

OPEN SESSION AGENDA

Tuesday, November 25, 2025

4:00 p.m. – 6:00 p.m.

Staff Lounge, Castlegar Campus / Teams

BOARD OF GOVERNORS

BOARD MEMBERS EXPECTED:

Amed Naqvi, Chair

Christy Anderson

Debbie Bird

Satinder Kaur

Bronwyn Krause

Diksha Salwan

Maggie Matear, President

Thompson Hickey, Vice Chair

Ken Wyllie

Mary Austin

Roly Russell

Kim Pham

Gurwinder Singh

LEADERSHIP TEAM MEMBERS EXPECTED:

Lareena Rilkoff, VP College Services

Andrea Hall, Executive Director Finance / CFO

James Heth, Registrar

OBSERVERS EXPECTED:




Pablo Pastor, SCFA

Andrew Jupp, PPWC

REGRETS:

Darcy Falkenhagen, EdCo Chair

TIME	TOPIC	SPEAKER	OUTCOME
4:00	1. TERRITORIAL ACKNOWLEDGEMENT	Thompson Hickey	
	2. ADDITIONS TO THE OPEN SESSION AGENDA OF NOVEMBER 25, 2025	Amed Naqvi	
	3. ADOPTION OF THE OPEN SESSION AGENDA OF NOVEMBER 25, 2025	Amed Naqvi	Motion to adopt
	Motion: "To adopt the open session agenda of November 25, 2025 as circulated."		
	4. ADOPTION OF THE CONSENT AGENDA OF NOVEMBER 25, 2025	Amed Naqvi	Motion to adopt
	<ul style="list-style-type: none"> 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: <i>Cookies & Coffee with the Board</i>, Staff Lounge, Castlegar Campus. Staff and Students Welcome. 		
	Motion: "To adopt the consent agenda of November 25, 2025 as circulated."		
4:10	5. PRESENTATION (Strategic Plan Dimensions #2) <ul style="list-style-type: none"> • Education Council 	James Heth	Information

4:40	6. PRESIDENT'S REPORT  (Strategic Plan Dimension #3)	Maggie Matear	Information
4:45	7. QUARTERLY FORECAST REPORT  (Strategic Plan Dimension #1)	Andrea Hall	Information
	8. 2026-2027 BUDGET PLANNING UPDATE (Strategic Plan Dimension #1)	Andrea Hall	Information
5:00	9. 2025-2026 BOARD GOALS 	Christy Anderson	Motion to approve
	Motion: "To approve the 2025/2026 Board Goals as circulated/amended".		
5:45	10. BOARD CHAIR'S REPORT	Amed Naqvi	Information
	11. MEMBERS' REPORT	All Board members	Information
	12. STUDENTS' REPORT	Student Board member(s)	Information
6:00	13. 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:

All events linked [here](#).

OPEN SESSION MINUTES

Tuesday, October 28, 2025

4:00 p.m. – 5:30 p.m.

Staff Lounge, Castlegar Campus / Teams

BOARD OF GOVERNORS

BOARD MEMBERS ATTENDING:

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

REGRETS:

Ken Wyllie	Gurwinder Singh
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LEADERSHIP TEAM MEMBERS ATTENDING:

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

OBSERVERS ATTENDING:

Pablo Pastor, SCFA

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT
 - Provided by Bronwyn Krause to open the meeting.
2. INTRODUCTIONS
 - Round table introductions were made.
3. OATH OF OFFICE
 - The oath was taken by all board members in attendance.
4. ADDITIONS TO THE OPEN SESSION AGENDA OF OCTOBER 28, 2025
 - There were no additions or changes to the agenda.
5. ADOPTION OF THE OPEN SESSION AGENDA OF OCTOBER 28, 2025

Motion: "To adopt the open session agenda of Oct. 28, 2025 as circulated."

Carried

6. ADOPTION OF THE CONSENT AGENDA OF OCTOBER 28, 2025
 - a. Draft Open Session Minutes of June 24, 2025
 - b. Enrolment Dashboard – October 2025
 - c. EdCo Chair Report – October 2025
 - d. Approve Finance & Audit Committee Chair: Amed Naqvi
 - e. Tuition rate article_HESA_20250922
 - f. Castlegar Chamber Business Awards
 - g. CICan 2026 Conference Dates

Motion: "To adopt the consent agenda of October 28, 2025 as circulated."

Carried

7. PRESENTATION: THE COLLEGE'S ORGANIZATIONAL STRUCTURE.

- The President reviewed the current organization chart at the board/leadership level, noting:
 - The leanness of the leadership team
 - The organizational structure supports college priorities and commitments
 - A small executive leadership team streamlines decision-making

8. PRESIDENT'S REPORT

- The President referenced the circulated report and provided a verbal update:
 - In Ottawa this week, talking to funders of the college, building relationships, and receiving federal budget information. The importance of servicing the training needs of the military is being discussed. We are looking at what we can offer the military as it seeks to recruit and train 13,000 people; this could provide a pool of new students to supplement our domestic enrolment. More information on this later this year.
 - The biannual College & Institutes Canada (CICan) conference will take place in Ottawa, April 21-23, 2026. This is a great networking opportunity. Please let the Board EA know if you are interested in attending.
 - Enjoyed attending the SCOPE awards last week. Four faculty members were recognized by their peers and students: Rebecca Deane, Pablo Pastor, Kailey Allen, and John Tucker. It was an inspiring event that illustrated how fortunate we are to have a sense of community. The HR team is developing awards similar to the SCOPE awards across the college for all employees.

9. INFORMATION ITEM:

- Victoria Street Campus Closure
- The President stated:
 - No letters/phone calls regarding the closing of the Victoria Street Campus have been received although there is a Change.org petition with 350 signatures.
 - Met with the students last week.
 - Finding some uninformed negative remarks on social media channels, along with supportive remarks noting the lack of funding.
 - Meeting by invitation for community supporters on Nov 6th in Nelson.
- The Dean of the KSA programs stated that faculty are passionate about what they teach, are grieving their jobs and the loss to the arts community. Faculty are respectful and graceful, are supporting the students and are looking forward to Nov. 6th meeting.
- Discussion ensued

10. 2024-25 INSTITUTIONAL ACCOUNTABILITY PLAN REPORT

- The VP Education & Students referenced the circulated report, noting that:
 - The Institutional Accountability Plan and Report (IAPR) summarizes the institution's key outcomes and objectives in relation to Ministry expectations.
 - The length of the report has been reduced by approximately half from the previous year.
 - The report is required to be submitted annually to the Ministry and, once approved, will be posted on both the college and Ministry websites.
- Discussion on provincial FTE targets ensued.

Motion: "To approve the 2024-25 Institutional Accountability Plan and Report as circulated."

Carried

11. NEW PROGRAM APPROVAL IN PRINCIPLE

- **Professional Cooking Certificate**
- The Dean School of Industry Trades & Training, School of Hospitality & Tourism, School of Arts & Technology summarized the circulated briefing material, noting that:
 - The recent IRCC decisions led to the suspension of the former Post-Graduate Culinary Management program, though demand for skilled cooks and kitchen assistants remains strong.
 - A new 8-month Culinary program with a 4–6-month co-op placement is proposed to meet this need and provide students with transferable culinary skills.

- Graduates will be eligible to challenge the Skilled Trades BC Professional Cook 1 certification and may pursue work permits or permanent residency through the Rural Community Immigration Pilot (RCIP).
- The program is designed as a low-risk, revenue-generating initiative utilizing existing facilities and staffing, with strong interest indicated by international student agents.
- The name of the program may change.
- Discussion ensued.

Motion: “To approve, in principle, the proposed Certificate in Professional Cooking program, as recommended by Education Council, pending the completion of the full program development and final approval process.”

Carried

- **Sustainable Tourism and Destination Management**
- The Dean School of Industry Trades & Training, School of Hospitality & Tourism, School of Arts & Technology summarized the circulated briefing material, noting that:
 - The School of Hospitality & Tourism is proposing to modernize its curriculum with the new Sustainable Tourism and Destination Management program, aligning with Selkirk College’s strategic vision and current industry trends.
 - The long-standing Resort and Hotel Management (RHOT) program was phased out for Fall 2025 due to IRCC changes and a shift toward broader, sustainability-focused tourism education.
 - The new program targets domestic students aged 19–25, offering career-focused learning, paid work-integrated experiences, and pathways to employment and entrepreneurship in the regional tourism economy.
 - Strong labour-market data and feedback from industry partners support this transition, reflecting continued growth and demand across Canada’s tourism sector.
 - The program name may change.
- Discussion ensued on the information provided, and regarding the change in process. The process previously had programs in principle approved by Education Council, but this did not comply with the Colleges and Institutes Acts, and we are reviewing governance processes to ensure we align with the CIA.
- With the change to Board approval, the Board requested that future approval-in-principle briefing notes include more background and contextual information. The Board will discuss the process further in the closed session meeting. President reassured Board that this process did not require members to become curriculum experts; their role is to ensure the new program fits the college’s portfolio and strategic directions.

Motion: “To approve, in principle, the proposed Diploma in Sustainable Tourism & Destination Management, as recommended by Education Council, pending the completion of the full program development and final approval process.”

Carried

12. 2025/26 BOARD COMMITTEE MEETING SCHEDULE AND MEMBERSHIP

Motion: “To approve the 2025/26 committee meeting schedule and membership list as circulated.”

Carried

13. BOARD CHAIR’S REPORT

- Continuing to meet biweekly with the President and more as needed through this challenging time for the college.

14. MEMBERS’ REPORT

- A member visited the Selkirk College Technology Access Centre (STAC) and the new Selkirk Ion-source Research Centre (SIRC), both in Trail. Discussed their innovative work and their location/space challenges.

15. STUDENTS’ REPORT

- No report provided.

16. CLOSED SESSION

Motion: "To move into the closed session."

