

OPEN SESSION AGENDA

Tuesday, May 28, 2024

4:30 p.m. – 5:55 p.m.

Silver King Campus Rm C-112/C-113 / Zoom

Zoom <https://selkirk.zoom.us/j/63328039411>



BOARD OF GOVERNORS

BOARD MEMBERS EXPECTED:

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

LEADERSHIP TEAM MEMBERS EXPECTED:

Taya Whitehead Vice President Education & Students
Lareena Rilkooff, Interim VP College Services, CFO
Brier Albano, Associate Vice President Student Success
Stacey Matthews, Executive Director HR
Tiffany Snauwaert, Dean
Dianne Biin, Director Indigenous Education & Engagement

BOARD OBSERVERS EXPECTED:

Gerald Lightburn, PPWC
Ken Laing, SCFA

TIME	TOPIC	SPEAKER	OUTCOME
4:30	1. MEETING OPENING	Elder Gerry Rempel	
	2. TERRITORIAL ACKNOWLEDGMENT	Margaret Sutherland	
	3. ADDITIONS TO THE OPEN SESSION AGENDA OF MAY 28, 2024	Margaret Sutherland	
	4. ADOPTION OF THE OPEN SESSION AGENDA OF MAY 28, 2024	Margaret Sutherland	Motion to adopt
	5. ADOPTION OF THE CONSENT AGENDA OF MAY 28, 2024 <ul style="list-style-type: none">Draft Open Session Board Minutes of March 26, 2024Draft Governance Committee Minutes, May 7, 2024Revised Policy BPR 40 – Evaluation of the PresidentDraft Finance/Audit Committee Minutes, March 21, 2024Draft Finance/Audit Committee Minutes, May 13, 2024Consolidated Financial Statements Ended March 31, 2024May Enrolment DashboardEducation Council Report (Strategic Directions 1,2)	Margaret Sutherland	Motion to adopt
4:45	6. PRESENTATION (Strategic Directions 1,2,3,4) <ul style="list-style-type: none">Indigenization Plan / Indigenous Services	Dianne Biin	Update
5:15	7. PRESIDENT'S REPORT	Maggie Matear	Update
5:20	8. INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT	Taya Whitehead	Update
5:25	9. AUDITED FTE REPORT 2023-2024 FISCAL YEAR	Brier Albano	Information

TIME	TOPIC	SPEAKER	OUTCOME
5:35	10. PROGRAM CANCELLATION  <ul style="list-style-type: none"> International Business Certificate 	Tiffany Snauwaert	Motion to approve
5:40	11. CHAIR'S REPORT	Margaret Sutherland	Update
5:45	12. MEMBERS' REPORT 	Board members	Update
5:55	13. CLOSED SESSION	Margaret Sutherland	Motion to move into the closed session

EVENTS INFORMATION:

Fine Woodworking Show & Sale: May 24 – 26 Nelson Trading Company, 430 Baker Street

Convocation: May 30th Castlegar Campus

Bowl for Rural Health Tournament: June 19th Trail, Glenmerry Bowl

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

OPEN SESSION MINUTES

Tuesday, March 26, 2024

4:30 p.m. – 6:20 pm

Trail Campus, Room 208 / Zoom

BOARD OF GOVERNORS

BOARD MEMBERS:

Margaret Sutherland, Chair
Debbie Bird
Bronwyn Krause
Kim Pham
Maggie Matear, President

Christy Anderson, Vice Chair
Kris Salikin
Ken Wyllie
Kamalpreet Singh

REGRETS:

John Dutton
Amed Naqvi
Abhilash Bhasin

Danny Bradford
Sarah Lechthaler, EdCo Chair

LEADERSHIP TEAM MEMBERS:

Taya Whitehead Vice President Education & Students
Lareena Rilkooff, Executive Director Finance & Risk
Stacey Matthews, Executive Director HR
James Heth, Registrar
Donna Drover, Director Facilities & Business Services
Allison Alder, Dean

Tracy Punchard, Dean

Nick Howald, CIO

GUESTS:

Jennie Barron, Chair, Mir Centre for Peace, Instructor
Andrew Jupp, Acting Manager Advancement & Community Relations

BOARD OBSERVERS:

Ken Laing, SCFA

TOPIC

1. MEETING OPENING

Elder Murhi Kencayd opened the meeting in a good way.

2. TERRITORIAL ACKNOWLEDGMENT

Board Chair, Margaret Sutherland, provided a territorial acknowledgment.

3. ADDITIONS TO THE OPEN SESSION AGENDA OF MARCH 26, 2024

There were no additions to the agenda of March 26, 2024.

4. ADOPTION OF THE OPEN SESSION AGENDA OF MARCH 26, 2024

MOTION: "To adopt the open session agenda of March 26, 2024 as circulated."

Carried

5. ADOPTION OF THE CONSENT AGENDA OF MARCH 26, 2024

- Draft Open Session Board Minutes of February 27, 2024
- March Enrolment Dashboard
- Education Council Report (Strategic Directions 1,2)
- Letter from PSFS Minister Beare dated March 11, 2024

MOTION: "To adopt the consent agenda of March 26, 2024 as circulated."

Carried

6. PRESENTATION

- Mir Centre for Peace
- Presenter Jennie Barron Chair, Mir Centre for Peace, Instructor
- Topics included:
 - Mission, Vision, Values of the Mir Centre
 - College Commitments: Equity, Diversity & Inclusion, Reconciliation, Research & Innovation, Sustainability, Wellness
 - Global Reach, Local Roots
 - Unique Opportunities for Students
 - Impact
 - Community Connections
- Discussion ensued regarding Mir Centre activities.

7. PRESIDENT’S REPORT

- The President reviewed the circulated report and provided a further brief verbal report.
- The college has partnered with Oso Negro resulting in a *Remarkable Futures* medium roast coffee which is being used as gifts to commemorate guest visits. Other similar partnerships are being sought (tea, chocolate).
- To date in the strategic planning process the following have been conducted:
 - Eleven in-person group engagement sessions across all campuses and learning centres.
 - Three online group engagement sessions.
 - Ten one-on-one interviews with six others scheduled.
 - Working toward 300-400 completed online surveys.
 - An environmental scan has been received from HESA and it has been shared with Steering Committee and will be shared with the internal college community along with questions regarding the scan for consideration.
- The Rural and Northern Immigration Pilot (RNIP) program will be extended and renamed. No disruption expected for the people already participating in the program.

