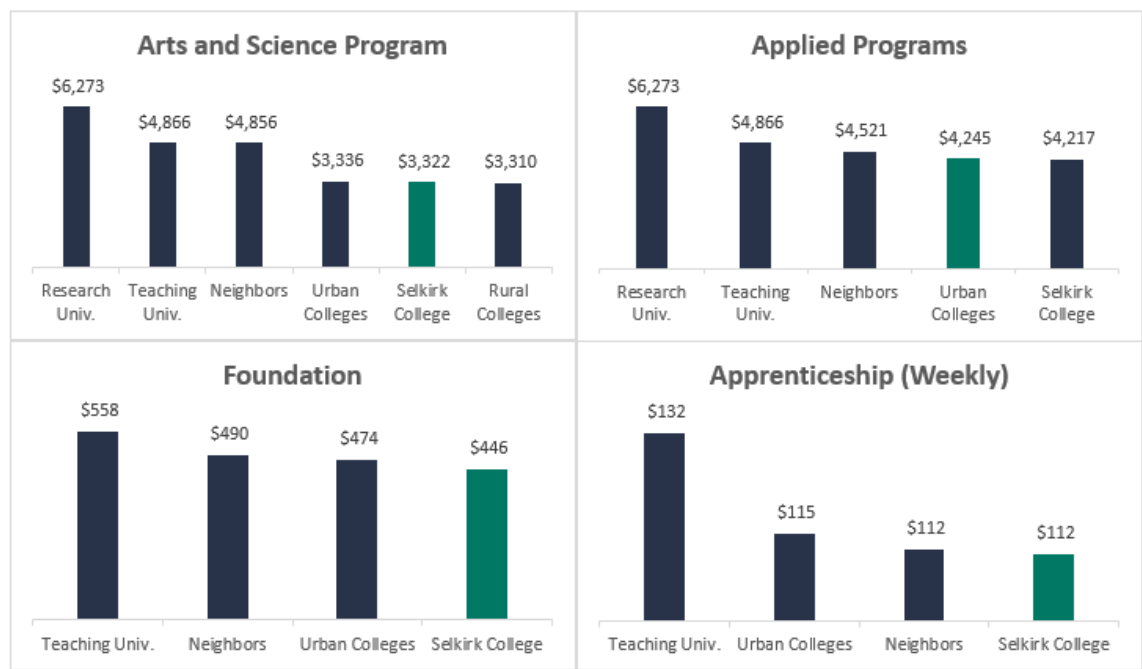
Figure 2
Selkirk’s 10-year tuition trend for domestic and international tuition

Tuition Comparisons in the BC Public Post-Secondary System

Tuition Fee Comparisons

Selkirk College continues to have among the lowest tuition fees for university transfer programs, applied programs and trade programs.

Domestic Tuition Rates in BC



For this analysis, the following comparison groups were utilized:

Urban Colleges: BCIT, Camosun, Douglas, Langara, OC, VCC

Rural Colleges: CNC, NCC, COTR, Nicola Valley, NIU, (Selkirk)

Teaching Unis: Capilano, Kwantlen, TRU, Fraser Valley, VIU

Research Unis: SFU, UBC, UVIC, UNBC

Neighbours: COTR, OC, TRU

Figure 3

2025-26 Detailed Tuition Fees.

Note. Foundation tuition is calculated monthly. Apprenticeship tuition is calculated weekly. All other program areas are calculated based on academic year.

Source: Ministry of Advanced Education, Skills and Training

Tuition Comparisons in the BC Public Post-Secondary System

Domestic Tuition Rates - Continued

Annual Tuition Fees for Arts Programs - Full-Time Domestic Students by Economic Development Region

BC Public Post-Secondary Institutions, Academic Year (AY) 2016/17 to 2025/26

Published Date: September 2025

Economic Development Region	Institution	AY 2016/17	AY 2017/18	AY 2018/19	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	AY 2024/25	AY 2025/26
Mainland/Southwest											
	British Columbia Institute of Technology	\$5,455	\$5,563	\$5,674	\$5,787	\$5,901	\$5,570	\$5,681	\$5,795	\$5,911	\$6,029
	Capilano University	\$3,756	\$3,831	\$3,908	\$3,986	\$4,066	\$4,147	\$4,230	\$4,315	\$4,401	\$4,489
	Douglas College	\$2,990	\$3,050	\$3,110	\$3,171	\$3,234	\$3,299	\$3,365	\$3,431	\$3,500	\$3,570
	Emily Carr University of Art and Design	\$3,942	\$4,021	\$4,101	\$4,183	\$4,267	\$4,267	\$4,352	\$4,439	\$4,528	\$4,618
	Justice Institute of British Columbia	\$4,904	\$5,002	\$5,102	\$5,204	\$5,308	\$5,414	\$5,523	\$5,633	\$5,746	\$5,861
	Kwantlen Polytechnic University	\$4,089	\$4,170	\$4,253	\$4,339	\$4,425	\$4,514	\$4,604	\$4,696	\$4,790	\$4,885
	Langara College	\$2,811	\$2,867	\$2,924	\$2,983	\$3,042	\$3,103	\$3,165	\$3,229	\$3,293	\$3,359
	Simon Fraser University	\$5,428	\$5,537	\$5,648	\$5,761	\$5,876	\$5,994	\$6,114	\$6,236	\$6,361	\$6,488
	University of British Columbia	\$5,088	\$5,190	\$5,294	\$5,399	\$5,507	\$5,617	\$5,729	\$5,843	\$5,960	\$6,079
	University of the Fraser Valley	\$4,182	\$4,266	\$4,351	\$4,438	\$4,527	\$4,618	\$4,710	\$4,804	\$4,900	\$4,998
	Vancouver Community College	\$2,577	\$2,628	\$2,681	\$2,735	\$2,789	\$2,845	\$2,902	\$2,960	\$3,019	\$3,079
Vancouver Island/Coast											
	Camosun College	\$3,283	\$3,348	\$3,415	\$3,484	\$3,553	\$3,624	\$3,697	\$3,771	\$3,846	\$3,923
	North Island College	\$2,849	\$2,905	\$2,963	\$3,022	\$3,082	\$3,144	\$3,206	\$3,269	\$3,334	\$3,401
	Royal Roads University	\$6,925	\$7,060	\$7,200	\$7,340	\$7,487	\$7,637	\$7,789	\$7,945	\$8,104	\$8,266
	University of Victoria	\$5,368	\$5,475	\$5,585	\$5,696	\$5,810	\$5,926	\$6,045	\$6,166	\$6,289	\$6,415
	Vancouver Island University	\$4,261	\$4,346	\$4,433	\$4,521	\$4,612	\$4,704	\$4,798	\$4,894	\$4,992	\$5,092
Kootenay											
	College of the Rockies	\$2,643	\$2,695	\$2,749	\$2,804	\$2,860	\$2,917	\$2,975	\$3,035	\$3,095	\$3,157
	Selkirk College	\$2,751	\$2,802	\$2,855	\$2,907	\$2,960	\$3,019	\$3,077	\$3,136	\$3,200	\$3,264
Cariboo											
	College of New Caledonia	\$2,616	\$2,669	\$2,722	\$2,776	\$2,831	\$2,887	\$2,944	\$3,003	\$3,063	\$3,124
	University of Northern British Columbia	\$5,111	\$5,213	\$5,318	\$5,424	\$5,533	\$5,644	\$5,756	\$5,872	\$5,989	\$6,109
North											
	Coast Mountain College	\$2,686	\$2,739	\$2,794	\$2,850	\$2,907	\$2,965	\$3,024	\$3,085	\$3,147	\$3,210
	Northern Lights College	\$3,119	\$3,181	\$3,244	\$3,309	\$3,375	\$3,443	\$3,511	\$3,581	\$3,653	\$3,726
Thompson Okanagan											
	Nicola Valley Institute of Technology	\$2,472	\$2,521	\$2,572	\$2,623	\$2,675	\$2,729	\$2,783	\$2,839	\$2,896	\$2,954
	Okanagan College	\$3,277	\$3,343	\$3,410	\$3,478	\$3,547	\$3,618	\$3,690	\$3,764	\$3,839	\$3,916
	Thompson Rivers University	\$4,064	\$4,145	\$4,228	\$4,313	\$4,399	\$4,487	\$4,576	\$4,668	\$4,761	\$4,856

Source: Data submissions from BC public post-secondary institutions to the Ministry of Post-Secondary Education and Future Skills, 2025

Notes:

1. Academic Year (AY) is from September 1 to August 31.
2. In 2005, the BC Government introduced a Tuition Limit Policy under which domestic tuition fee increases for public post-secondary institutions are limited to two percent per year.
3. Tuition fees are based on two semesters (five courses each semester) for a typical undergraduate Arts student.
4. Tuition for British Columbia Institute of Technology (BCIT) is derived from the full-time Technology program. In 2021/22, BCIT revised the methodology used to calculate tuition for full-time Technology programs from a simple average to a weighted average using average headcount of sampled programs in three technology tuition bands.
5. Tuition for Justice Institute of British Columbia is derived from a Bachelor of Emergency and Security Management Studies.
6. Tuition for Royal Roads University is derived from a Bachelor of Science in Environmental Science.
7. The North Region includes the Northeast, North Coast, and Nechako economic development regions.