Carried

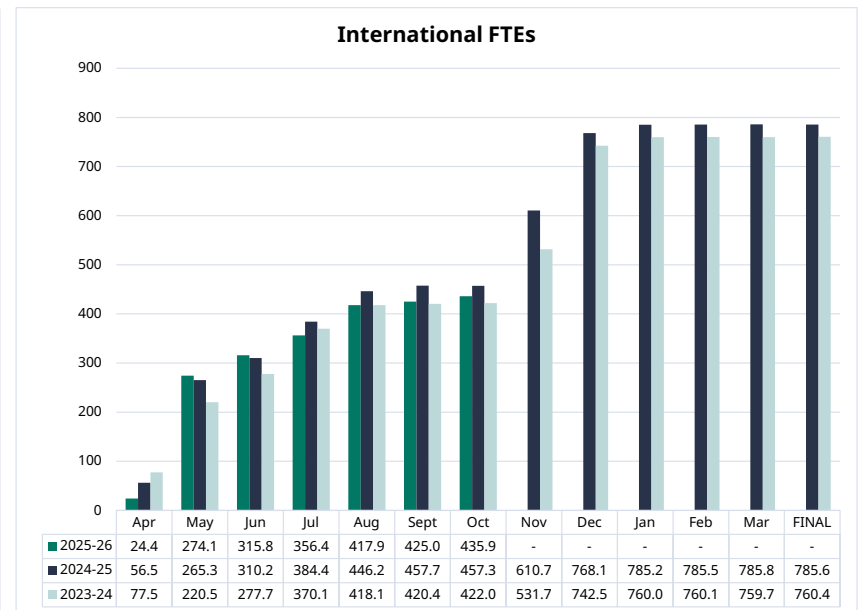
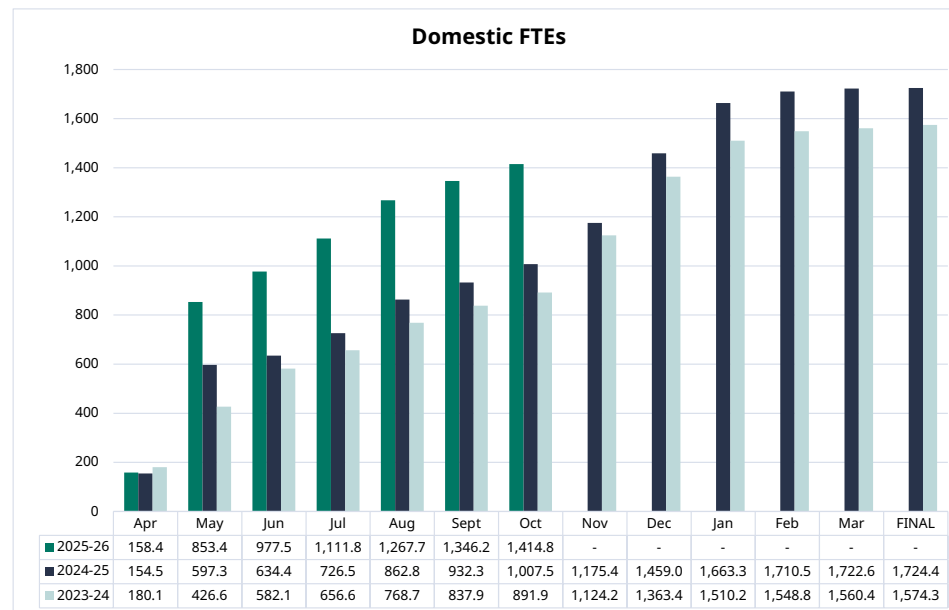
Monthly FTE Report, Summary by Program Type

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						
Developmental	24.0	37.6	37.9	52.8	112.9	154.0	162.0						
Health	59.0	286.2	296.4	326.7	337.4	347.8	355.8						
Trades	20.6	84.8	158.6	176.2	202.0	213.5	255.7						
Advanced Education	54.9	444.8	484.5	556.2	615.5	631.0	641.4						
Domestic FTE Total	158.4	853.4	977.5	1,111.8	1,267.7	1,346.2	1,414.8	-	-	-	-	-	-

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						
Developmental	0.8	12.0	12.1	13.6	30.9	32.6	32.7						
Health	0.9	17.3	20.3	25.1	50.3	49.3	48.7						
Trades	0.0	0.0	0.0	0.0	0.0	0.0	2.0						
Advanced Education	22.7	244.9	283.5	317.7	336.7	343.2	352.5						
International FTE Total	24.4	274.1	315.8	356.4	417.9	425.0	435.9	-	-	-	-	-	-

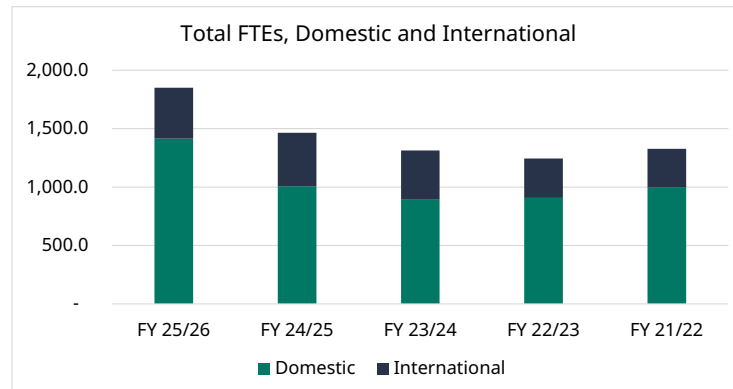
Total FTEs 2025/26	182.8	1,127.5	1,293.3	1,468.2	1,685.6	1,771.3	1,850.7	-	-	-	-	-	-
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**FTE Program Detail Comparison
as of November 3, 2025**

Summary, 5 Year as of	FY 25/26 Nov 3	FY 24/25 Nov 1	FY 23/24 Nov 1	FY 22/23 Nov 1	FY 21/22 Nov 1
Domestic FTE	1,414.8	1,007.5	891.8	907.7	995.3
International FTE	435.9	457.3	422.0	337.4	331.8
Total FTE	1,850.7	1,464.8	1,313.9	1,245.1	1,327.1
Domestic Students as a % of FTEs	76%	69%	68%	73%	75%
International Students as a % of FTEs	24%	31%	32%	27%	25%

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	161.9	171.0	164.2	33.9	54.1	38.1
Arts & Technology	76.4	49.0	59.1	8.5	10.5	13.2
Business	59.8	36.2	31.1	106.8	144.6	140.2
Community Education & Workplace Training	78.5	71.0	73.0	3.7	2.4	1.9
Environment & Geomatics	184.5	82.0	77.8	8.3	2.8	4.4
Health & Human Services	407.0	309.0	214.0	122.7	64.3	43.4
Hospitality & Tourism	32.5	17.9	26.6	62.9	101.0	114.2
Industry & Trades Training	250.0	177.8	153.7	0.0	0.5	0.0
University Arts & Sciences	164.1	93.5	92.3	88.9	77.1	66.6
Total FTE by School	1,414.8	1,007.5	891.8	435.8	457.3	422.0


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.

Final Headcount Report for Fall 2025 as of November 3, 2025

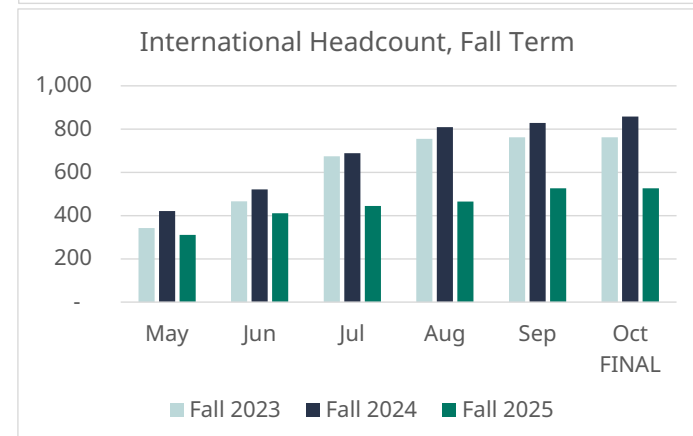
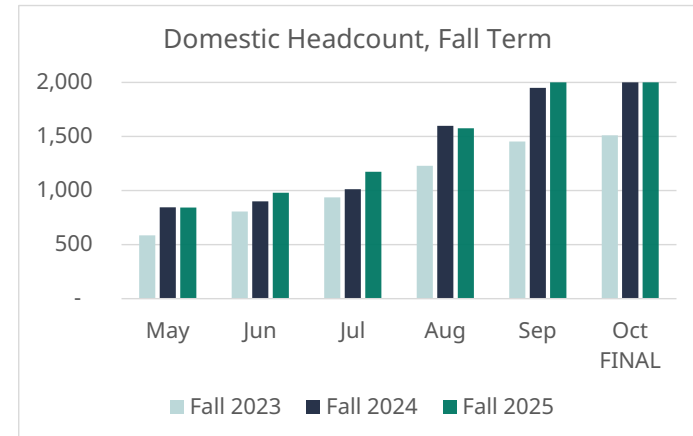
Fall 2025 as of	May Jun 11	Jun Jul 2	Jul Aug 1	Aug Sep 2	Sep Oct 1	Oct FINAL Nov 3
Domestic Headcount	842	980	1,174	1,576	2,037	2,120
International Headcount	311	411	445	465	526	526
Total Headcount, Fall 2025	1,153	1,391	1,619	2,041	2,563	2,646

Fall 2024 as of	May Jun 12	Jun Jul 2	Jul Aug 1	Aug Sep 3	Sep Oct 1	Oct FINAL Nov 1
Domestic Headcount	845	901	1,013	1,598	1,950	2,077
International Headcount	421	521	689	809	828	858
Total Headcount, Fall 2024	1,266	1,422	1,702	2,407	2,778	2,935

Fall 2023 as of	May Jun 5	Jun Jul 4	Jul Aug 1	Aug Sep 4	Sep Oct 3	Oct FINAL Nov 1
Domestic Headcount	586	807	937	1,228	1,454	1,510
International Headcount	342	466	674	755	762	762
Total Headcount, Fall 2023	928	1,273	1,611	1,983	2,216	2,272

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.