8. 2025 DRAFT BUDGET

- The Executive Director Finance & Risk reviewed the circulated briefing note in detail. As stated in the briefing note:
 - The Collective Rate increases, including the Cost of Living Allowance (COLA), have been included in this budget. We have not received confirmation from the Ministry on the offsetting operating grant increase for COLA and therefore, have not included an increase in operating grant revenue in this budget. We anticipate that the operating grant will be increased by the Ministry in April or May 2024. If this occurs, the additional operating grant revenue will be added into the first quarter forecast for fiscal 2025, which would further reduce the projected deficit for the year.
- Discussion ensued.

MOTION: “To approve the 2024/2025 \$2,408,863 deficit operating budget as presented.”

Carried

9. 2023-2024 BOARD OF GOVERNORS AWARDS

- Distinguished Alumna: Frances Swan
- Distinguished Educator, and Honorary Diploma: No nominations were received.

MOTION: “To approve the 2024 Board Award recipient as recommended by the Selection Committee.”

Carried

10. FACILITIES

- The Director of Facilities and Business Services reviewed the circulated briefing note that provided an overview of Facilities as a whole and included:
 - Yearly work order breakdown by campus and category;
 - Status of routine capital projects;
 - Capital project updates; and
 - A list of upcoming major projects being considered.
 - Columbia Basin Trust has donated \$60,000 of e-bikes for students living in campus housing to borrow. Waivers and a training program are being developed.
-

11. 2024-2025 PRELIMINARY ENROLMENT PLAN

- The Vice President Education and Students reviewed the circulated briefing note.
 - Overall, the enrolment outlook for 2024/2025 looks positive.
 - The focus for 2024-2026 will be a modest, but steady increase in domestic enrolment.
 - Planning for a potential decrease in international enrolment.
-

12. REGIONAL SECONDARY SCHOOL SCHOLARSHIPS

- Board members volunteered to present scholarships at regional high school graduation ceremonies this spring.
-

13. CHAIR'S REPORT

- The Board Chair's activities over the past month included:
 - BC Board Chair meeting;
 - Introductory meeting by phone with new PSFS Minister, Lisa Beare; and
 - Scheduled to meet with CABRO next week to discuss board appointments.
-

14. MEMBERS' REPORT

- The Board Vice Chair attended a breakfast meeting with Selkirk College President, and BC Colleges President last week in Castlegar.
-

15. CLOSED SESSION

Motion: "To move into the closed session."

Carried

MINUTES

Tuesday, May 7, 2024

9:00 a.m. – 10:30 a.m.

Rm S-118 / Zoom

<https://selkirk.zoom.us/j/61712404540>

GOVERNANCE COMMITTEE

COMMITTEE MEMBERS IN ATTENDANCE:

Christy Anderson, Committee Chair

Margaret Sutherland, Board Chair

Ken Wyllie

Bronwyn Krause

Kim Pham

Maggie Matear, President

REGRETS:

Sarah Lechthaler, EdCo Chair

TOPIC

ACTION

1. TERRITORIAL ACKNOWLEDGEMENT

- Committee Chair, Christy Anderson, provided a territorial acknowledgment to open the meeting.

2. ADDITIONS TO THE AGENDA OF MAY 7, 2024

- Regular monthly meeting times added to item 7.
- 11. Board recruitment

3. ADOPTION OF THE AGENDA OF MAY 7, 2024

- The agenda was adopted as amended

4. ADOPTION OF THE DEVELOPMENT COMMITTEE MINUTES OF JAN 16, 2024

- The minutes were adopted as circulated.

5. SPRING RETREAT PLANNING

- Topic: Strategic Planning Review Session with Executive Leadership Committee members and HESA (Higher Education Strategic Associates) consultants.
- Date & location: Tuesday, June 4th, 9 am – 4 pm (start and end times to be confirmed) Kaslo Seniors' Centre
- Focus: Review HESA's What We Heard Report, facilitated session on refining vision and mission, lunch and visit the Kaslo Learning Centre.
- Carpooling will be suggested when the agenda is distributed.

TOPIC

ACTION

6. FALL RETREAT PLANNING

- Dates: Thursday, Oct. 3rd and Friday, Oct. 4th
- Topics for consideration: Foundation Board update, draft strategic plan review
- Possible location/venue: #1 Ainsworth Hot Springs or #2 Nelson (Studio 88 or Chamber building).
- Focus: Review draft strategic plan and discuss implications, Foundation Board update and meet with Foundation Board members, possible investment portfolio composition update, Presidents' Office Manager of International Education to provide an update including recruitment numbers. to inquire with venues and confirm retreat location.
- Other retreat topics: Review & set board goals, review president's goals and objectives, approve SOFI report, Financial Statement Review 101 presentation, review board subcommittee membership.

7. 2024/25 BOARD CALENDAR & meeting times

- Add Indigenous Plan update.
- Add time to discuss BOG Award nomination(s) in January.
- Meeting time consensus - Add a question to the board's self-evaluation survey completed in June.
- 2024/25 board calendar will be added to the June consent agenda for approval.

8. 2024/25 BOARD PRESENTATION TOPICS

- Sustainability update
- College land management and land use plan (Death Valley, Glade, etc.)
- School of Environment and Geomatics programs
- Nursing program

9. 2024 BOARD SELF-MANAGEMENT EVALUATION

- Follow the 2023 evaluation process:
 - Add the evaluation survey to the June closed session agenda and provide time at the meeting for all to complete (and keep the survey open for a week).
 - Use as aggregated data for review and set new board goals.
 - Included a section for comments.
 - Include question(s) on monthly meeting times preferences.
 - Under #3 – Add "what is the board's capacity to consider other points of view?"
 - Remove "stakeholder" and replace with "partners" "collaborators" "community members".

10. BOARD POLICY BPR 40 – EVALUATION OF THE PRESIDENT

- Suggested edits from the HR Committee were accepted.
- Recommend the policy be approved by the Board in the May consent agenda.

11. BOARD RECRUITMENT

- M. Sutherland and J. Dutton were reappointed for a seventh year, concluding in July 2025.
- A. Naqvi was reappointed for 2 years.
- CABRO is expected to appoint 2 new members to fill vacancies this July when D. Bradford and K. Salikin conclude their third (final) term or 6th year on the board.

TOPIC

ACTION

12. FOUNDATION BOARD DIRECTOR

- Suggested process to appoint a college board member:
 - Provide members with a foundation board of directors “job description”.
 - Put out a call for those interested in the position.
 - If more than one college board member is interested, the governance committee will decide on the candidate by evaluating each candidate against the job description.

President’s Office to reach out to the foundation board support staff for the job description.

13. BOARD AWARDS

- The Committee agreed to:
 - Award posthumously.
 - Look to college board members to submit nominations. Nominations to be discussed at the January board meeting.

President’s Office to update the nomination forms.