Figure 4

Annual Tuition Fees for Arts Programs – Full-Time Domestic Students by Region

Tuition Comparisons in the BC Public Post-Secondary System

International Tuition Rates in BC

Selkirk international tuition remains the lowest compared to neighbouring institutions, University of British Columbia Okanagan, North Island College, Okanagan College, and College of the Rockies.

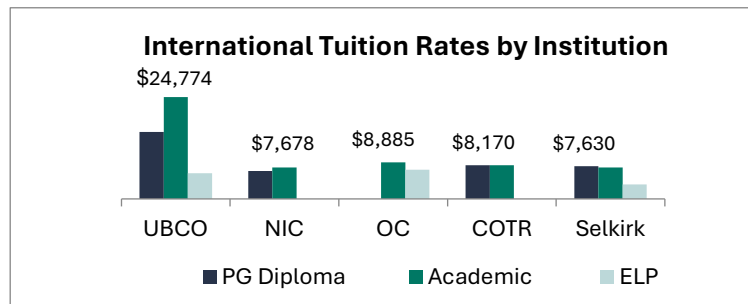


Figure 5 International Tuition Rates per PSI Website

Annual International Tuition Fees for Arts Programs - Full-Time International Students by Economic Development Region

BC Public Post-Secondary Institutions, Academic Year (AY) 2016/17 to 2025/26
Published Date: September 2025

Economic Development Region	Institution	AY 2016/17	AY 2017/18	AY 2018/19	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	AY 2024/25	AY 2025/26
Mainland/Southwest											
	British Columbia Institute of Technology	\$19,060	\$19,441	\$19,828	\$20,223	\$20,627	\$19,709	\$20,104	\$20,941	\$21,969	\$23,054
	Capilano University	\$16,830	\$17,160	\$17,490	\$17,853	\$18,210	\$18,570	\$18,941	\$19,320	\$19,707	\$20,693
	Douglas College	\$15,900	\$17,400	\$17,400	\$17,400	\$18,000	\$18,360	\$18,728	\$19,103	\$19,485	\$19,875
	Emily Carr University of Art and Design	\$14,904	\$15,500	\$15,965	\$16,604	\$17,268	\$17,268	\$18,305	\$23,796	\$24,748	\$27,223
	Justice Institute of British Columbia	\$14,713	\$15,007	\$15,037	\$15,613	\$15,925	\$16,243	\$16,568	\$16,899	\$17,237	\$17,582
	Kwantlen Polytechnic University	\$16,830	\$17,166	\$19,741	\$19,741	\$20,136	\$20,538	\$20,949	\$21,368	\$21,793	\$22,229
	Langara College	\$17,700	\$17,700	\$17,700	\$17,700	\$18,762	\$18,762	\$18,762	\$19,137	\$19,520	\$19,911
	Simon Fraser University	\$22,046	\$24,250	\$25,220	\$28,247	\$29,377	\$30,552	\$31,775	\$33,046	\$35,028	\$36,429
	University of British Columbia	\$30,359	\$34,847	\$36,588	\$38,052	\$39,574	\$41,156	\$42,803	\$44,942	\$47,189	\$49,549
	University of the Fraser Valley	\$16,100	\$16,620	\$17,160	\$17,850	\$18,900	\$19,290	\$19,680	\$20,460	\$21,480	\$22,560
	Vancouver Community College	\$15,104	\$15,406	\$15,714	\$16,028	\$16,349	\$16,676	\$17,343	\$18,037	\$18,578	\$18,949
Vancouver Island/Coast											
	Camosun College	\$14,000	\$14,000	\$14,000	\$14,560	\$14,840	\$15,190	\$15,540	\$15,851	\$16,432	\$16,761
	North Island College	\$12,480	\$12,730	\$12,984	\$13,500	\$13,770	\$14,045	\$14,326	\$14,612	\$14,905	\$15,352
	Royal Roads University	\$19,200	\$19,995	\$20,390	\$20,790	\$21,206	\$21,630	\$22,063	\$22,945	\$23,863	\$25,056
	University of Victoria	\$17,368	\$18,062	\$21,675	\$24,926	\$25,861	\$26,830	\$27,836	\$29,715	\$31,721	\$33,886
	Vancouver Island University	\$13,920	\$15,240	\$15,240	\$16,680	\$16,680	\$19,575	\$19,227	\$21,741	\$23,993	\$24,473
Kootenay											
	College of the Rockies	\$9,351	\$9,640	\$10,311	\$11,179	\$12,095	\$13,107	\$14,701	\$14,895	\$15,194	\$15,652
	Selkirk College	\$9,200	\$9,800	\$9,800	\$10,780	\$11,320	\$11,890	\$12,400	\$13,020	\$13,300	\$13,566
Cariboo											
	College of New Caledonia	\$11,950	\$11,950	\$11,950	\$11,950	\$12,308	\$12,554	\$13,056	\$13,578	\$14,121	\$14,686
	University of Northern British Columbia	\$17,889	\$18,247	\$18,612	\$21,589	\$22,021	\$22,461	\$23,818	\$24,771	\$26,753	\$28,893
North											
	Coast Mountain College	\$8,057	\$11,642	\$11,875	\$12,113	\$12,355	\$12,602	\$12,854	\$13,111	\$13,373	\$13,637
	Northern Lights College	\$8,852	\$8,852	\$8,852	\$8,852	\$9,960	\$10,770	\$10,985	\$11,580	\$12,300	\$12,915
Thompson Okanagan											
	Nicola Valley Institute of Technology	\$10,268	\$10,474	\$10,683	\$10,897	\$11,115	\$11,337	\$11,337	\$11,564	\$11,795	\$12,031
	Okanagan College	\$12,360	\$12,980	\$13,750	\$13,750	\$14,160	\$14,440	\$14,730	\$15,997	\$16,957	\$17,771
	Thompson Rivers University	\$16,800	\$16,800	\$16,800	\$17,304	\$17,820	\$18,355	\$19,220	\$20,546	\$21,574	\$25,474

Source: Data submissions from BC public post-secondary institutions to the Ministry of Post-Secondary Education and Future Skills, 2025

Notes:

1. Academic Year (AY) is from September 1 to August 31.
2. Tuition fees are based on two semesters (five courses each semester) for a typical international undergraduate Arts student.
3. Tuition for British Columbia Institute of Technology (BCIT) is derived from the full-time Technology (International Student) program. In 2021/22, BCIT revised the methodology used to calculate tuition for full-time.
4. At Emily Carr University of Art and Design, international undergraduate students starting after April 2023 pay a different rate of tuition (\$27,222.60) compared to students who started earlier (\$20,135.10).
5. Justice Institute of British Columbia began offering an international undergraduate degree (Bachelor of Emergency and Security Management) in 2012/13. A second program is offered for a Bachelor of Law.
6. Tuition for Royal Roads University is based on an undergraduate degree in Environmental Science.
7. For interprovincial comparisons see Statistics Canada Table 37-10-0045-01: [Canadian and International Tuition Fees by Level of Study](#).
8. Discrepancy between the BC tuition data and Statistics Canada tuition data is the result of methodological differences including weighting and the types of programs and institutions included.

Figure 6.

Comparison of annual tuition fees for arts programs for international students by economic development region in BC (2025/26)

Tuition Trends in Canada

Statistics Canada reported average annual undergraduate tuition ranging from \$3,110 in Quebec to \$9,988 in Nova Scotia. Although tuition fees increased in BC from \$6,607 in 2024/25 to 6,862 in 2025/26, BC remains the fifth-lowest tuition amount when compared to other provinces. All provinces and territories have seen year-on-year increases in tuition except for Quebec.