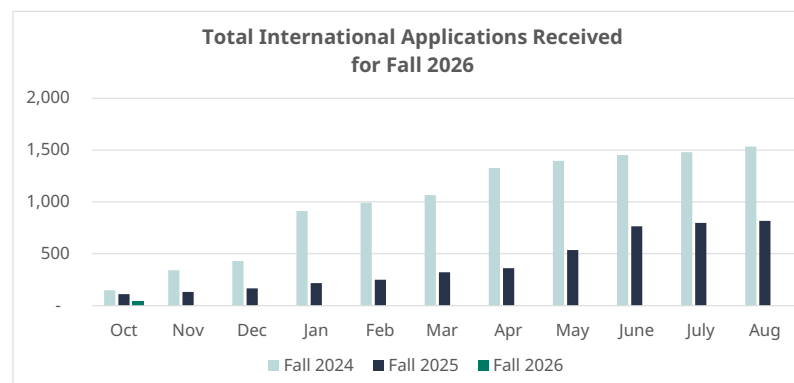
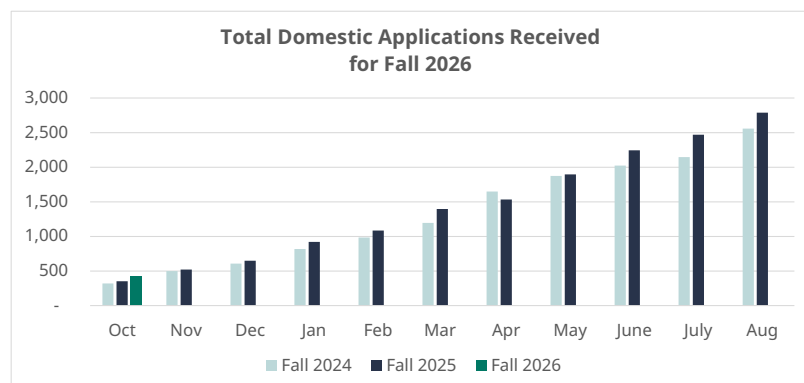


Early Application Statistics for Fall 2026 as of November 3, 2026

Fall 2026 as of	Oct-25 Nov 3	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26 FINAL
Domestic	431										
International	44										
Total Applications Received	475	-	-	-	-	-	-	-	-	-	-

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	463	655	816	1,138	1,334	1,719	1,895	2,432	3,008	3,268	3,606



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 – November 17, 2025

Board of Governors:

October 28, 2025 Open and Closed Session Meetings, Castlegar Campus
Nov 13, 2025: Governance Committee Meeting

Education Council:

The meeting schedule, agendas, and minutes are available online [here](#).

November 4, 2025 (agenda [here](#)) – Chaired by Darcy

Motions passed: Updated program policies in the School of Health and Human Services

- a. Child & Youth Care Specialty – Human Services Diploma
- b. Early Childhood Care and Education (Inclusive Practice) – Human Services Diploma
- c. Early Childhood Care and Education (Infant and Toddler) – Human Services Diploma
- d. Social Service Worker – Human Services Diploma
- e. Social Service Worker – Certificate
- f. Health Care Assistant – Certificate
- g. Health Care Assistant – Diploma

For information only, the following program suspensions were brought to EdCo:

- a. Blacksmithing and Metal Art – Certificate
- b. Ceramics – Certificate and Advanced Certificate
- c. Textile Arts - Certificate

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

October 28, 2025 Meeting – Attended by Darcy

Motions passed to recommend the following program updates to EdCo:

- a. Child & Youth Care Specialty – Human Services Diploma
- a. Early Childhood Care and Education (Inclusive Practice) – Human Services Diploma
- b. Early Childhood Care and Education (Infant and Toddler) – Human Services Diploma
- c. Social Service Worker – Human Services Diploma
- d. Social Service Worker – Certificate
- e. Health Care Assistant – Certificate (note, language updated before EdCo)
- f. Health Care Assistant – Diploma

Discussed Rural Data Science (RDS) program – delayed launch to Fall 2026 (no longer January 2026), so program policies will continue to be developed.

Curriculum Committee (CC), chaired by Aanyta Frahrenbruch:

October 23, 2025 meeting – Attended by Darcy

Discussed 4 new courses: RDS 100 Introduction to Data Science, 101 Foundations in Rural Research, and 102 Introduction to Machine Learning courses, LAW 251 Environmental Legislation and Policy, and revisions to BIOL 214 Comparative Vertebrate Morphology. Motions deferred; all courses going back for further revisions.

Circle for Inclusive Indigenous Education (CIIE), lead by rotating chairs:
No meetings scheduled since the last report

Education Policy Committee (EPC), chaired by Terri Macdonald:
October 15, 2025 Meeting cancelled – no agenda items

Other events attended:

- Oct 21: Education and Students Meeting
- Oct 24: Academic Governance Council Community of Practice Meeting
- Oct 27 & Nov 3: Course Outline project meeting
- Nov 6: Open House, Castlegar Campus

Reminder: Board members are always welcome and encouraged to observe an Education Council meeting. Our next meeting is on **Tuesday, December 9, 2025 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.

MINUTES

Thursday, October 23, 2025
11:00 a.m. – 12:00 p.m.
Castlegar Campus, Rm S-118 / Teams

FINANCE & AUDIT COMMITTEE

COMMITTEE MEMBERS ATTENDING:

Amed Naqvi, Board Chair

Thompson Hickey, Vice Chair

Ken Wyllie

Satinder Kaur

Maggie Matear, President

LEADERSHIP TEAM MEMBERS ATTENDING:

Lareena Rilkoff, VP College Services

Andrea Hall, Executive Director of Finance / CFO

Jodi Silva, Manager of Reporting and FP&A Systems

REGRETS:

Christy Anderson

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

- Provided by Amed Naqvi to open the meeting.

2. ADDITIONS TO THE AGENDA OF OCTOBER 23, 2025

- In-camera

3. DISCLOSURE OF CONFLICTS OF INTEREST

- None were disclosed.

4. ADOPTION OF THE AGENDA OF OCTOBER 23, 2025

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

Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF MAY 15, 2025

Motion: "To adopt the minute of May 15, 2025 as circulated."

Carried

6. ELECT A COMMITTEE CHAIR

- Amed Naqvi, CPA, CA was re-elected Committee Chair by acclamation. A motion will be brought to the Board in October to approve the Finance & Audit Committee Chair.

7. TERMS OF REFERENCE

- Reviewed and updated
- Executive Director Finance title updated to include CFO
- Added "cyber security" to section 3.A.4.
- Added "investment portfolios" to section 3.A.3.
- ToR will be added to the November open session consent agenda for approval

TOPIC

8. DRAFT COMMITTEE 2025/26 PLANNING CALENDAR

- Reviewed and amended
- Approved as amended

9. 1st & 2nd QUARTER FORECAST

- The Executive Director Finance / CFO provided an overview of the Q1 forecast and reviewed the Q2 forecast section by section.
- Discussion ensued.

10. 2nd QUARTER RESULTS

- Manager of Reporting and FP&A Systems and the Executive Director Finance / CFO reviewed the Q2 report, noting:
 - The Q2 deficit of \$1.7M is lower than at the same time last year.
 - The year-end projection (March 2026) remains on track for a balanced budget.
- Discussion ensued.

11. IN-CAMERA

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

12. ADJOURNMENT

- Next meeting: January 19, 2026

TERMS OF REFERENCE SELKIRK COLLEGE BOARD FINANCE & AUDIT COMMITTEE

1. Purpose

The purpose of the Finance & Audit Committee is 1) to monitor significant financial planning, management, control and reporting matters of the college, 2) to monitor the systems of internal controls that the Leadership Team and the Board of Governors have established to oversee the internal external audit processes, 3) make recommendations and deliver reports to the Board of Governors, as appropriate.

2. Composition and Operations

- A. The Committee shall be composed of no fewer than five members of the Board, all of which are either Government appointed members or students. The membership may be increased at the discretion of the Board. The Committee shall be chaired by a member of the Committee who has an accounting designation or relevant financial expertise as selected annually by the members of the Committee. The Board will also ratify the appointment of the Committee Chair.

Selkirk College resource persons to the Committee shall consist of:

- President & CEO;
 - Vice President of College Services;
 - Executive Director of Finance / CFO; and
 - Executive Assistant to the President and Board of Governors.
- B. The Committee will meet at least four times per year. Additional meetings will be scheduled as necessary during budget deliberations and annual approval of the financial statements.
- C. Extraordinary meetings may be held at the discretion of the Committee Chair following consultation with the Board Chair.
- D. Members are requested to advise the Committee of their inability to attend a meeting by contacting the Office of the President as early as possible.
- E. The majority of members of the Committee will constitute a quorum.
- F. Committee members will be expected to attend all meetings, including extraordinary meetings.
- G. The Committee has the authority to call a meeting exclusively among its members.