13. ADJOURNEMENT

The meeting concluded at 10:30 am. The next meeting will be scheduled in the fall semester.



NUMBER **BPR 40**

TITLE **EVALUATION OF PRESIDENT**

BOARD OF GOVERNORS POLICY

APPROVAL DATE February 27, 2024

NEXT REVIEW February 15, 2027

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

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

MINUTES

Thursday, March 21, 2024

10:00 a.m. – 11:00 a.m.

Video Conference

FINANCE & AUDIT COMMITTEE

COMMITTEE MEMBERS EXPECTED:

Amed Naqvi, Committee Chair

Margaret Sutherland, Board Chair

Ken Wyllie

Maggie Matear, President

LEADERSHIP TEAM EXPECTED

Lareena Rilkoﬀ, Executive Director Finance & Risk

Andrea Hall, Manager Planning & Report

Kari Daley, Manager of Accounting

REGRETS:

Danny Bradford

Christy Anderson, Board Vice Chair

GUESTS:

Sinéad Scanlon, CPA, CA - BDO Canada

Cole Holowenko, CPA - BDO Canada

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

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

2. ADDITIONS TO THE AGENDA OF MARCH 21, 2024

There were no additions to the agenda.

3. DISCLOSURE OF CONFLICTS OF INTEREST

None disclosed.

4. ADOPTION OF THE AGENDA OF MARCH 21, 2024

Motion: "To adopt the agenda of March 21, 2024 as amended."

Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF JANUARY 19, 2024

Motion: "To adopt the minutes of January 19, 2024 as circulated."

Carried

6. 2024 AUDIT PLANNING REPORT

Sinéad Scanlon and Cole Holowenko reviewed BDO's Audit Plan for the audit of the financial statements for the year ending March 31, 2024. The plan outlined the Audit team, audit standard changes, timeline, the Auditor's responsibilities, significant risks and planned responses, materiality, asset retirement obligation, audit approach, and recommended resources.

7. IN-CAMERA

Staff left the meeting. No minutes were taken.

8. ADJOURNEMENT

Next meeting: May 13, 2024.

MINUTES

Monday, May 13, 2024

3:00 p.m. – 4:30 p.m.

ZOOM ONLY



FINANCE & AUDIT COMMITTEE

COMMITTEE MEMBERS PRESENT:

Amed Naqvi, Committee Chair

Margaret Sutherland, Board Chair

Christy Anderson, Vice Chair

Ken Wyllie

Maggie Matear, President

REGRETS:

Danny Bradford

LEADERSHIP TEAM PRESENT:

Lareena Rilkoﬀ, Interim VP College Services, CFO

Andrea Hall, Interim Director of Finance

Kari Daley, Interim Manager of Reporting and FP&A Systems

GUESTS:

Sinéad Scanlon, CPA, CA BDO Canada

Cole Holowenko, CPA BDO Canada

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

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

2. ADDITIONS TO THE AGENDA OF MAY 13, 2024

There were no additions to the agenda of May 13, 2024.

3. DISCLOSURE OF CONFLICTS OF INTEREST

None disclosed.

4. ADOPTION OF THE AGENDA OF MAY 13, 2024

Motion: "To adopt the agenda of May 13, 2024, as circulated."

Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF MARCH 21, 2024

Motion: "To adopt the minutes of March 21, 2024, as circulated."

Carried

TOPIC

6. 2024 FINAL AUDIT REPORT & 2023/24 AUDITED FINANCIAL STATEMENTS

- Auditor, Sinéad Scanlon, CPA, CA, reviewed the circulated Final Audit Report to the Board for the year ended March 31, 2024 noting as part of her review:
 - A clean audit report; and
 - Final materiality remained unchanged from their preliminary assessment of \$1.9M.
- The interim Director of Finance and the interim VP College Services, CFO reviewed the circulated audited financial statements ending March 31, 2024 noting as part of their full review:
 - The predicted year end deficit of \$2.4M was reduced and the year finished with a surplus of \$778,770 due in part to increased government grants, higher than expected tuition revenue and investment revenue.
- Discussion ensued on the affects of the international student visa cap to the college in the coming years.
- The Committee Chair thanked the Finance Team and Audit Team for their hard work in completing the audit in a very short period of time again this year.

7. FISCAL 2024 STATEMENT OF OPERATIONS COMMENTARY

- The interim VP College Services, CFO reviewed the circulated report

8. INVESTMENT PORTFOLIO COMPOSITION

- The interim VP College Services, CFO reviewed the circulated briefing note requesting the switch of the RIC Endowment portfolio to 100% fossil free + impact portfolio.

MOTION: "To recommend the College Board approves Selkirk College moving to a fully fossil-free + and impact portfolio for the RIC Foundation Genus portfolio within Selkirk College.

Carried

9. IN-CAMERA

- Staff left the meeting. No minutes were taken.

10. ADJOURNEMENT

The meeting was adjourned at 4:10 p.m. The next meeting is scheduled for June 27, 2024.

CONFIDENTIAL

CONSOLIDATED FINANCIAL STATEMENTS REPORT

2024 REPORTING CYCLE

SELKIRK COLLEGE
CONSOLIDATED FINANCIAL STATEMENTS
MARCH 31, 2024

DRAFT

SELKIRK COLLEGE**INDEX TO THE CONSOLIDATED FINANCIAL STATEMENTS**FOR THE YEAR ENDED MARCH 31, 2024

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Management's Responsibility for Financial Reporting

The accompanying consolidated financial statements and related financial information are the responsibility of Selkirk College management and have been approved by the Board of Governors of Selkirk College. The financial statements have been prepared by management in conformity with Canadian public sector accounting standards and Treasury Board direction outlined in note 2(a).

To discharge its responsibility for the integrity and objectivity of financial reporting, management maintains a system of internal accounting controls comprising written policies, standards and procedures, a formal authorization structure and satisfactory processes for reviewing internal controls. This system is designed to provide management with reasonable assurance that transactions are in accordance with governing legislation, are properly authorized, reliable financial records are maintained, and assets are adequately accounted for and safeguarded. The Board of Governors has established a code of ethics and corporate directives, which require communication of the code to the employees.

The Board of Governors carries out its responsibility for the financial statements through the Board Finance/Audit Committee. This Committee meets with management and the external auditor to discuss and review financial matters and recommends the financial statements to the Board for approval. The external auditor has full and free access to the Finance/Audit Committee.

The financial statements for the year ended March 31, 2024 have been reported on by BDO Canada LLP. The Independent Auditors' Report outlines the scope of the audit and provides the audit opinion on the consolidated financial statements.