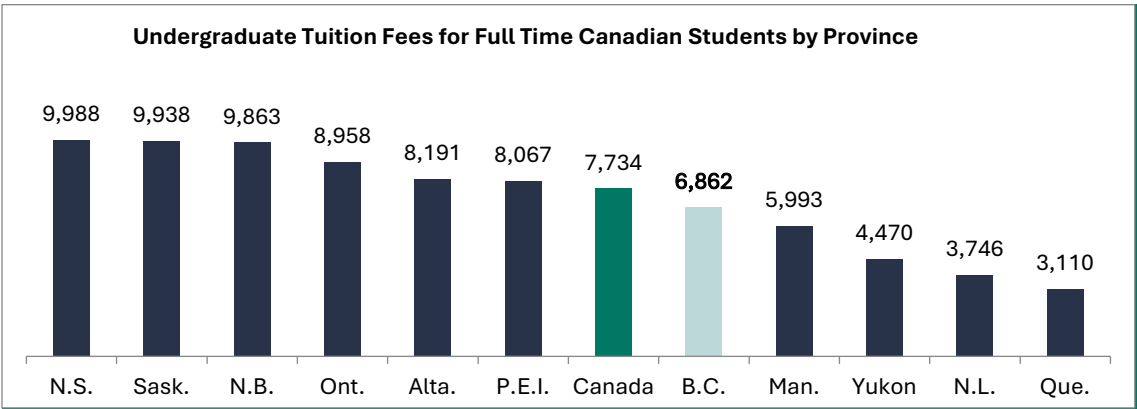


Figure 7

Undergraduate tuition fees 2025/26

Source: Statistics Canada, Centre for Education Statistics, Undergraduate Tuition Fees 2025/26

Across Canada, provinces and territories receive government funding to universities and colleges per student full-time equivalent (FTE). When comparing to other institutions in Canada, BC colleges remain one of the lowest provincial government transfers to other institutions.

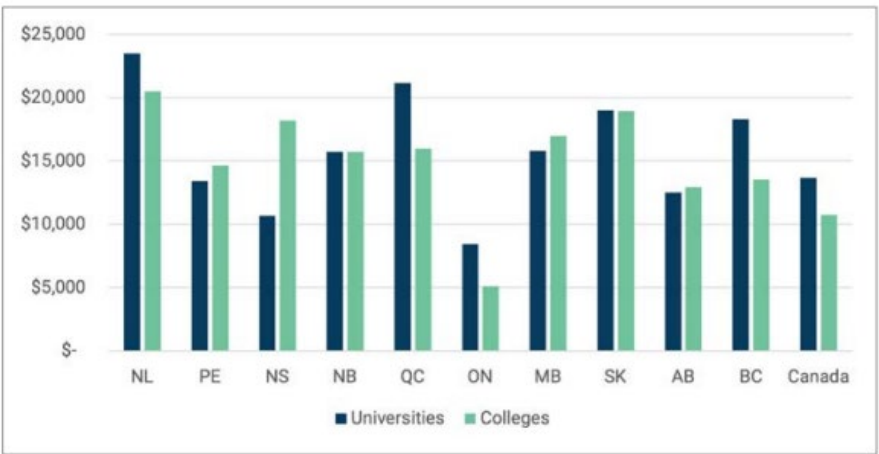


Figure 8

Provincial Expenditures per FTE Student by Sector, 2023-24

Source: Higher Education Strategy Associates, The State of Postsecondary Education in Canada 2025

Student Feedback

Students indicate a slight increase in satisfaction with Selkirk College tuition rates over 2024. The annual Student Engagement Survey is the primary source of internal feedback.

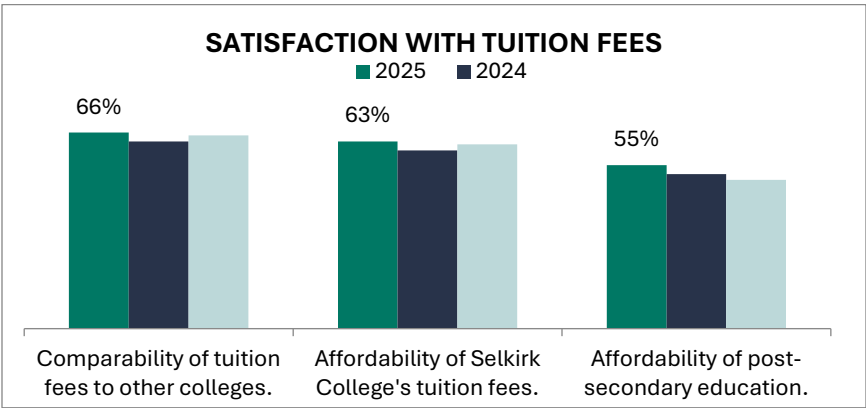


Figure 9
3-year comparison of student satisfaction rates on different aspects of Selkirk College’s tuition fees.
Source: Student Engagement Survey, 2025

Fifty-three percent (52%) of students cite affordable tuition as one of the main reasons for choosing Selkirk College for their studies, representing a decrease of 1% from 2024.

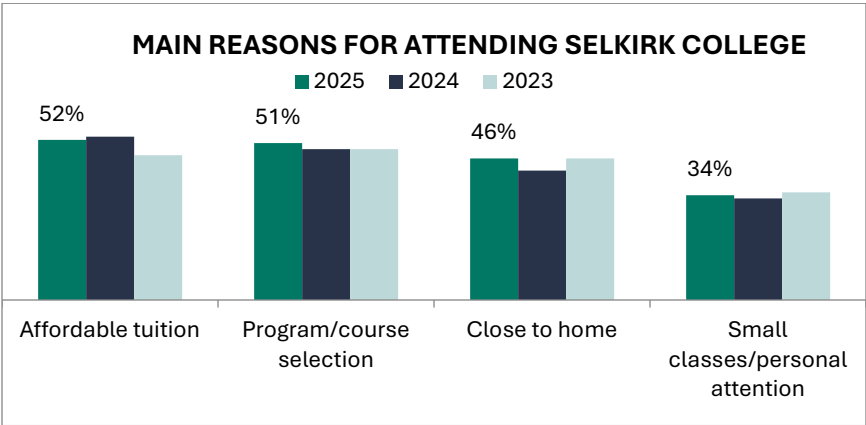


Figure 10
3-year comparison of the main reasons students chose to attend Selkirk College
Source: Student Engagement Survey, 2025

Student Services Fee (2016)

In 2016, the Selkirk College Board of Governors approved a new Student Service Fee (4.5% of tuition). The basis for implementing this new fee was to respond to increasing need for additional supports for students, primarily in health and transition to employment. Revenue generated from the fee is combined with any one-time grants for these services received from government. The fee has been a very effective means of enhancing and sustaining student supports including:

- Providing mental health interventions, additional supports and educational programming through the development of a campus life coordinator role, a Healthy Campus Plan and a Mental Health Framework (aligned with the Okanagan Charter): [Okanagan Charter — Canadian Health Promoting Campuses \(chpcn.ca\)](#).
- Participation in provincial Violence Free BC policies and initiatives to prevent and respond to the issue of sexual violence on campus and implement strategies and plans.
- Sustained implementation of enhanced employment services and promotion of the Student Jobs
- Board to connect all students, international and domestic, with employers. This includes co-op positions, part-time work, postgraduation employment and work-study positions.
- Implementation of the Student Ambassador program to provide additional employment-related work experiences and opportunities for student engagement.
- Development and implementation of the co-curricular record transcript to document volunteerism and extra-curricular learning.

Additional Internal Financial Supports for Selkirk College Students

Financial Aid

The Financial Aid Office at Selkirk College assists students and prospective students in seeking and securing financial assistance to enable them to pursue their scholastic objectives. Student financial assistance is available in various forms, including government financial aid—in the form of student loans and/or bursaries—scholarship and bursary programs, and corporate scholarship programs.

In addition, students have access to emergency funds by accessing student food banks, grocery cards, and emergency bursaries. Additionally, Financial Aid provides budgeting tools and resources to help students with budgeting for school.

Description	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Entrance Scholarships	\$ -	\$ -	\$ -	\$ 94,130.00	\$ 53,735.00
Scholarships	\$ -	\$ -	\$ -	\$ 108,116.00	\$ -
Bursaries	\$ -	\$ -	\$ -	\$ 260,999.18	\$ -
Awards	\$ -	\$ -	\$ -	\$ 26,835.03	\$ -
COVID Emergency Funds	\$ 11,530.80	\$ 9,368.50	\$ 10,168.00	\$ 115,632.70	\$ 353,098.65
Total Awarded	\$ 11,530.80	\$ 9,368.50	\$ 10,168.00	\$ 605,712.91	\$ 406,833.65

Figure 11

5-year financial summary of scholarships, bursaries and awards disbursed by Selkirk College

Emergency Funding for Students available through these Base-Funded Activities

STUDENT FOOD BANKS

Selkirk College supports food banks at the Castlegar, Trail, Silver King and Tenth Street campuses. Students can access the food banks by connecting with Student Union staff or counsellors.