3. Duties and Responsibilities

The Committee has the responsibility to:

- A. Make recommendations for Board approval and/or delivery of reports to the Board in the following areas:
 - 1. Annual operating and capital budgets;
 - 2. Annual audited financial statements;
 - 3. Policies related to financial management, asset protection, and including investment portfolios;
 - 4. Responsibility for oversight of the college-wide risk management implementation, as well as policy, including cybersecurity;
 - 5. Responsibility for oversight of the Management Information Systems;
 - 6. The audit tender process;
 - 7. The appointment of an auditing firm to the Board;
 - 8. The evaluation of the need for an internal audit function; and
 - 9. Reports from auditors (including Audit Management letters) and administration on internal control issues and other matters, and the annual audited FTE report.
- B. Meet with the external auditors to ensure that:
 - 1. The college has implemented appropriate systems to identify, monitor and mitigate significant business risk;
 - 2. The appropriate systems of internal control, which ensure compliance with college policies and procedures, are in place and operating effectively;
 - 3. The college's annual financial statements are fairly presented in all material respects in accordance with Canadian Public Sector Accounting Principles;
 - 4. Any matter that the external auditors wish to bring to the attention of the Board has been given adequate attention; and
 - 5. The external audit function has been effectively carried out.
- C. Provide information to the Board on:
 - 1. Significant financial planning, management and reporting issues; and
 - 2. Interim financial reports.

4. Accountability

- A. The Committee shall report its discussion to the Board by maintaining minutes of its meetings and providing a report at the next Board meeting.
- B. The Committee will have the jurisdiction and responsibility of holding meetings

without Management, as it deems appropriate. The Chair will be responsible to communicate with the Board Chair regarding any issues that may arise. The Board Chair will be responsible for keeping the President informed accordingly.

- C. The Committee will be responsible to decide whether a committee member or supporting administrator is in a conflict of interest situation and if deemed in conflict, request that that person leave the meeting for the respective agenda item.

5. Committee Timetable

The Committee will establish an annual calendar for its activities, which will be shared with the Board at the fall retreat.

MINUTES

Thursday, November 13, 2025
1:30 p.m. – 3:00 p.m.
Rm S-118, Castlegar Campus & Teams

GOVERNANCE COMMITTEE

COMMITTEE MEMBERS ATTENDING:

Thompson Hickey, Committee Chair
Christy Anderson
Ken Wyllie
Bronwyn Krause
Darcy Falkenhagen
Maggie Matear

REGRETS:

Roly Russell
Kim Pham
Amed Naqvi

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT
 - Provided by Thompson to open the meeting.
2. ADDITIONS TO THE AGENDA OF NOVEMBER 13, 2025
 - There were no additions to the agenda.
3. ADOPTION OF THE AGENDA OF NOVEMBER 13, 2025
 - The agenda was adopted as circulated.
4. CONSENT AGENDA OF NOVEMBER 13, 2025
 - a. Governance Committee Minutes of May 12, 2025
 - b. Terms of Reference
 - c. Draft Committee Planning Calendar 2025-26
 - d. 2025 Board Retreat Survey Results
 - e. 2023-2025 Board Retreat Comparison Survey Results
 - f. Procedure For Recognizing a Departing Board Member
 - Approved as circulated.
5. BOARD EL (EXECUTIVE LIMITATION) POLICIES
 - Board Policies EL 10-50 were reviewed and edited.
 - Policy EL 60 – Admissions to Selkirk College will be retired. College Policy 8611 – Admissions will be brought to the Board of Governors for their approval, as per the CIA.
 - The edited and retired policies will be added to the January 27th consent agenda for Board approval.

TOPIC

6. 2026-2027 PROPOSED BOARD MEETING SCHEDULE

- The proposal to reduce the number of annual board meetings from seven to four was introduced, under the rationale of better alignment with emerging sector standards as well as best practices for governance boards.
- The committee expressed interest in further exploring a more efficient meeting schedule, aiming to strike a productive balance without sacrificing engagement and relationship building.
- The committee will be provided with a briefing note at their next meeting in January to further deliberation and to formulate a recommendation for the full board.

ACTION: Maggie to provide the committee with a briefing note at the January committee meeting.

7. PRE-BOARD MEETING RECEPTION

- **Decision:** Schedule the second annual ***Cookies and Coffee with the Board*** prior to the Feb. 24th Board meeting at 3 pm in the Staff Lounge. This is an opportunity for staff and students to connect informally with board members.
- Recommendations:
 - Display the community ownership slide at the event and an FAQ about what the board does
 - Develop and post FAQs to the board website and possibly social media with a student lens and an employee lens.

ACTION: Maggie to draft FAQs for the committee's consideration at the January committee meeting

8. CLOSED SESSION GUIDING QUESTIONS

Current choice of "check-out" questions:

- What are you leaving this meeting with today?
- What was most interesting for you that you heard from our meeting tonight?
- What, if anything, is keeping you up at night about Selkirk College?
- Discussion ensued. No changes were made to the questions above.

ACTION: At the next board meeting, Christy will clarify why closed session meetings are held in the Gathering Place and the intention of generative or "check-out" discussion questions.

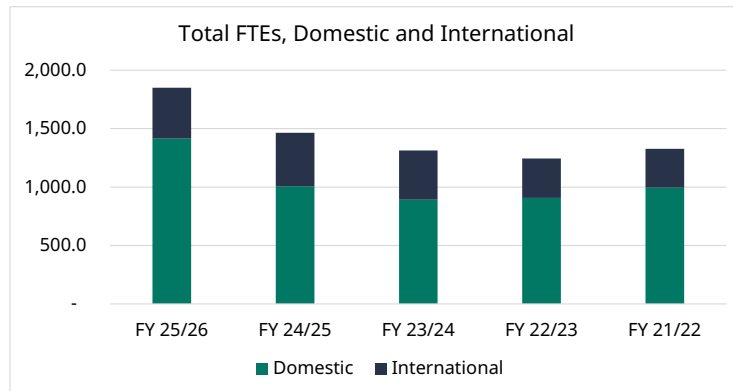
9. ADJOURNMENT

- Next meeting: January 19, 2026

**FTE Program Detail Comparison
as of November 3, 2025**

Summary, 5 Year as of	FY 25/26 Nov 3	FY 24/25 Nov 1	FY 23/24 Nov 1	FY 22/23 Nov 1	FY 21/22 Nov 1
Domestic FTE	1,414.8	1,007.5	891.8	907.7	995.3
International FTE	435.9	457.3	422.0	337.4	331.8
Total FTE	1,850.7	1,464.8	1,313.9	1,245.1	1,327.1
Domestic Students as a % of FTEs	76%	69%	68%	73%	75%
International Students as a % of FTEs	24%	31%	32%	27%	25%

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	161.9	171.0	164.2	33.9	54.1	38.1
Arts & Technology	76.4	49.0	59.1	8.5	10.5	13.2
Business	59.8	36.2	31.1	106.8	144.6	140.2
Community Education & Workplace Training	78.5	71.0	73.0	3.7	2.4	1.9
Environment & Geomatics	184.5	82.0	77.8	8.3	2.8	4.4
Health & Human Services	407.0	309.0	214.0	122.7	64.3	43.4
Hospitality & Tourism	32.5	17.9	26.6	62.9	101.0	114.2
Industry & Trades Training	250.0	177.8	153.7	0.0	0.5	0.0
University Arts & Sciences	164.1	93.5	92.3	88.9	77.1	66.6
Total FTE by School	1,414.8	1,007.5	891.8	435.8	457.3	422.0


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.

Final Headcount Report for Fall 2025 as of November 3, 2025

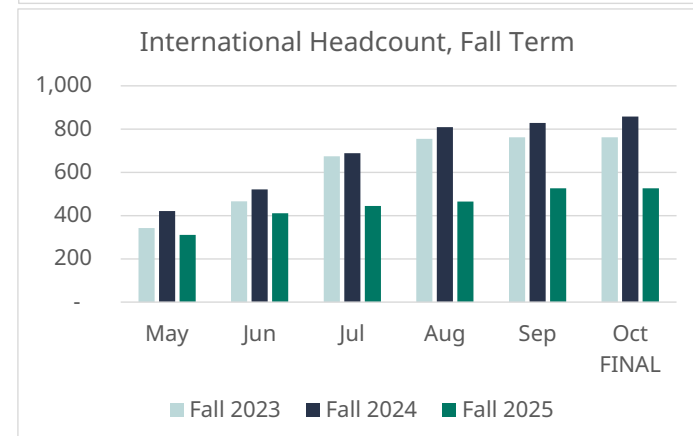
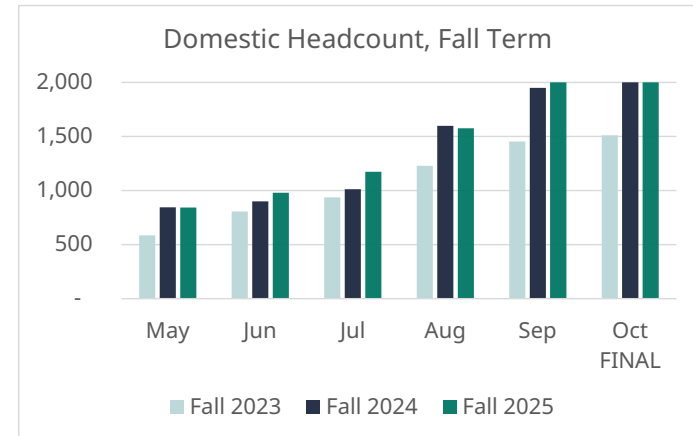
Fall 2025 as of	May Jun 11	Jun Jul 2	Jul Aug 1	Aug Sep 2	Sep Oct 1	Oct FINAL Nov 3
Domestic Headcount	842	980	1,174	1,576	2,037	2,120
International Headcount	311	411	445	465	526	526
Total Headcount, Fall 2025	1,153	1,391	1,619	2,041	2,563	2,646

Fall 2024 as of	May Jun 12	Jun Jul 2	Jul Aug 1	Aug Sep 3	Sep Oct 1	Oct FINAL Nov 1
Domestic Headcount	845	901	1,013	1,598	1,950	2,077
International Headcount	421	521	689	809	828	858
Total Headcount, Fall 2024	1,266	1,422	1,702	2,407	2,778	2,935

Fall 2023 as of	May Jun 5	Jun Jul 4	Jul Aug 1	Aug Sep 4	Sep Oct 3	Oct FINAL Nov 1
Domestic Headcount	586	807	937	1,228	1,454	1,510
International Headcount	342	466	674	755	762	762
Total Headcount, Fall 2023	928	1,273	1,611	1,983	2,216	2,272

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.