Maggie Matear, President & CEO

May 13, 2024

Lareena Rilkoﬀ, interim Vice President College Services, CFO

May 13, 2024

SELKIRK COLLEGE
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31

	<u>2024</u>	<u>2023</u>
FINANCIAL ASSETS		
Cash and cash equivalents (Note 3)	\$ 20,595,498	\$ 21,655,920
Accounts receivable (Note 4)	5,934,885	2,914,320
Inventories for resale (Note 5)	<u>405,412</u>	<u>504,212</u>
	<u>26,935,795</u>	<u>25,074,452</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 6)	12,261,074	15,673,186
Deferred revenue (Note 7)	13,274,111	10,234,568
Employee future benefits (Note 8)	5,956,139	5,524,654
Asset retirement obligation (Note 9)	1,951,251	2,138,240
Deferred capital contributions (Note 10)	<u>91,614,377</u>	<u>69,375,584</u>
	<u>125,056,952</u>	<u>102,946,232</u>
NET DEBT	<u>(98,121,157)</u>	<u>(77,871,780)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 11)	103,392,552	83,256,120
Investments (Note 12)	11,841,717	10,698,857
Prepaid expenses	<u>1,299,342</u>	<u>1,395,211</u>
	<u>116,533,611</u>	<u>95,350,188</u>
ACCUMULATED SURPLUS (Note 13)	<u>\$ 18,412,454</u>	<u>\$ 17,478,408</u>

Chairperson, Board of Governors

Interim Vice President College Services, CFO

The accompanying notes form an integral part of these consolidated financial statements

SELKIRK COLLEGE

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

FOR THE YEAR ENDED MARCH 31

	<u>Budget</u> (Note 2m)	<u>2024</u>	<u>2023</u>
REVENUE			
Government grants	\$ 34,628,811	\$ 40,794,131	\$ 34,891,007
Skilled Trades BC funding	1,918,844	1,841,853	1,837,693
Tuition	14,542,480	15,510,604	12,702,518
Ancillary sales	2,403,000	2,438,934	2,056,489
Investment income	749,308	1,160,338	848,793
Donations	375,000	208,906	115,116
Amortization of deferred capital contributions	2,780,301	3,171,484	2,817,632
Contracts and other revenue	<u>4,365,741</u>	<u>8,573,122</u>	<u>5,156,075</u>
	<u>61,763,485</u>	<u>73,699,372</u>	<u>60,425,323</u>
EXPENSES (Note 17)			
Education programming	30,837,280	34,426,862	28,936,023
Student support	6,809,663	8,304,296	6,873,872
Research and innovation	3,221,569	4,485,029	3,384,858
Administrative support	7,262,288	6,903,606	6,837,347
Facilities and infrastructure support	13,200,835	15,985,118	12,261,987
Ancillary services	1,950,114	2,068,942	1,744,474
Awards and related costs	<u>916,750</u>	<u>746,749</u>	<u>1,097,882</u>
	<u>64,198,499</u>	<u>72,920,602</u>	<u>61,136,443</u>
Annual surplus (deficit) before endowment contributions and contribution revenue	(2,435,014)	778,770	(711,120)
Endowment contributions	-	155,276	201,013
Contribution revenue (Note 18)	<u>-</u>	<u>-</u>	<u>3,973,999</u>
ANNUAL SURPLUS (DEFICIT)	(2,435,014)	934,046	3,463,892
ACCUMULATED SURPLUS, beginning of year	<u>17,478,408</u>	<u>17,478,408</u>	<u>14,014,516</u>
ACCUMULATED SURPLUS, end of year	<u>\$ 15,043,394</u>	<u>\$ 18,412,454</u>	<u>\$ 17,478,408</u>

The accompanying notes form an integral part of these consolidated financial statements

SELKIRK COLLEGE**CONSOLIDATED STATEMENT OF CHANGES IN NET DEBT**FOR THE YEAR ENDED MARCH 31

	<u>2024</u>	<u>2023</u>
ANNUAL SURPLUS	\$ <u>934,046</u>	\$ <u>3,463,892</u>
Acquisition of tangible capital assets	(24,167,076)	(23,353,026)
Amortization of tangible capital assets	3,894,374	3,459,926
Revaluation of asset retirement obligation	<u>136,270</u>	<u>-</u>
	<u>(20,136,432)</u>	<u>(19,893,100)</u>
Consumption (acquisition) of prepaid expenses	95,869	(782,195)
Net effect of remeasurement gains	<u>(1,142,860)</u>	<u>176,488</u>
	<u>(1,046,991)</u>	<u>(605,707)</u>
CHANGE IN NET DEBT	(20,249,377)	(17,034,915)
NET DEBT, beginning of year	<u>(77,871,780)</u>	<u>(60,836,865)</u>
NET DEBT, end of year	\$ <u>(98,121,157)</u>	\$ <u>(77,871,780)</u>

The accompanying notes form an integral part of these consolidated financial statements

SELKIRK COLLEGE
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31

	<u>2024</u>	<u>2023</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Annual Surplus	\$ 934,046	\$ 3,463,892
Changes in Non-Cash Items		
Amortization of tangible capital assets	3,894,374	3,459,926
Amortization of deferred capital contributions	(3,171,484)	(2,817,632)
(Recovery) accretion of asset retirement obligation	<u>(92,031)</u>	<u>17,421</u>
	<u>1,564,905</u>	<u>4,123,607</u>
Changes in Financial Assets and Liabilities		
Accounts receivable	(3,020,565)	(1,105,161)
Prepaid expenses	95,869	(782,195)
Inventories for resale	98,800	(20,788)
Accounts payable and accrued liabilities	(3,412,112)	5,647,358
Deferred revenue	2,264,652	695,070
Employee future benefits	431,485	(171,740)
Asset retirement obligation	<u>41,312</u>	<u>1,564,250</u>
	<u>(3,500,559)</u>	<u>5,826,794</u>
CASH FLOWS USED IN CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(24,167,076)	(23,353,026)
Deferred capital contributions received	<u>25,410,277</u>	<u>18,210,562</u>
	<u>1,243,201</u>	<u>(5,142,464)</u>
CASH FLOWS (USED IN) FROM INVESTING ACTIVITIES		
(Increase) decrease in investments, net	<u>(367,969)</u>	<u>176,488</u>
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(1,060,422)	4,984,425
CASH AND CASH EQUIVALENTS, beginning of year	<u>21,655,920</u>	<u>16,671,495</u>
CASH AND CASH EQUIVALENTS, end of year	<u>\$ 20,595,498</u>	<u>\$ 21,655,920</u>

The accompanying notes form an integral part of these consolidated financial statements

SELKIRK COLLEGE**CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES**FOR THE YEAR ENDED MARCH 31

	<u>2024</u>	<u>2023</u>
ACCUMULATED REMEASUREMENT GAINS, beginning of year	\$ 61,595	\$ 358,438
Unrealized gain (loss) attributed to Investments	<u>774,891</u>	<u>(296,843)</u>
ACCUMULATED REMEASUREMENT GAINS, end of year	<u>\$ 836,486</u>	<u>\$ 61,595</u>

DRAFT

The accompanying notes form an integral part of these consolidated financial statements

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

1. Authority and Purpose

Selkirk College (the College) is incorporated under the authority of the *College and Institute Act* of British Columbia. The College is a not-for-profit entity governed by a Board of Governors and is exempt from income tax under section 149 of the *Income Tax Act*.