GROCERY CARDS

Financial Aid has supplied grocery cards in \$50 denominations to the counsellors at the Castlegar, Trail, Silver King, Victoria Street and Tenth Street campuses. Students meet with a counsellor who determines which supports are required. In the event of a short-term crisis, the counsellor can give out up to \$100 in grocery cards.

EMERGENCY BURSARIES

Emergency bursaries for \$200 to \$1,500 are available. Students meet with a Student Access and Support representative and complete an Emergency Bursary application. The representative and Financial Aid Office assess the application and determine financial need.

BUDGETING TOOLS

Financial Aid provides budgeting tools and resources to help students with budgeting for school.

Other Services Provided by Selkirk College

HEALTHY CAMPUS OFFICE/HEALTHY MINDS-HEALTHY CAMPUS

Bystander training, creating safe spaces, consent and sexual violence dialogue and training, dinner basket conversations on, for example, healthy substance use, safety and inclusion strategy for LGBTQ students, cultural competency, inclusivity and diversity training, cannabis education, Options for Sexual Health clinic, the new Nurse Practitioner clinic and the Student Ambassador program.

EMPLOYMENT SERVICES

Helping students with employment readiness, increased co-op education offerings, connecting students with summer and career job opportunities.

SUPPORT FOR FORMER YOUTH-IN-CARE PROGRAM (TUITION WAIVER) INDIGENOUS SERVICES AND PROGRAMMING

For example, Indigenous counsellor (1.0 FTE), Orange Shirt Day, Sisters in Spirit, Cultural Expressions, Elders program, reconciliation speaker series, etc.

STUDENT CLUBS

"Sustainable Selkirk" initiatives, cultural events.

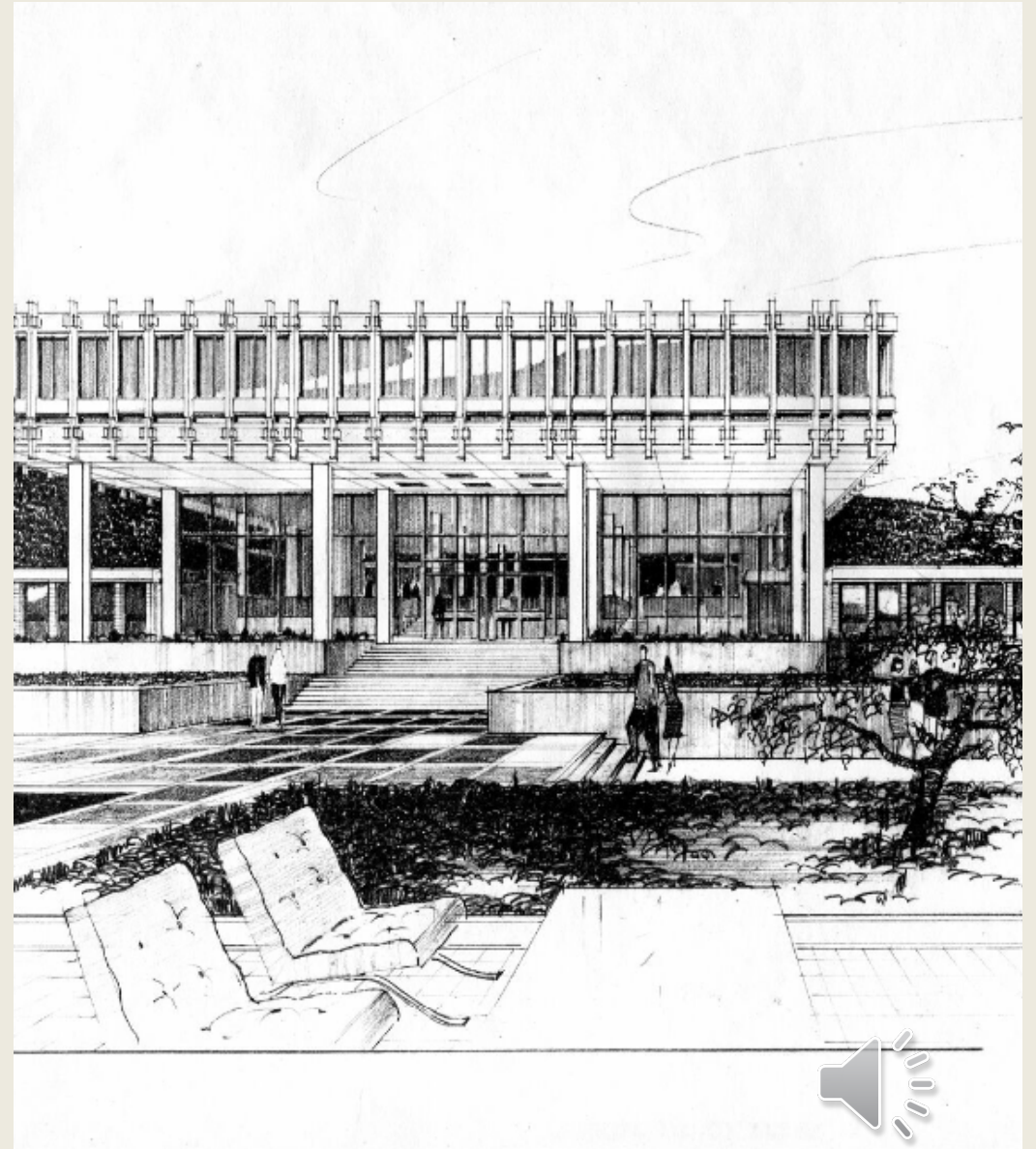
Selkirk College

From Then to Now



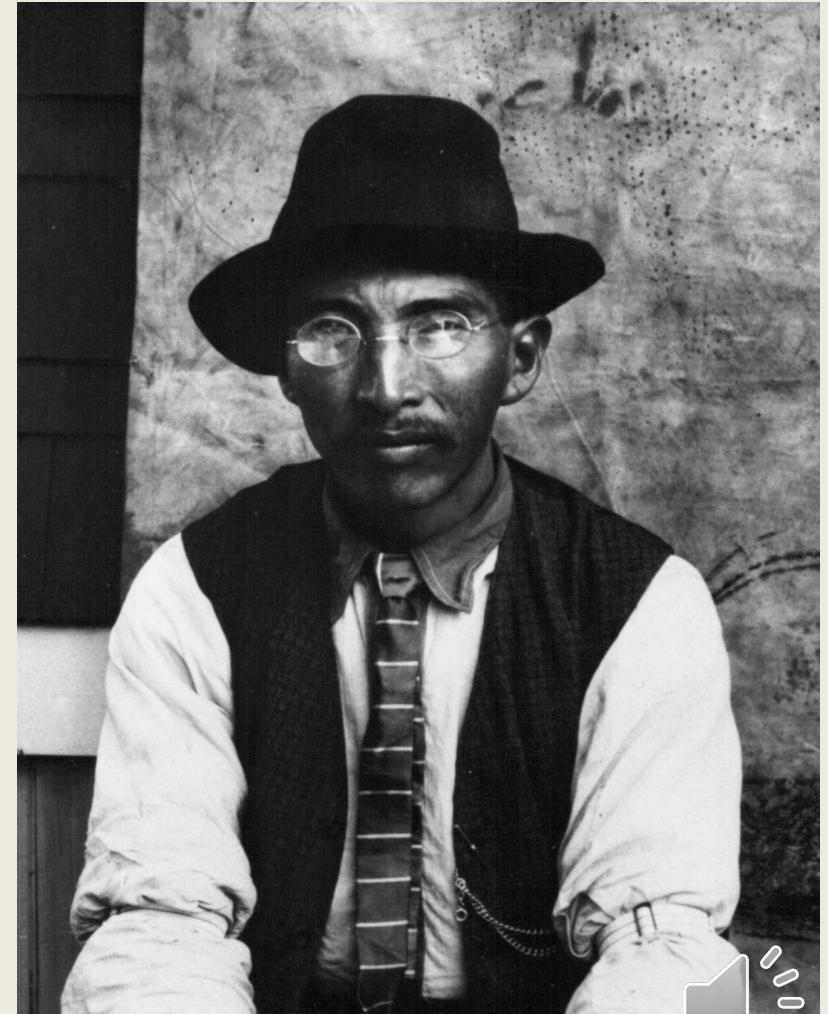
Highlights

- Indigenous History
- The Doukhobors
- The Idea
- The Referendum
- The Building
- The Timeline
- Questions?