**Final Headcount Report for Fall 2025
as of November 3, 2025**

Summary by School	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Academic Upgrading & Development	331	363	343	40	49	43
Arts & Technology	105	101	124	13	21	26
Business	75	56	62	147	294	273
Community Education & Workplace Training	569	511	32	6	34	0
Environment & Geomatics	194	163	157	9	6	8
Health & Human Services	387	384	317	132	124	90
Hospitality & Tourism	57	60	76	74	178	191
Industry & Trades Training	171	188	150	0	1	0
University Arts & Sciences	231	251	249	105	151	131
Total Headcount by School	2,120	2,077	1,510	526	858	762

Summary by Campus	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Castlegar	921	828	806	388	595	537
Distance/Online Programs	123	75	34	0	0	0
Grand Forks	35	28	41	0	0	0
Silverking	794	838	292	3	35	1
Tenth Street	95	95	155	84	195	211
Trail	112	136	114	51	33	12
Victoria Street (KSA)	28	28	26	0	0	1
Kaslo (closed)	~	28	22	~	0	0
Nakusp (closed)	12	21	20	0	0	0
Total Headcount by Campus	2,120	2,077	1,510	526	858	762

Academic Upgrading & Development	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Academic Upgrading - Castlegar	60	59	45	2	4	1
Academic Upgrading - Grand Forks	35	28	41	0	0	0
Academic Upgrading - Silver King	105	109	94	0	0	1
Academic Upgrading - Trail	69	66	67	0	0	0
English Language Program	0	2	6	38	45	41
Steps to Opportunities, Academics & Readiness	50	50	48	0	0	0
Academic Upgrading - Kaslo (closed)	~	28	22	0	0	0
Academic Upgrading - Nakusp (closed)	12	21	20	0	0	0
Subtotal - Academic Upgrading & Development	331	363	343	40	49	43

Arts & Technology	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Blacksmithing & Metal Art	3	8	7	0	0	1
Ceramics Studio	10	13	11	0	0	0
Ceramics - Advanced Certificate	5	~	~	0	~	~
Contemporary Music & Technology I	29	15	24	3	3	7
Contemporary Music & Technology II	12	23	14	3	7	3
Contemporary Music & Technology - Advanced Diploma	5	2	12	0	0	0
Digital Arts I	11	8	14	0	4	6
Digital Arts II	6	12	12	4	3	3
Digital Fabrication & Design I	7	5	5	1	2	3
Digital Fabrication & Design II	4	4	6	2	2	2
Textiles Studio	10	7	8	0	0	0
Web Development Program	3	4	11	0	0	1
Subtotal - Arts & Technology	105	101	124	13	21	26

Business	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Business Administration I	24	17	25	2	13	13
Business Administration II	16	19	14	12	12	8
Business Administration III	6	0	0	0	0	0
Entrepreneurship - Associate Certificate	1	~	~	0	~	~
Office Administration & Technology - Bookkeeping Certificate	11	8	12	0	0	0
Office Administration & Technology - Bookkeeping Advanced Certificate	0	~	~	0	~	~
Office Administration & Technology - Bookkeeping Skills Associate Certificate	0	~	~	0	~	~
Office Administration & Technology - Office Assistant Certificate	8	10	9	0	0	0
Office Administration & Technology - Word Processing Skills Associate Certificate	8	~	~	0	~	~
Accounting - Postgraduate Diploma I (suspended F25)	0	0	1	2	53	60
Accounting - Postgraduate Diploma II (suspended F25)	1	1	1	55	60	33
Business Management - Postgraduate Diploma I (suspended F25)	~	0	0	~	65	105
Business Management - Postgraduate Diploma II (suspended F25)	~	1	0	76	91	54
Subtotal - Business	75	56	62	147	294	273

Community Education & Workplace Training	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
BC Electrical Code	39	42	*	0	0	*
Community, Corporate, & International Development	120	121	*	1	32	*
Education to Go	10	3	*	0	0	*
Learning in Retirement	348	328	*	2	2	*
Refrigeration Plant Operator	4	1	28	0	0	0
Selkirk Innovates	39	16	2	1	0	0
Spectrum	9	0	2	2	0	0
Subtotal - Community Education & Workplace Training	569	511	32	6	34	0

Environment & Geomatics	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Applied Environmental Science & Planning Technology I	23	25	14	3	2	0
Applied Environmental Science & Planning Technology II	23	18	17	3	0	2
Forest Technology I	32	32	25	1	0	0
Forest Technology II	32	17	21	0	0	2
Geographic Information Systems - Advanced Diploma	15	12	11	0	1	2
Geographic Information Systems - Degree III	4	3	4	0	0	0
Geographic Information Systems - Degree IV	5	2	6	1	0	0
Recreation, Fish & Wildlife I	33	29	24	0	2	0
Recreation, Fish & Wildlife II	27	16	27	1	1	2
Geomatics in the Workplace (suspended F25)	~	9	8	~	0	0
Subtotal - Environment & Geomatics	194	163	157	9	6	8

Health & Human Services	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Early Childhood Care & Education - Certificate	26	48	40	0	2	24
Early Childhood Care & Education - Dual Credit	16	~	~	0	~	~
Early Childhood Care & Education - Inclusive Practice Advanced Certificate	0	7	~	0	0	~
Early Childhood Care & Education - Infant/Toddler Advanced Certificate	0	2	~	0	0	~
Early Learning & Childcare - Diploma I	0	0	~	39	24	~
Early Learning & Childcare - Diploma II	0	~	~	21	~	~
Education Assistant & Community Support Worker - Certificate	28	15	5	0	4	14
Health Care Assistant - Certificate	23	61	34	3	4	0
Health Care Assistant - Diploma I	0	0	~	20	24	~
Health Care Assistant - Diploma II	0	~	~	23	~	~
Human Services Diploma - CYC I	2	0	2	2	3	0
Human Services Diploma - CYC II	3	3	7	3	5	0
Human Services Diploma - ECCE I	4	4	9	0	2	0
Human Services Diploma - ECCE II	4	4	5	3	12	3
Human Services Diploma - SSW I	6	6	13	4	3	3
Human Services Diploma - SSW II	9	16	13	2	2	2
Mental Health & Substance Use - Certificate	13	~	~	0	~	~
Nursing I	35	33	28	0	0	0
Nursing II	27	26	30	0	0	0
Nursing III	26	29	23	0	0	0
Nursing Unit Clerk	42	41	19	0	1	0
Pharmacy Technician I	54	44	46	0	0	0
Pharmacy Technician II	40	35	22	0	0	0
Practical Nursing - Diploma I	18	0	11	0	0	0
Practical Nursing - Diploma II	0	~	~	~	~	~
Social Service Worker - Certificate	11	9	5	1	4	2
Gerontological Nursing - Postgraduate Diploma I (suspended F25)	~	0	0	~	9	25
Gerontological Nursing - Postgraduate Diploma II (suspended F25)	~	0	0	11	25	10
Gerontology (cancelled)	~	0	0	~	0	7
Mental Health & Addictions - Associate Certificate (suspended)	~	1	5	~	0	0
Subtotal - Health & Human Services	387	384	317	132	124	90

Hospitality & Tourism	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Professional Cook, Level I	4	5	8	0	0	0
Professional Cook, Level II	5	2	4	0	0	0
Professional Cook YTT	4	3	4	2	0	0
Ski Resort Operations & Management I	11	7	8	1	4	5
Ski Resort Operations & Management II	0	6	9	0	4	5
Ski Resort Operations & Management Distance	28	29	37	0	0	0
Culinary Management Diploma I (suspended F25)	1	0	1	1	7	4
Culinary Management Diploma II (suspended F25)	1	2	1	8	4	2
Culinary Management - Postgraduate Diploma I (suspended F25)	~	0	0	~	16	35
Culinary Management - Postgraduate Diploma II (suspended F25)	~	0	0	16	33	21
Hospitality Management - Postgraduate Diploma I (suspended F25)	~	0	0	1	29	53
Hospitality Management - Postgraduate Diploma II (suspended F25)	~	1	0	32	49	42
Resort & Hotel Management I (suspended F25)	~	3	3	~	15	16
Resort & Hotel Management II (suspended F25)	3	2	1	13	17	8
Subtotal - Hospitality & Tourism	57	60	76	74	178	191

Industry & Trades Training	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Carpentry - Apprenticeship Level I	12	0	0	0	0	0
Carpentry - Apprenticeship Level II	0	16	0	0	0	0
Carpentry - Apprenticeship Level III	0	0	12	0	0	0
Carpentry - Apprenticeship Level IV	0	0	0	0	0	0
Carpentry Foundation	8	13	4	0	0	0
Carpentry Foundation YTT	3	2	1	0	0	0
Electrical - Apprenticeship Level I	0	14	11	0	0	0
Electrical - Apprenticeship Level II	17	0	0	0	0	0
Electrical - Apprenticeship Level III	15	11	11	0	0	0
Electrical - Apprenticeship Level IV	0	0	0	0	0	0
Electrical Foundation	29	17	14	0	0	0
Electrical Foundation YTT	1	0	1	0	0	0
Fine Woodworking	13	20	20	0	1	0
Fine Woodworking YTT	0	3	0	0	0	0
Hairstylist Foundation	10	16	10	0	0	0
Hairstylist - Apprenticeship Level II	0	0	0	0	0	0
Hairstylist Foundation YTT	4	6	4	0	0	0
Heavy Mechanical Foundation	3	5	4	0	0	0
Heavy Mechanical Foundation YTT	12	13	11	0	0	0
Metal Fabricator Foundation	0	0	0	0	0	0
Metal Fabricator Foundation YTT	0	0	0	0	0	0
Millwright/Machinist Foundation	11	13	10	0	0	0
Millwright/Machinist Foundation YTT	4	3	2	0	0	0
Plant Operator	0	13	10	0	0	0
Welding - Apprenticeship Level 1	1	0	0	0	0	0
Welding - Apprenticeship Level 2	0	2	0	0	0	0
Welding - Apprenticeship Level 3	3	0	1	0	0	0
Welding A	0	1	1	0	0	0
Welding B	7	3	6	0	0	0
Welding Foundation	7	7	6	0	0	0
Welding Foundation YTT	11	10	8	0	0	0
Welding - Upgrading	0	0	3	0	0	0
Subtotal - Industry & Trades Training	171	188	150	0	1	0