The College is a comprehensive college offering a full range of undergraduate, graduate, continuing studies programs, and applied research.

The College is economically dependent on the Provincial Government's Ministry of Post-Secondary Education and Future Skills (PSEFS) for the provision of operating and capital funding.

2. Summary of Significant Accounting Policies

(a) Basis of accounting

In 2010, directive was provided by the Province of British Columbia Treasury Board (Treasury Board) through Government Organization Accounting Standards Regulation 257/2010 requiring all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian Public Sector Accounting Standards (PSAS) established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada without any PS4200 elections from their first fiscal year commencing after January 1, 2012. Selkirk College's transition date was effective April 1, 2011.

In March 2011, PSAB released a new Canadian Public Sector Accounting Standard PS 3410 "Government Transfers". In November 2011, Treasury Board provided a directive in Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and through Restricted Contributions Regulation 198/2011 providing direction for the reporting of restricted contributions whether they are received or receivable by the College before or after this regulation was in effect. The Treasury Board direction on the accounting treatment of restricted contributions is as described in Note 2(k)(i) and 2(k)(ii).

Further, the Office of the Comptroller General (OCG) provided direction in memorandum ref. 250955 on the treatment of endowment funds, financial instruments, pension plans and employee future benefits. The OCG direction requires:

- (i) the College to treat endowment contributions as described in Note 2(k)(iii);
- (ii) the College to implement PS 3450 Financial Instruments as at April 1, 2012; and
- (iii) the College to apply the discount rate for pension plans and/or employee future benefits at the next valuation date or within three years of transition to PSAS.

These consolidated financial statements have been prepared in accordance with the financial reporting framework described above.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

2. Summary of Significant Accounting Policies (continued)

(b) Reporting entity

The reporting entity includes Selkirk College and all related entities, which are accountable for the administration of their financial affairs and resources to the College and are either owned or controlled by the College.

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, change in net debt, and cash flows of the Selkirk College Foundation, which is a non-profit organization and registered charity controlled by Selkirk College.

On consolidation, all inter-fund and inter-organizational transactions, balances, and activities have been eliminated.

(c) Cash and cash equivalents

Cash and cash equivalents consist of cash-on-hand, bank balances, and guaranteed investment certificates or other highly liquid investments with a term to maturity of three months or less from the date of acquisition.

(d) Financial instruments

Financial instruments are classified into two categories: fair value or amortized cost.

- (i) Fair value category: Portfolio instruments that are quoted in an active market are reflected at fair market value as at the reporting date. Other financial instruments, which the College has designated to be recorded at fair market value, include cash and cash equivalents. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is recorded as an expense. All financial instruments held by the College with unrealized gains and losses are endowment assets. Any unrealized gains and losses as a result of a change in fair market value for the period are reported as deferred revenue on the Consolidated Statement of Financial Position and as unrealized losses attributed to Investments on the Consolidated Statement of Remeasurement Gains and Losses. At the time of derecognition, the related realized gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Surplus as investment income, or on the Consolidated Statement of Financial Position as deferred revenue if not yet spent as externally designated.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

2. Summary of Significant Accounting Policies (continued)

(d) Financial instruments (continued)

The financial instruments measured at fair value held within investments are classified according to a hierarchy, which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
 - Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and,
 - Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).
- (ii) Cost category: all other financial instruments held by the College are measured at cost or amortized cost and include accounts receivable, accounts payable and accrued liabilities. Gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the transaction date. Transaction costs related to the acquisition of investments is included in the cost of the related investments.

(e) Inventories for resale

Inventories held for resale, including books and college supplies, are recorded at the lower of cost and net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is defined as the estimated selling price less any estimated costs necessary to make the sale.

(f) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

2. Summary of Significant Accounting Policies (continued)

(g) Tangible capital assets

Tangible capital assets are reported on the Consolidated Statement of Financial Position as non-financial assets. Purchased capital assets are recorded at cost and include amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital asset, excluding land, is amortized on a straight-line basis over their estimated useful life as follows:

Asset	Rate
Buildings and major renovations	40 years
Furniture and equipment	5 years
Information technology (equipment, software and infrastructure)	5-15 years
Leasehold improvements	5-40 years
Siteworks	10 years

Amortization of assets under construction will not commence until the asset is put into service.

(h) Inventories held for use

Inventories held for use are reported on the Consolidated Statement of Financial Position as non-financial assets and are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties. Replacement cost is the estimated current price to replace the items.

(i) Employee future benefits

Employee future benefits include vacation pay, banked overtime, sick leave benefits and other compensated absences, extended health benefits, retirement severance benefits, pension benefits, and post-retirement benefits available to the College's current and past employees. The benefits that accumulate and do not vest are actuarially determined and reflect management's best estimate of future trends associated with such benefits and interest rates. Adjustments to these costs arising from changes in estimates and experienced gains and losses are amortized over the estimated average remaining service life of the employee groups on a straight-line basis.

The College and its employees make contributions to the College Pension Plan and the Municipal Pension Plan. These plans are defined benefit plans, providing a pension on retirement based on the member's age, length of service, and earnings. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as a defined contribution plan and any contributions made by the College to the plans are expensed as incurred.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

2. Summary of Significant Accounting Policies (continued)

(j) Asset retirement obligations

Effective April 1, 2022, the College has adopted the PS 3280 Asset Retirement Obligations (ARO). This standard establishes when to recognize and how to measure an asset retirement obligation. This standard may be applied retroactively, prospectively, or following a modified retroactive approach.

The College has completed its review of legal obligations within the scope of PS 3280 Asset Retirement Obligations. Certain building assets owned by the College contain some asbestos, and it is the College's practice to, if necessary, remediate any asbestos upon disposal of a tangible capital building asset. The estimated fair value of an ARO is capitalized as part of the related tangible capital asset and depreciated on the same basis as the underlying asset. ARO is adjusted for the passage of time, which is recognized as accretion expense, and for revisions to the timing or the amount of the estimated liability. Actual costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual costs incurred and the liability are recognized in the excess of revenues over expenses when remediation is completed. The calculation of the liability and the related assets has been provided in Note 9.