Sṇʔayčkstx

- The sṇʔayčkstx (Sinixt) lived on College lands and we have archeological evidence of campsites and graves.
- European diseases, colonial borders, reservations, relocations, and the Indian Act ended in the sṇʔayčkstx (Sinixt) being declared 'extinct' in 1956.



piq kiʔlawná? (White Grizzly Bear)
a.k.a. Alex Christian (circa 1910)

The Doukhobors

- After years of hardship in Russian and Canada, Doukhobor immigrants arrived in B.C. starting in 1908
- During the Great Depression, the Doukhobors faced foreclosure proceedings, and their land was transferred to the Land Settlement Board.
- The last resident of the Ostrov Village left in 2002.



The Big Idea

- *Higher Education in British Columbia and a Plan for the Future* by J.B. Macdonald in 1962
- Amendments to the *Public Schools Act* provided the legal basis for the regional colleges
- Andrew Soles highlights the fundamental concepts of
 - ***Access***
 - ***Comprehensive Programming***
 - ***Community Service***



John Barfoot Macdonald
President of UBC, 1962-1967.



A Referendum

- Rossland-Trail, Nelson, Castlegar, Slocan, Arrow Lakes and Grand Forks School Districts all pass bylaws and request a plebiscite on December 5, 1963, on the question of establishing a regional college
- A referendum held on funding the college takes place on February 25, 1965, and passes with 73% support





John Mansbridge names the College

Named after the
Selkirk Mountains,
inspiration struck in
1966 that not only
did the mountains
make for beautiful
scenery and skiing,
but would also be a
good name for the
College.

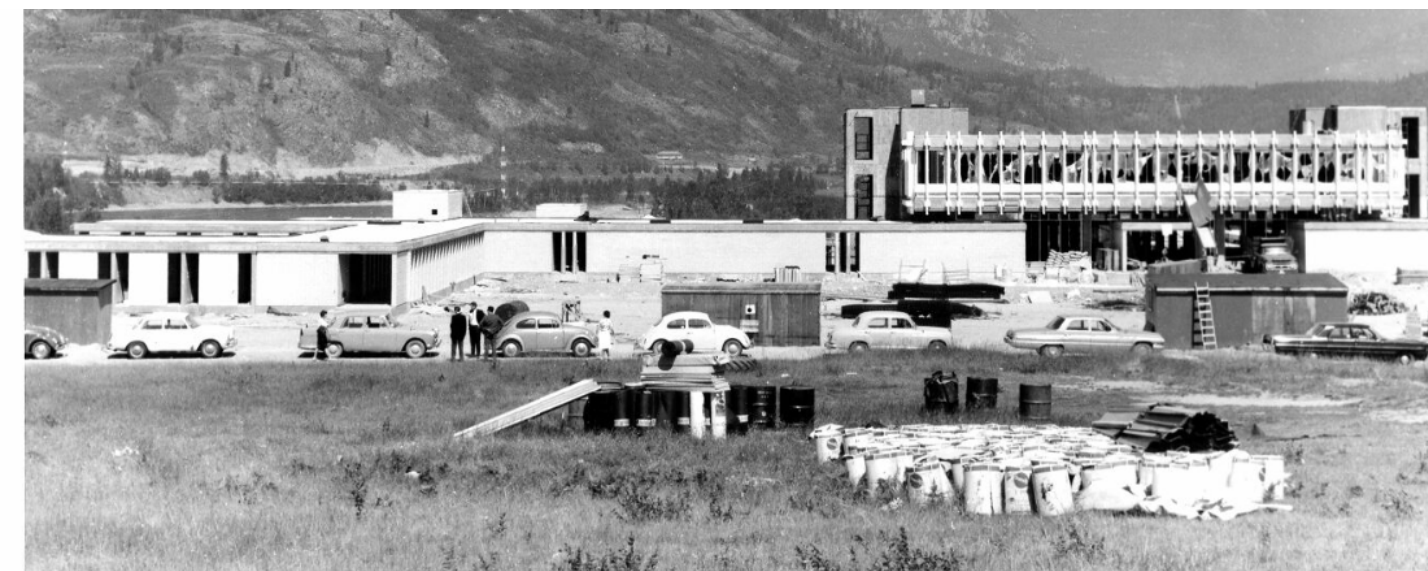
Doukhobor Psalm
Be Devout
by Larion Pobirokin
translation Eli
Popoff
gives us our motto:
“Best of All –
Inquire.”



The Building

- Designed by John L. Kidd, who won the design competition from among 35 entries.
- Sod turning ceremony celebrated the start of construction in 1965
- Labour disputes delayed the completion of the project.