University Arts & Sciences	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Associate of Arts Degree I	43	67	71	19	66	53
Associate of Arts Degree II	25	39	35	49	51	36
Associate of Arts Degree in Creative Writing I	3	~	~	0	~	~
Associate of Arts Degree in Creative Writing II	1	~	~	0	~	~
Associate of Arts Degree in Elementary Education I	4	~	~	0	~	~
Associate of Arts Degree in Elementary Education II	3	~	~	0	~	~
Associate of Arts Degree in English I	2	~	~	0	~	~
Associate of Arts Degree in English II	1	~	~	0	~	~
Associate of Arts Degree in Psychology I	9	~	~	11	~	~
Associate of Arts Degree in Psychology II	3	~	~	2	~	~
Associate of Arts Degree in Sociology I	1	~	~	0	~	~
Associate of Arts Degree in Sociology II	1	~	~	0	~	~
Associate of Science Degree I	44	38	38	5	13	19
Associate of Science Degree II	10	18	20	7	8	5
Associate of Science Degree in Biochemistry I	0	~	~	1	~	~
Associate of Science Degree in Biochemistry II	1	~	~	0	~	~
Associate of Science Degree in Biology I	3	~	~	1	~	~
Associate of Science Degree in Entry to Pharmacy I	1	~	~	3	~	~
Associate of Science Degree in Entry to Pharmacy II	0	~	~	0	~	~
Engineering I	17	19	8	0	0	0
Liberal Arts Diploma - General Studies II	2	~	~	0	~	~
Liberal Arts Diploma - Creative Writing	1	~	~	0	~	~
Liberal Arts Diploma - Law & Justice Studies I	3	10	7	0	1	0
Liberal Arts Diploma - Law & Justice Studies II	7	5	5	1	0	0
Liberal Arts Diploma - Peace & Conflict Studies II	1	~	~	0	~	~
Liberal Arts & Sciences Diploma - General Studies I	3	~	~	0	~	~
Open Studies I	12	26	33	2	11	17
Rural Pre-Medicine - Advanced Diploma I	17	16	11	2	0	1
Rural Pre-Medicine - Advanced Diploma II	9	8	9	1	1	0
Rural Pre-Medicine - Advanced Diploma III	4	5	12	1	0	0
Subtotal - University Arts & Sciences	231	251	249	105	151	131

Full-Time/Part-Time	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Full-Time	1,112	1,440	1,039	1,008	657	437
Part-Time	422	637	503	104	201	111
Total Domestic Students	1,534	2,077	1,542	1,112	858	548
Full-Time Students as a % of Headcount	72%	69%	67%	91%	43%	80%
Part-Time Students as a % of Headcount	28%	31%	33%	9%	23%	20%

Indigenous Students	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Full-Time	130	126	99	~	~	~
Part-Time	60	45	53	~	~	~
Total Indigenous Students	190	171	152	~	~	~
Indigenous Students as a % of Headcount	12%	8%	10%	~	~	~

New Students	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Full-Time	523	596	585	260	220	298
Part-Time	76	275	327	11	76	50
Total New Students	599	871	912	271	296	348
New Students as a % of Headcount	39%	42%	59%	24%	34%	64%

Previously Academic Upgrading	Dom F25	Dom F24	Dom F23	Int F25	Int F24	Int F23
Total Previously Academic Upgrading	571	707	710	15	25	10
Previously Academic Upgrading as a % of Headcount	37%	34%	46%	1%	3%	2%

President's Performance Evaluation Template

July 1, 2025 – June 30, 2026

Motion to approve: October 2025

Annual Review: June 2026

Part 1: Behavioural Competencies

Part 2: Objectives

Part 3: Professional Development

PART 1 – Behavioural Competencies (as per Job Description)

Rating: (S) Satisfactory – (P) Partly achieved – (N) No opportunity to see this behaviour demonstrated

Role Competencies and Behavioural Expectations	Board Rating			Board Comments
Leadership and Professionalism	S	P	N	
Sample behaviours: Models College values and commitments; Prioritizes succession, leadership development and opportunities to facilitate others' development; Makes tough decisions and needed, helps others understand and implement change; Focuses on the path forward, not on the obstacles; Maintains a calm and professional demeanor in the face of pressure; Identifies and achieves personal professional development goals that support the College				
President's Comments on how these behaviours were demonstrated:				
Strategy, creativity and innovation	S	P	N	
Sample behaviours: Champions and communicates the purpose and benefits of strategic change, building buy-in; Demonstrates willingness to take prudent risks that will benefit the College; Learns from mistakes and encourages others to do so; Watches external environment trends, develops insights to reshape/evolve College business.				
President's Comments on how these behaviours were demonstrated:				

Role Competencies and Behavioural Expectations	Board Rating			Board Comments
Communication	S	P	N	
Sample behaviours: Articulates compelling strategic vision, leveraging College strengths and opportunities; Maintains a wide network of contacts, including key decision-makers and influencers at all levels; Demonstrates good communications skills and efforts to engage diverse stakeholder groups; Recognizes and articulates successes, challenges, opportunities and suggested changes				
President's Comments on how these behaviours were demonstrated:				

Student Focus	S	P	N	
Sample behaviours: Refines strategies and priorities as necessary while maintaining a focus on academic excellence; Encourages innovation and creativity in teaching and learning; Demonstrates knowledge of professional teaching practice and student support services; Demonstrates engagement in student activities				
President's Comments on how these behaviours were demonstrated:				

Indigenization, Reconciliation and Equity, Diversity and Inclusivity	S	P	N	
Sample behaviours: Builds a strong, collaborative and inclusive executive team; Models and facilitates effective reconciliation and Indigenization efforts; Demonstrates openness to learning about different ways of knowing, doing and being; Builds relationships with Nation partners; Promotes EDI at all levels of the College.				
President's Comments on how these behaviours were demonstrated:				

Board Relations	S	P	N	
Sample behaviours: Communicates effectively with the Board, providing information and sound counsel; Works closely with the Board to develop and implement the College's mission and strategic plan; Supports the Board to facilitate optimal governance; Assesses and reports regularly to Board on programs & performance.				
President's Comments on how these behaviours were demonstrated:				

Part 2 – President and CEO Objectives

Objectives are **rated** on a 3-point scale: **1** = Objective not met; **2** = Objective met; **3** = Objective exceeded.

Objectives align with the following **strategic** plan dimensions:

- | | | |
|--------------------------------------|---|--|
| 1. Foundation: Sustainability | 3. Leadership: Innovation for the Future of the Kootenays | 5. Other – Government & Board Accountability |
| 2. Purpose: Transformative Education | 4. Execution: High Performance Organization | 6. Other – Leadership & Legitimacy |

Progress indicators:

On track



Somewhat delayed



Substantially delayed



Objective	Strategic Alignment	Outcome or achievement indicator	President's Comments, Factors affecting performance	Q2	Q3	Q4	Q1	Board Rating 1-3
1. Oversee communication/engagement with new strategy	1,2,3,4	Communications events	Leadership blogs & meetings, newsletter articles					
2. Oversee and monitor Strategic Plan implementation	1,2,3,4	Strategic plan dashboard	Working on a system to generate an updated dashboard					
3. Lead change associated with footprint consolidation	1,3	Reduced footprint	Nakusp/Kaslo closed and replaced with new access model					
4. Support achievement of Indigenization & EDI plan goals	2	LT performance goals, partnerships	Discussing MOU with Ktunaxa, pursuing partnership with LSFN					
5. Oversee response initiatives to Climate Survey feedback	3	New initiatives	Changing Supervisors' Meeting models, building in more PD					
6. Oversee achievement of Institutional Accountability goals	1,2,3,4	IAPR accepted by PSFS	PSFS completed 1st review, final submission in Oct 2025					
7. Demonstrate progress on reducing structural deficit	1,3	Financial reports	Exploring initiatives to zero out anticipated \$3-4M deficit for 26/27					
8. Engage in sectoral advocacy and service	3,4	3 prov/national boards	CICAN, BCC, STTC, applying for DQAB					
9. Support Foundation in implementing new operating model	1,3,4	Foundation operating plan	Working with Foundation staff					
10. Monitor and report on cybersecurity risk as needed.	3	Information at meetings	Board orientation provided; regular reporting in Risk reports					

Part 3 – President and CEO Professional Development Plan

Current Goals, 2025-26

Goal	Proposed PD Activities	Outcome or achievement indicator	Target Date	Achieved Yes/No/Partial
Improve knowledge of Post Secondary system and leadership, establish national peer connections and relationships	CICAN Presidents' Summit, 2025	Attendance and Completion	Completed May 2025	Yes
Improve knowledge of implementing Indigenization initiatives, decolonization and TRC commitments	EDI Journey course, UBC Two Spirit and Indigenous Cultural Safety course, Indigenous Cultural Safety Collaborative Services	Attendance and Completion	Completed April 2025 & June 2025	Yes
Increase knowledge of organizational governance, leadership and oversight	Institute for Corporate Directors Training	Designation ICD	2025-27	Starts November 2025