(k) Revenue recognition

Tuition, student fees, and the sale of goods and services are reported as revenue as the services are provided or at the time the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the College or the transfer of property is completed.

Restricted contributions and grants received or receivable are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the fiscal period in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as direct increases to accumulated surplus for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

2. Summary of Significant Accounting Policies (continued)

(k) Revenue recognition (continued)

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on non-portfolio investments where the loss in value is determined to be other-than-temporary.

For investments recorded at fair value, unrealized gains and losses on non-financial assets related to restricted investments are included in deferred revenue.

(l) Use of estimates

The preparation of the consolidated financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the fair value of financial instruments, useful life of tangible capital assets, and the present value of employee future benefits and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in periods when the difference becomes known.

(m) Budget figures

Budget figures have been provided for comparative purposes and were approved by the Board of Governors of the College on March 28, 2023. The budget is reflected in the Consolidated Statement of Operations and Accumulated Surplus.

3. Cash and Cash Equivalents

Cash and cash equivalents include \$3,037,109 (2023 - \$1,541,409) in restricted cash for use on future capital projects, \$7,804,790 (2023 - \$6,163,714) in restricted cash for use on future special projects and \$4,079,101 (2023 - \$2,458,618) in cash and unspent donation receipts held by the Selkirk College Foundation.

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
 FOR THE YEAR ENDED MARCH 31, 2024

4. Accounts Receivable

Accounts receivable consists of the following:

	2024	2023
Federal government	\$ 419,170	\$ 459,557
Provincial government	2,594,949	1,506,505
Other	2,920,766	948,258
	<u>\$ 5,934,885</u>	<u>\$ 2,914,320</u>

Accounts receivable includes \$330,709 (2023 - \$459,557) receivable from the federal government for GST.

5. Inventories for Resale

	2024	2023
Bookstore	\$ 387,045	\$ 480,821
Cafeteria	18,367	23,391
	<u>\$ 405,412</u>	<u>\$ 504,212</u>

In 2024, a total of \$716,704 (2023 - \$634,063) of inventories were included in the Consolidated Statement of Operations and Accumulated Surplus as an expense. None of the inventories are pledged as security for liabilities.

6. Accounts Payable and Accrued Liabilities

Accounts payable includes \$993,983 (2023 - \$840,095) payable to the federal government for payroll deductions withheld and \$45,735 (2023 - \$55,829) for GST.

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2024

7. Deferred Revenue

2024	Balance	Gain / (Loss)	Additions	Recognized	Transfer	Ending Balance
Endowment Funds	\$ 1,718,751	\$ 774,891	\$ 383,184	\$ (277,573)	\$ (22,840)	\$ 2,576,413
Tuition	1,568,466	-	15,856,420	(15,510,604)	-	1,914,282
Industry Trades Authority	466,380	-	1,850,657	(1,841,853)	-	475,184
Other	6,480,971	-	7,625,529	(5,821,108)	22,840	8,308,232
	\$ 10,234,568	\$ 774,891	\$ 25,715,790	\$ (23,451,138)	\$ -	\$ 13,274,111

2023	Balance	Gain / (Loss)	Additions	Recognized	Transfer	Ending Balance
Endowment Funds	\$ 2,088,832	\$ (296,843)	\$ 263,670	\$ (336,908)	\$ -	\$ 1,718,751
Tuition	1,347,471	-	12,923,513	(12,702,518)	-	1,568,466
Industry Trades Authority	465,624	-	1,838,449	(1,837,693)	-	466,380
Other	5,637,571	-	5,787,869	(4,944,469)	-	6,480,971
	\$ 9,539,498	\$ (296,843)	\$ 20,813,501	\$ (19,821,588)	\$ -	\$ 10,234,568

8. Employee Future Benefits

- (a) Accumulated sick leave benefit and other retirement benefit arrangements liability:

Employees of the College are entitled to sick leave in accordance with the terms and conditions of their employment contracts. Sick leave credits accumulate for employees of the College as they render services. The College recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits.

Retirement benefit payments represent the College's share of the cost to provide employees with various benefits upon retirement. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed in April 2024. The accrued sick leave benefit liability is included as part of the employee future benefits.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

8. Employee Future Benefits (continued)

Information about the accrued employee future benefits liabilities for the College's employee benefit plans is as follows:

	2024	2023
Accrued benefit obligation		
Balance, beginning of year	\$ 1,082,500	\$ 1,050,100
Actuarial gain due to new valuation (net)	(137,700)	-
Current service cost	179,200	189,900
Interest cost	38,600	37,100
Benefits paid	(147,500)	(194,600)
Accrued benefit obligation, end of year	\$ 1,015,100	\$ 1,082,500

(b) Accrued payroll benefits

The College accrues retirement allowances, holiday pay and sick leave as they are earned by the employee, however, it is expected that these unfunded liabilities will be met on a continuous basis over the long-term. Payment of these amounts will be funded from revenues of the period in which they are settled.

	2024	2023
Holiday pay	\$ 4,200,634	\$ 3,525,089
Sick leave *	1,179,037	1,230,455
Banked overtime	47,731	30,014
Retirement allowance	528,737	739,096
	\$ 5,956,139	\$ 5,524,654

* The balance includes estimated sick leave in addition to the accrued benefit obligation in Note 8(a).

(c) Pension liability

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the plans, including investment of assets and administration of benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2023, the College Pension Plan has about 17,200 active members, and approximately 10,700 retired members. As at December 31, 2022, the Municipal Pension Plan has about 240,000 active members, including approximately 7,000 from colleges.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

8. Employee Future Benefits (continued)

(c) Pension liability (continued)

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2021, indicated a \$202 million surplus for basic pension benefits on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

Selkirk College paid \$3,803,899 for employer contributions to the plans in fiscal 2024 (2023 - \$3,243,057).

The next valuation for the College Pension Plan will be as at August 31, 2024, with results available in 2025. The next valuation for the Municipal Pension Plan will be December 31, 2024, with results available in 2025.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

9. Asset Retirement Obligation

In accordance with the adopted standard, PS 3280 Asset Retirement Obligations ("ARO") as outlined in Note 2(j), the College recognizes the liability for the fair value of an asset retirement obligation that can be reasonably estimated and is conditional on a future event. Management has identified certain building assets in the College's possession that contain asbestos and has performed fair value calculations for the abatement of the asbestos in those identified buildings. The College has applied the modified retrospective method in its recognition, which requires that the fair value of the ARO is recorded as a liability with a corresponding amount included in Tangible Capital Assets – Buildings on the accompanying Statement of Financial Position at the time the liability was incurred. The additional cost would be depreciated on a straight-line basis over 40 years. The assets would have been fully depreciated at this time, so there is \$Nil impact on the net asset value. The ARO liabilities are accreted over the estimated useful life of the obligation with corresponding credits recorded as accumulated depreciation and ARO liabilities, respectively.