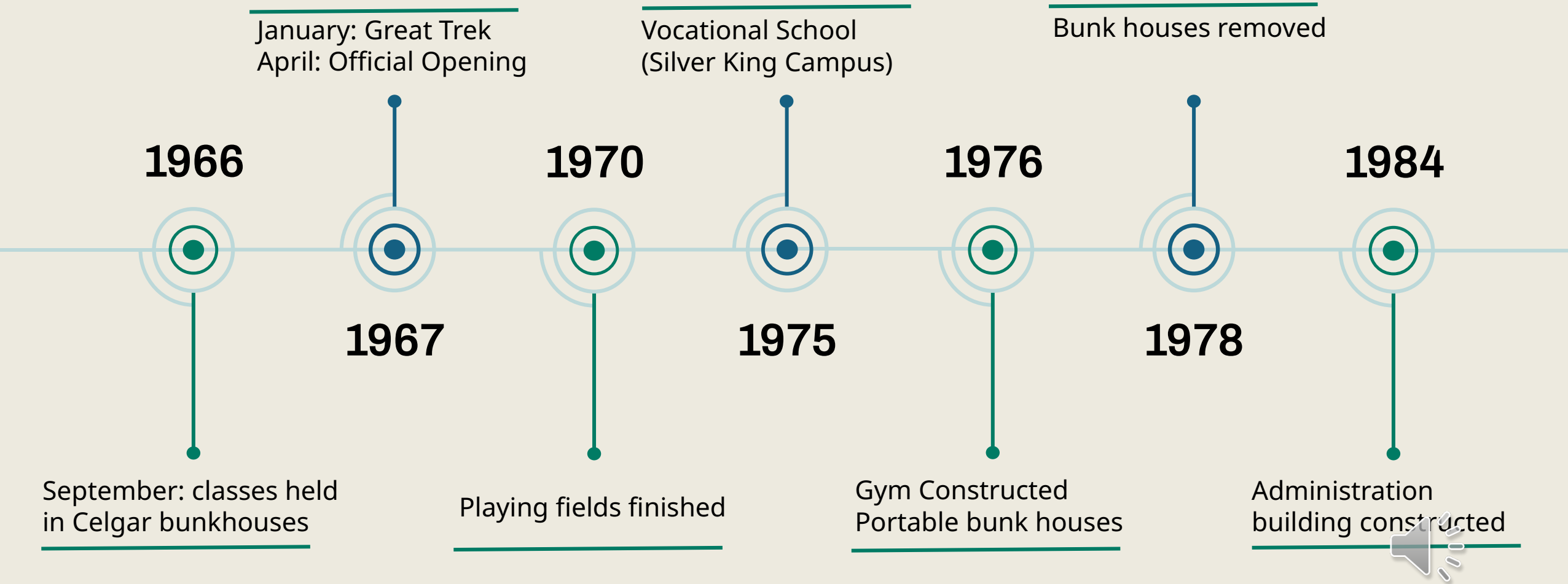




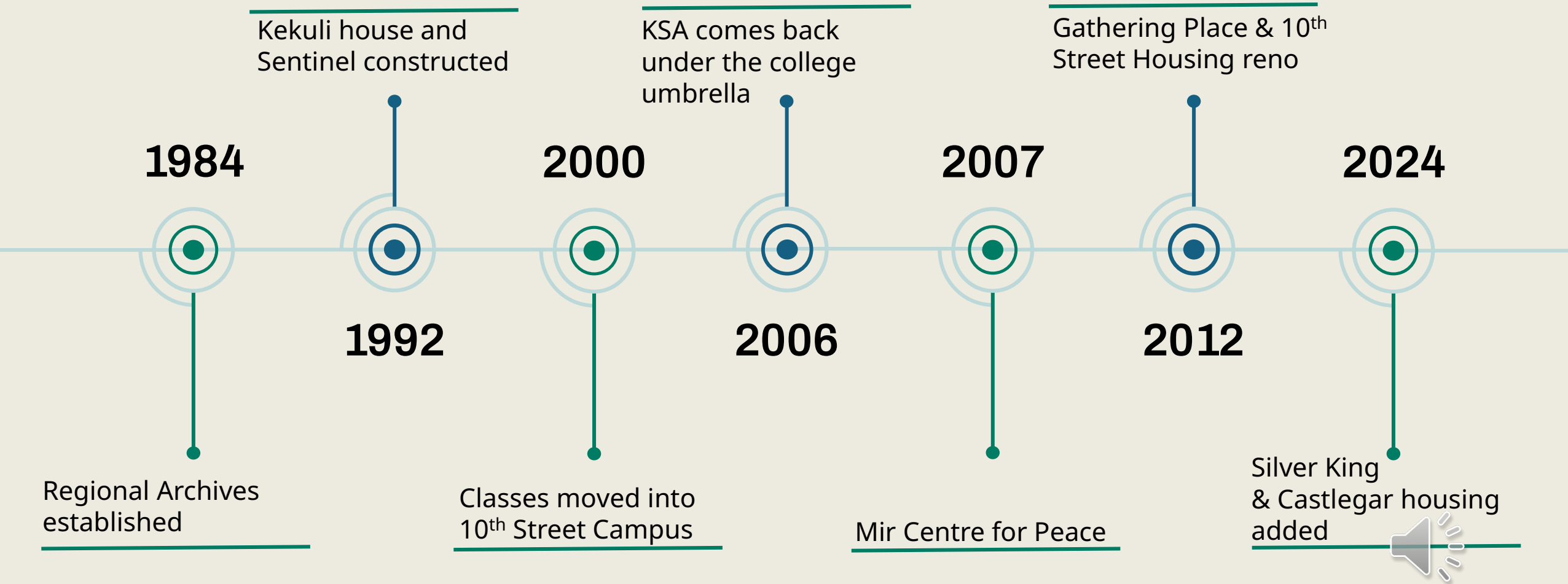
The Great Trek



A Timeline



A Timeline

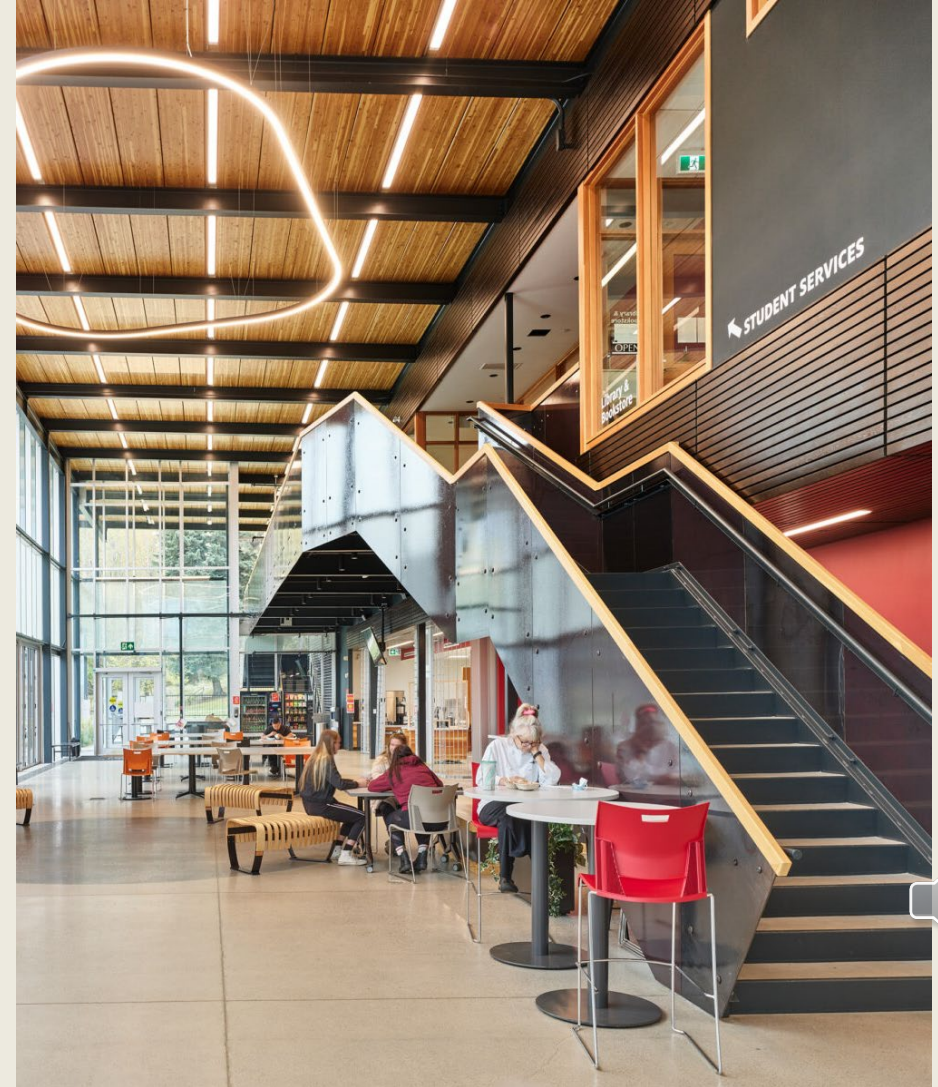


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Questions?



President's Report for December

2025 and January 2026

Communication and Relationship Building:

- Interviewed an employee (new student union coordinator) for a people profile for the employee newsletter
- Attended a Castlegar & District Development Advisory Committee meeting
- Met bi-weekly with union executives

Student Focus:

- Wrote an article featured in Macleans magazine: *International Student Caps Are Decimating Canadian Colleges*
- Attended Nursing Student Leadership Conference sessions
- Participated in RPM student Mock Interview activity

Indigenization, Equity, Diversity, and Inclusiveness:

- Joined an Indigenous Peoples' Journey in Skilled Trades webinar

Strategy, Creativity, and Innovation:

- Met with the College of the Rockies President
- Joined a CICan Presidents Circle presentation
- Two full day planning meetings with the college executives
- Attended a college Sustainability Committee meeting

Leadership and Professionalism:

- Met twice with the Leadership Team
- Joined weekly meetings with sector presidents
- Met with the Skilled Trades Training Consortium (STTC) CEO and executives.
- Chaired an STTC Directors meeting
- Attended a CICan Presidents' Circle
- Attended weeklong BC College president meetings in Vancouver
- Met with the Skilled Trades BC President
- Attended a college IT Governance meeting.
- Joined an Administrative Policy Review Committee meeting

Board Relations:

- Met bi-weekly with the Board Chair
- Attended Governance, Finance & Audit, and HR committee meetings
- Attended the Board's communications working group meeting
- Attended an Education Council (EdCo) meeting
- Attended a Foundation Board meeting

President and CEO Goals and Objectives Monitor

Some objectives will be ongoing for the immediate future. Objectives align with the following strategic plan (2025-40) dimensions:

1. Sustainability: Seven Generations and Beyond
2. Focus: Transformative, Distinctive Education
3. Deliver: A High-Performance, High Support Organization
4. Impact: Innovation for Thriving Communities
5. Other – Government and Board Accountability
6. Other – Leadership and Legitimacy

Progress Indicators

On track



Somewhat delayed,
barrier exists



Substantially delayed,
may not achieve



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- 4	Dashboard	Developing new scorecard...underway.					
2. Continue/strengthen engagement with First Nations	1.2, 2.2	Ktunaxa MOU	Continuing to engage with Nations where capacity allows.					
3. Oversee implementation of new college logo	3.3	Visible evidence in community	Brand story, promise, assets being rolled out.					
4. Support achievement of Indigenization & EDI goals	1.2, 2.2, 3.2	LT goals	Regular PD, discussions at LT to improve,					
5. Lead response to change from IRCC policy	1.3, 3.1, 3.3, 4.3	Minimal impact to OCS ¹	IRCC processes and policies continue to change					
6. Oversee achievement of Institutional Accountability goals	2.1, 2.3, 4.1	IAPR accepted by PSFS	First draft of IAPR accepted, minor edits requested.					
7. Demonstrate progress on reducing budget deficit	1.3, 4.3	Reg. financial reports	Facilitating decisions needed to balance budget for 2026/27					
8. Engage in sectoral advocacy and service	1.1	3 prov/national committees	Advocacy efforts directed at IRCC, PSFS, STBC, local gov't					
9. Support Foundation in establishing new funding model	2.3, 4.3	Foundation operating plan	Support as needed –working on Fund development plan with staff					
10. Monitor and report on cybersecurity risk as needed.	1.3, 3.3	Information at BOG meetings	Regular meetings with CIO, reg. reports to Board					

¹ OCS is the Organizational Climate Survey, issued in winter 2025; Results will be available in June.