Future Goals 2026-27

Goal	Proposed PD Activities	Outcome or achievement indicator	Target Date	Achieved Yes/No/Partial
Continue with ICD Training	ICD Institute	Designation, ICD.D	2027	
Build leadership skills	Leadership Insights on Emotional Intelligence (TRN5471, CSPP)	Completion	2026	
Build knowledge of Indigenous people and equity-seeking groups in the region	BC: An Untold History, Knowledge Network	Completion	2026	

President’s Comments

Board Comments

Merit Increase

☐ Approved ☐ Not Approved ☐ Not Applicable

Chair’s Signature

President’s Signature

Date

Education Council

Presentation to the Board, November 2025



Agenda

- Overview
- Composition
- Standing Committees
- Workflows
- Advice to the Board



Overview

- Education Council (EdCo) is an internal governance body of Selkirk College established by the *College and Institute Act* (CIA)
 - sets educational policies and criteria about planning, operations, evaluation and standards
 - approves curriculum content for all credentials in accordance with Policy 8101: Academic Programs and Policy 8102: Credentials, Recognition and Credit Standards
- Also advises Board on various educational matters

Overview

- Bylaws, in accordance with the CIA, outline the composition and procedures of the committee
- Committee meets 8-9 times per year (4 in-person, the others are virtual)
- Agendas, resolutions, minutes, membership can be found online

Composition

- 21 voting members:
 - 10 elected faculty members
 - 4 elected students
 - 2 elected support staff
 - 1 Indigenous member
 - 4 educational administrators
- 2-year terms (students 1-year term)



Composition

- Non-voting membership:
 - President
 - Registrar
 - Board member: The Board may appoint one of its members to be a non-voting member of EdCo for a one-year term. (Bylaws C.2.b.)

Standing Committees

- 4 standing (sub) committees
- Each have their own terms of reference which determine their composition and processes
- Membership is open to entire college community, not just members of EdCo
- Most committees have student seats, but these are difficult to fill
- Meet virtually bi-monthly or monthly
- EdCo Chair sits on all committees

Program Quality Committee (PQC)

- As a standing committee of EdCo, the purpose of the PQC is to advise to the Education Council on matters related to Selkirk Colleges program policy and program quality
- For the 2025-26 academic year, PQC is chaired by Allison Alder

Curriculum Committee (CC)

- Purpose of the committee is to advise and make recommendations to the Education Council on college curriculum, primarily through the review of course outcomes
- For the 2025-26 academic year, CC is chaired by Aanyta Fahrenbruch

Circle for Inclusive Indigenous Education (CIIE)

- Advance the goals and objectives of the Declaration on the Rights of Indigenous Peoples Act (DRIPA), the Truth and Reconciliation of Canada (TRC) Calls to Action, and the Selkirk College Indigenization Plan by providing advice to EdCo regarding the decolonization and indigenization of the Council's work, in particular regarding governance, curriculum and program development, educational policies and processes
- For the 2025-26 academic year, CIIE is led by rotating chairs.

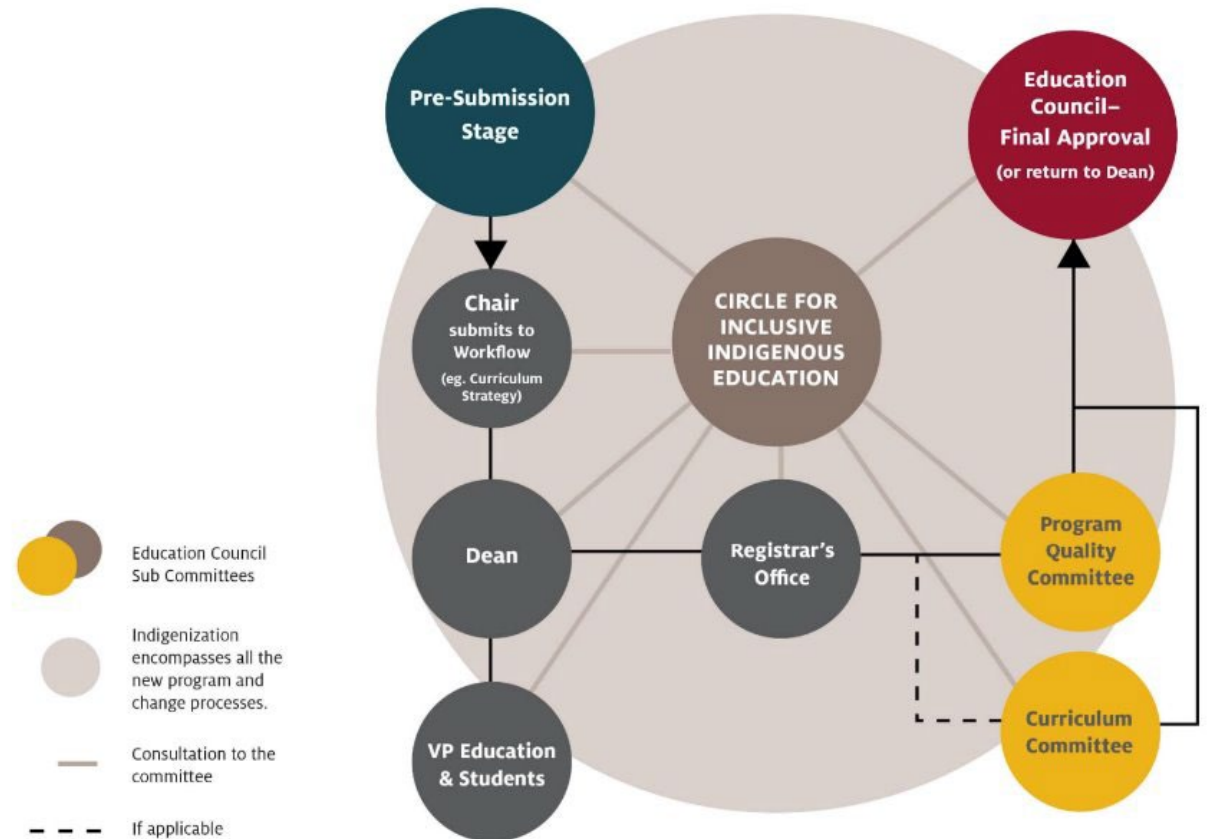
Education Policy Committee (EPC)

- The EPC advises on educational policy
- Purpose is to ensure that the college meets necessary standards and forms a coherent body of policy by providing education and support to policy developers, soliciting, and considering college community feedback and renewing and recommending an approval of a final draft
- For the 2025-26 academic year, EPC is chaired by Terri Macdonald

Workflows

- Policy 8101 outlines the processes and workflows for EdCo

PROGRAM CHANGES WORKFLOW



Advice to the Board

- Interpretation Tool set out delegations from the Board to EdCo
- Tool was rescinded in spring 2025
- Board and EdCo would return to exercising powers strictly under the Act

Advice to the Board

- S.23 of the CIA - EdCo must advise the Board, and the Board must seek advice from EdCo
- This is a right and an obligation for both EdCo and the Board
 - EdCo has the right and obligation to provide advice
 - Board has right and obligation to seek advice



Advice to the Board

- S.19 - Powers of the Board
 - E.g. - 19(1)(d) determine courses or programs to be offered or cancelled at the institution
- S.23 - Advice of EdCo
 - E.g. - S.23(1)(b) proposals about implementation of courses or programs...
 - 23(1)(e) cancellation of programs or courses offered by the institution...

Advice to the Board

- Board and EdCo are independent, and set their own procedure subject to the Act
- To fulfill the obligation, the EdCo advice must be adequate
- Advice from EdCo
 - Adequate information to consider the matter
 - Adequate deliberation on the matter
 - Made a legitimate decision to give the advice

Advice to the Board

- The Act doesn't expand on the extent of that advice from EdCo
- EdCo will interpret the right and obligation in context of Section 24 powers

EdCo Process

- EdCo will consider the matter (new program, cancellation, etc.) in a meeting and following its process
- Advice will be recorded in EdCo minutes
- Communicated to the Board through EdCo Chair

Board Process

- Consider EdCo advice
- Consider matter in context of Board powers and Strategic Plan
- Communicate decision back to EdCo

Questions?



President's Report for November

2025

Communication and Relationship Building:

- Facilitated Town Halls for employees on Tenth Street, Silver King and Trail Campuses, in addition to a virtual Town Hall
- Attended a meeting with the Nelson Arts Community to discuss the next steps for KSA programming
- Enjoyed the Castlegar Chamber Business Awards Gala
- Attended a Castlegar & District Development Advisory Committee meeting
- Met with a Hospitality & Tourism Faculty member

Student Focus:

- Met informally with students on the Tenth Street and Silver King Campuses
- Met with students at KSA Campus
- Discussed front line concerns with students at Hub
- Met with the Athletics Department Head to learn about summer camp potential

Indigenization, Equity, Diversity, and Inclusiveness:

- Revised EA job description/developed interview questions to address these competencies
- PD: "Indianism" in Canada and the Correlation to Reconciliation: Understanding the Playing Field
- PD: Theory of Change & Reconciliation with Rose Lemay

Strategy, Creativity, and Innovation:

- Attended a Wellness Webinar with supervisors and

leadership

- Discussed new programming possibilities with Interior Health Authority (sparked by intro from Mayor of Trail)
- Participated in the PSEA strategic planning process
- Completed risk register voting
- Joined a School of Business Faculty meeting
- Attended Institute of Corporate Directors training

Leadership and Professionalism:

- Attended a CIGan Governance Committee meeting
- Met bi-weekly with union executives
- Meet twice with the Leadership Team
- Joined weekly meetings with sector presidents
- Met with the STTC CEO and executives
- Attended a CIGan Executive Committee meeting
- Attended a CIGan Presidents' Circle
- Attended a 2-day CIGan Directors meeting in Ottawa
- Held employee interviews

Board Relations:

- Met bi-weekly with the Board Chair
- Facilitated a board orientation meeting
- Attended the Governance Committee meeting
- Developed FAQ Draft "What does the Board do?"
- Attended an Education Council (EdCo) meeting
- Joined the Board's communications working group

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 | 4. Impact: Innovation for Thriving Communities |
| 2. Focus: Transformative, Distinctive Education | 5. Other – Government and Board Accountability |
| 3. Deliver: A High-Performance, High Support Organization | 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					
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	Making 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 SEPTEMBER 30, 2025

	2026 Budget FY	2026 Forecast Q2	Difference to Budget	2026 % Diff	2025 Budget FY	2025 Forecast Q2	Difference to Budget	2025 % Diff
REVENUE								
Government grants	\$ 44,159	\$ 46,894	\$ 2,735	6% A	\$ 40,620	\$ 46,923	6,303	16%
Industry Trades Authority funding	1,778	1,778	-	0%	1,865	1,843	(22)	-1%
Tuition	12,122	12,863	741	6% B	14,926	14,926	-	0%
Ancillary Sales	2,927	2,764	(163)	-6% C	3,351	3,351	-	0%
Investment income	527	348	(179)	-34% D	867	350	(517)	-60%
Donations	-	-	-	0%	200	250	50	25%
Amortization of deferred capital contributions	4,224	4,440	216	5%	3,708	3,888	180	5%
Contracts and other revenue	4,663	4,306	(357)	-8%	5,276	5,705	429	8%
	<u>70,400</u>	<u>73,393</u>	<u>2,993</u>	<u>4%</u>	<u>70,813</u>	<u>77,236</u>	<u>6,423</u>	<u>9%</u>
EXPENSES								
Salaries and benefits	50,719	53,149	2,430	5% E	52,409	57,265	4,856	9%
Cost of goods sold	900	715	(185)	-21%	995	1,045	50	5%
Other operating costs	13,055	13,719	664	5% F	13,653	15,042	1,389	10%
Capital asset amortization	4,895	5,004	109	2%	4,514	4,344	(170)	-4%
Asset retirement obligation accretion expense	68	68	-	0%	70	68	(2)	-3%
Awards and related costs	698	698	-	0%	930	990	60	6%
Other operating costs	65	40	(25)	-38%	650	653	3	0%
	<u>70,400</u>	<u>73,393</u>	<u>2,993</u>	<u>4%</u>	<u>73,221</u>	<u>79,407</u>	<u>6,186</u>	<u>8%</u>
Annual surplus (deficit) before endowment contributions	-	-			(2,408)	(2,171)		
Endowment contributions	-	-			-	50		
ANNUAL SURPLUS	<u>-</u>	<u>-</u>			<u>(2,408)</u>	<u>(2,121)</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>\$ 11,556</u>			<u>\$ 16,004</u>	<u>\$ 16,291</u>		

NOTES

A Grant revenue consists of the following:

	FY 2026 Forecast Q2	FY 2025 Forecast Q2
Operating Grant	38,030	29,717
Operating Grant - Leases	426	427
Other Grants (AUG, HCAPP, ECE, Pathways, NSERC)	8,195	16,536
Minor Capital Funding	243	243
	<u>46,894</u>	<u>46,923</u>

	2026 Budget FY	2026 Forecast Q2	Difference to Budget	% Diff	2025 Budget FY	2025 Forecast Q2	Difference to Budget	% Diff
B Tuition revenue consists of the following:								
Tuition - Domestic	6,087	6,087	-	0%	5,654	4,205	(1,449)	-26%
Tuition - International	6,035	6,776	741	12%	8,888	8,888	-	0%
	<u>12,122</u>	<u>12,863</u>	<u>741</u>		<u>14,926</u>	<u>14,926</u>	<u>-</u>	

C Repairs in Castlegar Student Housing has reduced open capacity and therefore, housing revenue

D Decrease related to less cash in CDP (due to fewer capital projects) and interest rates declining this fiscal year.

E Higher wages due to support additional intakes, also addition funded projects in health programs and AUD pathways funding.

F Increase in agent fees with higher international tuition

Board Retreat 2025 Discussion of Annual Goals

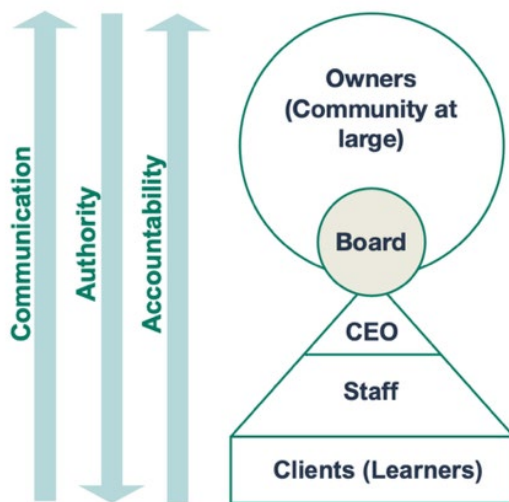
At the Fall 2025 Board retreat, the annual goals for 2024-25 year were reviewed and discussed. Important discussions framing this component of the retreat included our current post-secondary context/environment, board ownership and the operationalization of the new strategic plan, [Path to 2040](#).

Members agreed that aligning our annual Board goals with the priorities in the strategic plan and prioritize not only activities that reflect our operating environment but also a collective desire among our board to listen and speak with a collective voice.

To help activate and enable the operationalization of our board goals, a working group has been established. Current members include Thompson, Bronwyn, Christy, Maggie and Catherine. We welcome participation by any other board member.

DRAFT Board Goals for 2025-26

Centered in the College's strategic plan Path to 2040, *Positioning Selkirk College or Sustainability* is the foundational goal. The Board agrees that this is the prime focus behind our activities for the coming year, grounded in a solid understanding of a board ownership linkage (as displayed below).



This linkage is important to always be mindful of but is particularly important to prioritize through challenging periods. Our Board spoke extensively about the importance of building and maintaining relationships to:

- Build trust and credibility when rapid or unpopular decisions are needed.
 - Demonstrate transparency and credibility.
 - Help to manage expectations.
 - Help balance oversight with support for the organization.
- Provide support to CEO and leadership allowing them to focus on problem solving.

Sustainability: Seven Generations and Beyond					
Safeguard the College's long-term fiscal health					
<i>Listen and Speak with a Collective Voice on Behalf of Our Communities</i>					
Board Goals	Lead	How	Targets	Progress	Personal Commitment
Continue discussions and prioritize support for College efforts to achieve financial stability.	Chair, President Finance and Audit Committee	Annual training on understanding financial statements. Advocate for increased funding for the College. Maintain relationship with Foundation Board	Host financial statement training @ Board retreat. Seek opportunities to advocate for funding and support. Meet 1-2 times with Foundation Board.		
Support the operationalization of the 15-year strategic plan across the College and greater community.	Chair, President	Ensure board members are familiar with the plan	Link agenda items, our Board goals and other key communications to strat plan.		
Focus: Transformative, Distinctive Education					
Support regional and community priorities through high demand applied learning, continuing education and research and initiatives.					
Board Goals	Lead	How	Targets	Progress	Personal Commitment
Foster and maintain community engagement.	President, Board Members, Chair	Create a working group to draft a Board member communication plan for the Board in relation to operationalizing the College's strategic plan.	Working Group created Board communications plan created.		

Selkirk College Board of Governors – Draft Board Goals 2025-2026

		Listen and speak with a collective voice on behalf of our communities.			
Deliver: A High-Performance, High-Support Organization.					
Board Goals	Lead	How	Targets	Progress	Personal Commitment
Maintain a high functioning Board.	Development Committee, Board Members, Chair	Ongoing individual commitment to Pro-D opportunities (i.e. Financial Statements, Regional Indigenous Perspectives, Speaking to the Media etc.) Maintain a <i>change management</i> mindset.	Financial statement training at annual board retreat. Additional training on media engagement. Change management training. Engage in relationship-building activities.		
Maintain awareness of and support for College-led activities that address systemic inequities.	Chair, President, Board Members	Review relevant action plans (EDI, Indigenization etc) Engage with opportunities to deepen knowledge around anti-racism, Indigenous rights, EDI, hearing directly from local Nations. Familiarize with relevant TRC Calls to Action	Presentations from relevant departments @ Board meetings. Invite presentations from relevant groups. Seek opportunities to engage in Pro-D specifically to anti-racism.		

Selkirk College Board of Governors – Draft Board Goals 2025-2026

		specific to post-secondary.	Familiarize/Read aloud TRC Calls to Action regarding post-secondary at Board meeting.		
Impact: Innovation for Thriving Communities <i>Maintaining reciprocal accountability between the Board, Leadership Team and Employees</i>					
Board Goals	Lead	How	Targets	Progress	Personal Commitment
Provide support to CEO and Leadership Team to allow them to support on problem solving.	Working Group, Chair	<p>Convey messaging points: For Leadership Team>Innovation: We're for it!</p> <p>Government > here's how you can help us.</p> <p>Attend 'Thought leader meetings' to help them understand our situation and seek opportunities for innovative solutions.</p>	<p>Create Communications Plan</p> <p>Attend thought leader meetings.</p> <p>Share information from community and to community.</p>		
Connecting to other Boards	Chair	<p>Invite Chair of COTR to attend one of our mtgs.</p> <p>Share approach to post-secondary challenges.</p> <p>Consider operating efficiencies.</p> <p>Advancing political capital/advocacy.</p>	<p>COTR chair attend 1 mtg.</p> <p>Selkirk Chair attend 1 COTR mtg.</p>		