The buildings have estimated remaining useful lives of 9 years.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

9. Asset Retirement Obligation (continued)

Key variables used in estimating the College's asset retirement obligations include the cost of capital (discount rate), inflation rate and timing of future costs. In 2024, estimated expenses were calculated at the net present value of future cash flows discounted using a weighted average cost of capital of 3.47% and inflated using an average inflation rate of 2.18%.

The impact on the balance sheet to add the ARO is as follows:

Asset Retirement Obligation	2024	2023
Balance, beginning of year	\$ 2,138,240	\$ 556,569
Accretion expense (recovery)	(92,031)	17,421
PS 3280 additions	41,312	1,564,250
Recoveries	(136,270)	-
Balance, end of year	<u>\$ 1,951,251</u>	<u>\$ 2,138,240</u>

The impact on the Tangible Capital Assets, Buildings is as follows:

Impact on Tangible Capital Assets, Buildings	2024	2023
Balance, beginning of year	\$ 79,932,147	\$ 71,335,469
PS 3280 additions	41,312	1,564,250
TCA additions	13,085,521	7,032,428
TCA recoveries	(136,270)	-
Balance, end of year	<u>\$ 92,922,710</u>	<u>\$ 79,932,147</u>

Impact on Accumulated Amortization, Buildings	2024	2023
Balance, beginning of year	\$ 30,879,206	\$ 29,348,489
Amortization	1,803,273	1,530,717
Balance, end of year	<u>\$ 32,682,479</u>	<u>\$ 30,879,206</u>

Net book value, Buildings	<u>\$ 60,240,231</u>	<u>\$ 49,052,941</u>
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SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

10. Deferred Capital Contributions

Contributions specified and used for the acquisition of tangible capital assets are referred to as deferred capital contributions. Amounts are recognized into revenue as the liability is extinguished over the useful life of the asset. Treasury Board provided direction on the accounting treatment as disclosed in Note 2. Changes in the deferred capital contributions balance are as follows:

	2024	2023
Balance, beginning of year	\$ 69,375,584	\$ 53,982,654
Contributions received during the year	25,410,277	18,210,562
Revenue recognized from deferred capital contributions	(3,171,484)	(2,817,632)
Balance, end of year	<u>\$ 91,614,377</u>	<u>\$ 69,375,584</u>

Selkirk College received contributions of \$1,243,202 that remain unspent at the end of fiscal year 2024 (2023 - \$1,541,409).

11. Tangible Capital Assets

The College has no direct insurance coverage against liability or loss of any of its property and equipment except vehicles. PSEFS's University, College & Institute Protection Program provides the College with property insurance and claims for loss of College property must be submitted to the Province of British Columbia to be considered for compensation.

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

11. Tangible Capital Assets (continued)

	Land and land improvements	Buildings and major renovations	Furniture and equipment	Information technology	Leasehold improvements	Siteworks	Assets under- construction	2024 Total
Cost								
Opening balance	\$ 90,000	\$ 79,932,147	\$ 27,520,757	\$ 18,200,839	\$ 14,180,887	\$ 2,895,024	\$ 13,992,145	\$156,811,799
Additions	-	2,324,107	762,870	715,000	-	-	20,365,099	24,167,076
Disposals/Reductions	-	(136,270)	-	-	-	-	-	(136,270)
Transfers	-	10,802,726	-	-	-	-	(10,802,726)	-
Closing balance	90,000	92,922,710	28,283,627	18,915,839	14,180,887	2,895,024	23,554,518	180,842,605
Accumulated amortization								
Opening balance	-	30,879,206	26,817,898	5,361,700	8,260,478	2,236,397	-	73,555,679
Amortization	-	1,803,273	391,947	1,312,589	238,099	148,466	-	3,894,374
Closing balance	-	32,682,479	27,209,845	6,674,289	8,498,577	2,384,863	-	77,450,053
Net book value	\$ 90,000	\$ 60,240,231	\$ 1,073,782	\$ 12,241,550	\$ 5,682,310	\$ 510,161	\$ 23,554,518	\$103,392,552

SELKIRK COLLEGE

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2024

11. Tangible Capital Assets (continued)

	Land and land improvements	Buildings and major renovations	Furniture and equipment	Information technology	Leasehold improvements	Siteworks	Assets under- construction	2023 Total
Cost								
Opening balance	\$ 90,000	\$ 71,335,469	\$ 27,240,148	\$ 17,626,053	\$ 14,113,914	\$ 2,895,024	\$ 158,165	\$133,458,773
Additions	-	8,596,678	280,609	574,786	66,973	-	13,833,980	23,353,026
Closing balance	90,000	79,932,147	27,520,757	18,200,839	14,180,887	2,895,024	13,992,145	156,811,799
Accumulated amortization								
Opening balance	-	29,348,489	26,488,507	4,152,292	8,023,718	2,082,747	-	\$ 70,095,753
Amortization	-	1,530,717	329,391	1,209,408	236,760	153,650	-	3,459,926
Closing balance	-	30,879,206	26,817,898	5,361,700	8,260,478	2,236,397	-	73,555,679
Net book value	\$ 90,000	\$ 49,052,941	\$ 702,859	\$ 12,839,139	\$ 5,920,409	\$ 658,627	\$ 13,992,145	\$ 83,256,120

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
 FOR THE YEAR ENDED MARCH 31, 2024

12. Investments

The investment portfolio is invested through a professional portfolio manager and consists of Canadian equity, bond and income funds. Financial instruments recorded at market value are comprised of the following portfolio investments that are quoted in an active market:

		Cost		Market Value	
		2024	2023	2024	2023
Equities	Level 1	\$ 5,598,790	\$5,407,972	\$ 6,640,540	\$ 5,753,886
Fixed income	Level 2	5,406,441	5,229,290	5,201,177	4,944,971
		<u>\$11,005,231</u>	<u>\$10,637,262</u>	<u>\$11,841,717</u>	<u>\$10,698,857</u>

The College holds a beneficial interest in funds held by the Vancouver Foundation. The fund is held in perpetuity and controlled by the Vancouver Foundation. As these amounts are not controlled by the College and are not an asset owned by the College, these fund balances are not recorded in the financial statements. Investment income earned on the fund is paid to the College annually and recorded as interest income. Investment income received by the College from the fund was \$33,802 (2023 - \$31,600).