SELKIRK COLLEGE

FORECASTED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE PERIOD ENDED DECEMBER 31, 2025

	2026 Budget	2026 Forecast Q3	Difference to Budget	2026 % Diff	2025 Budget	2025 Forecast Q3	Difference to Budget	2025 % Diff
REVENUE								
Government grants	\$ 44,159	\$ 46,487	\$ 2,328	5% A	\$ 40,620	\$ 46,923	6,303	16%
Skilled Trades BC	1,778	1,778	-	0%	1,865	1,843	(22)	-1%
Tuition	12,122	13,027	905	7% B	14,926	15,825	899	6%
Ancillary Sales	2,927	2,779	(148)	-5%	3,351	3,350	(1)	0%
Investment income	527	348	(179)	-34%	867	350	(517)	-60%
Donations	-	-	-	0%	200	300	100	50%
Amortization of deferred capital contributions	4,224	4,436	212	5%	3,708	3,899	191	5%
Contracts and other revenue	4,663	4,455	(208)	-4%	5,276	5,705	429	8%
	<u>70,400</u>	<u>73,310</u>	<u>2,910</u>	<u>4%</u>	<u>70,813</u>	<u>78,195</u>	<u>7,382</u>	<u>10%</u>
EXPENSES								
Salaries and benefits	50,719	52,459	1,740	3% C	52,409	58,015	5,606	11%
Cost of goods sold	900	715	(185)	-21%	995	1,045	50	5%
Other operating costs	13,055	13,554	499	4% D	13,653	15,272	1,619	12%
Capital asset amortization	4,895	4,977	82	2%	4,514	4,526	12	0%
Asset retirement obligation accretion expense	68	175	107	157%	70	68	(2)	-3%
Awards and related costs	698	698	-	0%	930	990	60	6%
Other operating costs	65	26	(39)	-60%	650	653	3	0%
	<u>70,400</u>	<u>72,604</u>	<u>2,204</u>	<u>3%</u>	<u>73,221</u>	<u>80,569</u>	<u>7,348</u>	<u>10%</u>
Annual surplus (deficit) before endowment contributions	-	706			(2,408)	(2,374)		
Endowment contributions	-	-			-	100		
ANNUAL SURPLUS	<u>-</u>	<u>706</u>			<u>(2,408)</u>	<u>(2,274)</u>		
Accumulated surplus, beg of year	<u>11,556</u>	<u>11,556</u>			<u>18,412</u>	<u>18,412</u>		
ACCUMULATED SURPLUS, end of period	<u>\$ 11,556</u>	<u>\$ 12,262</u>			<u>\$ 16,004</u>	<u>\$ 16,138</u>		

NOTES

A Grant revenue consists of the following:

	FY 2026 Forecast Q3	FY 2025 Forecast Q3
Operating Grant	38,030	38,465
Operating Grant - Leases	426	426
Other Grants (AUG, HCAPP, ECE, Pathways, NSERC)	7,788	7,789
Minor Capital Funding	243	243
	<u>46,487</u>	<u>46,923</u>

	2026 Budget FY	2026 Forecast Q3	Difference to Budget	% Diff	2025 Budget FY	2025 Forecast Q3	Difference to Budget	% Diff
B Tuition revenue consists of the following:								
Tuition - Domestic	6,087	6,087	-	0%	5,654	5,412	(242)	-4%
Tuition - International	6,035	6,776	741	12%	8,888	10,413	1,525	17%
	<u>12,122</u>	<u>13,027</u>	<u>905</u>		<u>14,926</u>	<u>15,825</u>	<u>899</u>	

C Higher wages due to support additional intakes for AUD Pathways programming, and new courses for ECE and HCA programs; Research funding grants

D Increase in agent fees with higher international tuition (~\$140k), increase in software renewal license costs (~\$300k)

Appendix C: Formal Approval in Principle Template

Credential Name Certified Medical Laboratory Assistant (CMLA) certificate

CREDENTIAL RATIONALE:

To address the urgent shortage of Medical Laboratory Assistants (MLAs) in the Kootenay Boundary region and throughout British Columbia, the School of Health and Human Services is proposing to launch a new Certified Medical Laboratory Assistant (CMLA) program beginning in the Winter 2027 semester.

The need for certified MLAs was first identified through discussions with colleagues at Interior Health Authority (IHA), who are facing critical staffing shortages in laboratory operations across hospitals and clinics in the region. IHA has expressed strong support for a local training pathway to ensure a reliable source of work-ready graduates prepared for specimen collection, laboratory processing, and other essential lab support functions.

In British Columbia, employer demand significantly exceeds the current supply of qualified CMLAs, particularly in rural and regional areas such as the West Kootenay and Boundary. Programs approved by the British Columbia Society of Laboratory Science (BCSLS) meet employer hiring standards and produce graduates who are highly sought after across the province.

To expedite program development, Camosun College has agreed to share its CMLA curriculum with Selkirk College. The Camosun curriculum—recommended by IHA for its hybrid delivery format and proven graduate outcomes—will provide a strong foundation for the instructional team, save considerable development time, and facilitate inter-institutional collaboration. This approach directly aligns with Interior Health's request, the college's strategic plan to expand high-demand programming that support regional and community priorities, and ensures high educational quality while efficiently responding to regional workforce needs.

EXPECTED START DATE:

January 2027

PURPOSE:

The full-time Certified Medical Laboratory Assistant (CMLA) Program is a comprehensive one-year, entry-level certificate in pre-analytic laboratory sciences. This program prepares graduates for their role as integral members of the healthcare team by providing a broad foundation in laboratory science theory integrated with authentic simulation environments and workplace clinical practicums. Students learn to incorporate exemplary patient and client-centric behaviours while mastering the techniques of blood collection (phlebotomy), analytical sample collection, and sample preparation. Students learn to collect and process data required for diagnostic investigations.

The program will align fully with the British Columbia Society of Laboratory Science (BCSLS) competency profiles, ensuring that graduates meet certification eligibility requirements and employer expectations across the province.

This program is designed to address a documented and pressing workforce need in the Kootenay Boundary and throughout British Columbia. Health authorities, including the Interior Health Authority (IHA), have identified critical shortages of qualified CMLAs to support hospital and community-based laboratory operations. By offering accessible and regionally delivered training, the program will strengthen the local healthcare system, improve recruitment and retention of laboratory staff, and support the continued delivery of timely and accurate diagnostic services.

Graduates of the program will be well-positioned for employment with health authorities, private laboratories, and other healthcare providers, contributing directly to the health and sustainability of communities across the region.

TRANSFERABILITY:

We will work towards formalizing a transfer agreement with Camosun College and aim to expand transfer opportunities, where appropriate, to other certified MLA programs in BC.

ALIGNMENT:

The MLA program advances Selkirk College's Land, Learning & Legacy: Our Path to 2040 strategic plan. It supports:
Focus 2.1 by delivering high-demand applied learning aligned with regional health priorities;
Sustainability 1.2 by partnering with Interior Health as a trusted community collaborator; and
Impact 4.1 by innovating program delivery for thriving regional communities

LABOUR MARKET DEMAND AND CONSULTATION:

British Columbia employers, including health authorities, private laboratories such as LifeLabs, and community healthcare providers, continue to face significant and sustained shortages of qualified Medical Laboratory Assistants (MLAs), with demand consistently exceeding the number of graduates from existing training programs, particularly in rural and regional areas served by the Interior Health Authority (IHA).

Recent data from the IHA Program Director of Pathology and Laboratory Medicine, show 143 MLA job postings across the province, including 24 current postings within Interior Health (IHA), 54 with LifeLabs (LL) (Trail, Kamloops, Vernon, Kimberley, Nelson), and 11 with Dynacare in Okanagan communities. Vacancy rates of 19% in Interior Health, 13.5% in Northern Health (NH), 14% on Vancouver Island (VI), and 14% at Dynacare, with additional vacancies in Fraser Health (FH), Vancouver Coastal Health (VCH), and LifeLabs have created a critical situations in our communities.

	IH	FH	NH	Island	VCH	LL	Dynacare
MLA Vacancy Rate	19%	4.9%	13.5%	14%	5%	5%	14%
# postings	24	31	7	16	0	54	11

IHA's Program Director of Pathology and Laboratory Medicine emphasized that posted vacancies underrepresent true need, as short-term absences (maternity/medical leave, vacations) challenge 24-hour operations without formal postings. Demand is expected to grow as the CMLA scope expands and roles are more fully integrated into lab operations. Employers strongly prefer BCSLS-approved graduates meeting provincial standards for specimen collection, procedures, quality assurance, and safety.

The WorkBC Labour Market Outlook (2025–2035) rates CMLA prospects "good to excellent" province-wide, driven by retirements, population growth, and diagnostic expansion, with IHA facing acute shortages in Kootenay Boundary and Thompson-Okanagan labs affecting patient care.

Certified MLAs enable lab efficiency by freeing technologists for advanced testing. A local Selkirk College program will provide accessible training, retain skilled graduates regionally, and stabilize staffing for health authorities and private labs

TARGET STUDENT AND STUDENT DEMAND:

High school graduates or mature students (19+)

Individuals transitioning from other careers or entry-level healthcare roles (e.g., unit clerks, health care assistants) without prior lab experience are targeted, as programs emphasize foundational skills like phlebotomy and specimen handling. No previous healthcare work is required, broadening access for local workers seeking advancement in regional labs.

Applicants with partial or complete college-level credentials, such as those from health-related or upgrading programs

PROGRAM DELIVERY AND ACCESS:

This program will be delivered primarily at the Trail campus, utilizing existing lab and classroom facilities. This location provides direct access to clinical partners, including the Kootenay Boundary Regional Hospital and community labs, ensuring strong integration between classroom learning and hands-on training.

Program delivery will follow a hybrid model, combining in-person laboratory instruction with some online theory components to enhance accessibility for students. This flexible approach supports participation from learners in rural and remote communities and aligns with Selkirk College's commitment to equitable access.

The program will be grounded in a decolonizing framework, emphasizing inclusive, reflective practice and incorporating Indigenous perspectives throughout the curriculum and learning environment. Clinical practicum placements will be offered through partnerships with the Interior Health Authority and other regional healthcare providers, ensuring students gain high-quality applied learning experiences and are well prepared for employment upon graduation.

COLLABORATION:

The School of Health and Human Services maintains strong, long-standing partnerships with community organizations and healthcare agencies throughout the region. These relationships include close collaboration with the Interior Health Authority and other local health service providers who have expressed strong support for the proposed CMLA program. These partnerships ensure that the program will be well aligned with regional workforce needs and supported through clinical placements, preceptorships, and advisory input. Within Selkirk College, further consultation and collaboration with the Circle for Inclusive Indigenous Education will be undertaken.

CURRICULUM:

Semester One – In the first term, students will gain foundational knowledge and hands-on experience in specimen collection techniques, including venipuncture and capillary procedures, practiced under supervision in a controlled laboratory setting. The curriculum integrates concepts of professional communication, patient care, and interpersonal skills, allowing students to apply theory to practice in realistic simulation environments that mirror clinical settings. Additionally, students will engage in learning that supports their understanding of Indigenous peoples, perspectives, and worldviews, fostering cultural awareness and respectful practice within healthcare environments.

Semester Two – In the second term, students will advance their technical laboratory skills, deepening their understanding of diagnostic processes and laboratory pathophysiology. The curriculum emphasizes both individual competence and collaborative practice, with opportunities to strengthen teamwork and communication through interdisciplinary learning activities. Students will also acquire proficiency in performing electrocardiograms (ECGs)—a required competency for Certified Medical Laboratory Assistants in British Columbia—further enhancing their readiness for clinical placement and professional practice.

Semester Three – In the final term, students will complete a seven-week clinical practicum in an approved healthcare setting, applying their accumulated knowledge and technical skills in real-world laboratory environments. Under the supervision of qualified Medical Laboratory Assistants and Technologists, students will demonstrate competence across all core practice areas to meet British Columbia Society of Laboratory Science (BCSLs) provincial standards and Canadian Society for Medical Laboratory Science (CSMLS) national entry-to-practice requirements. This capstone experience ensures graduates are fully prepared for professional certification and employment within the healthcare system.

(Camosun College, n.d., as adapted by Perplexity AI).

INSTITUTIONAL RESOURCES:

This program will be delivered on the Trail campus and will utilize existing classrooms and lab spaces. Additional capital equipment will be required, such as an ECG machine and centrifuge. These items have been included in the proposal to the ministry as capital start up costs.

POTENTIAL COSTS:

Program development, capital equipment, and instructional costs associated with the proposed CMLA program were fully outlined in the proposal submitted to the Post-Secondary Funding Stream (PSFS). Funding for these components is contingent upon PSFS approval of the new program. Once approved, this support will ensure that the program can be implemented without additional financial impact to the college's operational budget

COST/BENEFIT:

The proposed CMLA program represents a strong cost-benefit opportunity for the college, students, and the region. External funding is expected to cover development, capital, and initial instructional costs, minimizing financial risk to the institution while establishing a high-demand, short-duration program that should be able to sustain stable enrolments. For students, the program offers an efficient pathway into a regulated, in-demand occupation with competitive wages and clear opportunities for career progression. For regional health partners, a local supply of work-ready, certified graduates will help address persistent MLA shortages, improve recruitment and retention in rural and regional sites, and support timely, high-quality diagnostic services

ANALYSIS OF SUCCESS:

Sustainable application and conversion rates, SES surveys, PAS reports

TRANSITION PLAN:

N/A

PROGRAM

COURSE CODE	COURSE NAME	INSTRUCTOR HOURS	WEEKS OF DELIVERY	NEW COURSE DELIVERY	SELF-PACED DISTANCE LEARNING COURSE CREDITS	COMMENTS
FALL – YEAR 1						
Xxx	Professional communications for Allied Health	30	15	1.5		
Xxx	Patient Management for Allied Health	60	15	3		
Xxx	Indigenous Health Perspectives	45	15	3		
xxx	Medical Laboratory Procedures I	75	15	3		
xxx	Laboratory and Phlebotomy Skills I	75	15	3		
xxx	Pre-Analytics & Laboratory Principles	75	15	3		
WINTER – YEAR 1						
xxx	Legal and Professional Ethics for Allied Health	30	15	1.5		
xxx	Interprofessional Practice	45	15	3		
xxx	Basics of Electrocardiography	75	15	3		
xxx	Medical Laboratory Procedures II	75	15	3		
xxx	Laboratory & Phlebotomy Skills II	75	15	3		
xxx	Laboratory Pathophysiology	75	15	3		
SPRING – YEAR 1						
Xxx	CMLA Clinical Practicum	231	8	6		
TOTAL PROGRAM CREDITS					ENTER	39

Considerations and Guiding Questions

FOR THE SELKIRK COLLEGE BOARD OF GOVERNORS

2025-2040 STRATEGIC PLAN DIRECTIONS

Vision: We are Canada's destination for applied learning and inquiry grounded in a sense of land and place.

Strategic Directions

1. Sustainability: Seven Generations and Beyond
2. Focus: Transformation, Distinctive Education
3. Deliver: A High-Performance, High-Support Organization
4. Impact: Innovation for Thriving Communities



APPLYING PRINCIPLES OF CITIZEN-CENTRED GOVERNANCE

How does this program/initiative/decision...

1. Put the interests of citizens at the centre?
2. Reflect integrity, ethical behaviour, and respect for the law?
3. Support openness and respectful engagement with all citizens?
4. Support outcomes that facilitate healthy, prosperous, sustainable communities?
5. Help achieve our mandate?



GUIDING QUESTIONS FOR INFORMATION SESSIONS

The Board of Governors regularly hears from staff, students and leadership team members on specific programs, projects and developments. Examples of questions for presenters that reflect governors' fiduciary duties include:

1. How sustainable is this program/initiative in terms of –for example– enrolment, labour market demand, ongoing financial viability etc.?
2. To which of our strategic plan directions does this program/initiative directly align?
3. What are the potential risks (legal, reputational, operational, internal, etc.) of approving/not approving a given recommendation?
4. Have we applied Indigenization, EDI and/or Accessibility lenses to this program/initiative, and if so, what are our findings?
5. How will we know if the program/initiative has succeeded?
6. What are the key messages around this program/initiative for the Board of Governors to share with community members?