13. Accumulated Surplus

Accumulated surplus is comprised of the following:

	2024	2023
Investment in tangible capital assets	\$ 13,021,377	\$ 15,421,946
Endowment fund	10,024,699	9,870,761
Unrealized remeasurement gain/(loss)	774,891	(296,843)
Unrestricted	187,626	(1,992,802)
Unfunded employee future benefits	(5,596,139)	(5,524,654)
Balance, end of year	<u>\$ 18,412,454</u>	<u>\$ 17,478,408</u>

14. Financial Instruments

The College is exposed to risks of varying degrees of significance from its use of financial instruments which could affect its ability to achieve its strategic objectives. The Board of Governors ensures that the College has identified its major risks and ensures that management monitors and mitigates the risks.

(a) Liquidity risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages this risk by monitoring cash activities and expected outflows through budgeting and forecasting cash flows from operations and anticipated investing and capital activities. It is management's opinion that the College is not exposed to significant liquidity risk arising from its financial instruments.

(b) Market and interest rate risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the Colleges income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on investments. The investment portfolios are governed by an investment policy which is monitored by management, the investment portfolio managers, and the Board of Directors of the Selkirk College Foundation. Diversification techniques are used to minimize risk.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. It is management's opinion that the College is not exposed to significant interest rate risk arising from its financial instruments.

(c) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or a customer contract, leading to a financial loss. The College is exposed to credit risk from its operating activities, which are primarily trade receivables, and its investing activities, which includes deposits with financial institutions and other financial instruments. Accounts receivables includes grant receivables from the Provincial Government, the Federal Government for GST rebates, and student receivables.

Credit risk on student receivables is mitigated by enrolment approval processes and ensuring that the majority of receivables are collected prior to the delivery of programs and other remedies such as withholding transcripts in the event of non-payment. The College undergoes continuous monitoring of amounts that are not collectible or realizable and accounts for a specific bad debt provision when management considers that the expected recovery is less than the amount receivable.

The College has deposited cash and investments held with reputable financial institutions and government programs and management believes the risk of loss is unlikely.

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
 FOR THE YEAR ENDED MARCH 31, 2024

14. Financial Instruments (continued)

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

	Fair Value	Amortized Cost	2024
Cash and cash equivalents	\$ -	\$ 20,595,498	\$ 20,595,498
Accounts receivable	-	5,934,885	5,934,885
Accounts payable and accrued liabilities	-	12,261,074	12,261,074
Investments	11,841,717	-	11,841,717

	Fair Value	Amortized Cost	2023
Cash and cash equivalents	\$ -	\$ 21,655,920	\$ 21,655,920
Accounts receivable	-	2,914,320	2,914,320
Accounts payable and accrued liabilities	-	15,673,186	15,673,186
Investments	10,698,857	-	10,698,857

15. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The College has multi-year research and other funding agreements whereby it has the opportunity to earn revenue as the College incurs eligible expenditures as defined within the funding agreements. Annual contractual rights over the next year is as follows:

	Total
2024/2025	\$ 1,350,000

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
 FOR THE YEAR ENDED MARCH 31, 2024

16. Contractual Obligations

The College has annual contractual operating lease payments over the next five years and thereafter as follows:

	Facilities and infrastructure support
2024/2025	\$ 819,495
2025/2026	665,507
2026/2027	419,572
2027/2028	394,258
2028/2029	394,258
Thereafter	1,461,760
	<u>\$ 4,154,850</u>

17. Expenses by Object

The following is a summary of expenses by object:

	2024	2023
Salaries, wages and benefits	\$ 52,279,481	\$ 44,492,625
Supplies and services	15,066,193	11,300,843
Operating lease payments	684,555	758,417
Student awards	1,001,691	1,009,403
Management fees	59,450	56,773
Amortization of tangible capital assets	3,894,374	3,459,926
(Recovery of ARO)/accretion	(92,031)	17,421
Bad debt expense, net of recovery	26,889	41,035
	<u>\$ 72,920,602</u>	<u>\$ 61,136,443</u>

18. Contribution Revenue

The College acquired the Trail Campus location in the prior fiscal year 2023 for a purchase price of \$1. The fair market value at the date of acquisition was assessed as \$3,974,000. A contributed tangible capital asset addition was recorded within the Statement of Financial Position along with contribution revenue of \$3,973,999 in the Statement of Operations and Accumulated Surplus.

SELKIRK COLLEGE
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2024

19. Impact of Accounting for Capital Contributions on a Deferral Basis

As set out in Notes 2(a) and (k), the College is required to defer recognition of government transfers for capital and recognize them in revenue over the life of the funded asset. This policy is not in accordance with PSAS which requires that such transfers be deferred only if the funding agreements contain stipulations that create a liability and then to recognize revenue over the period that the liability is extinguished.

The impact of this difference from PSAS is as follows:

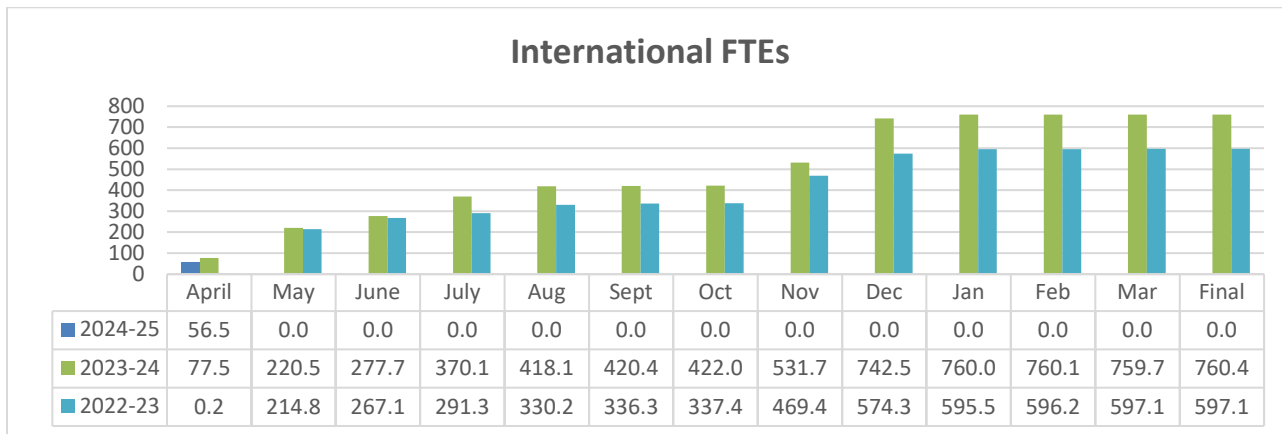
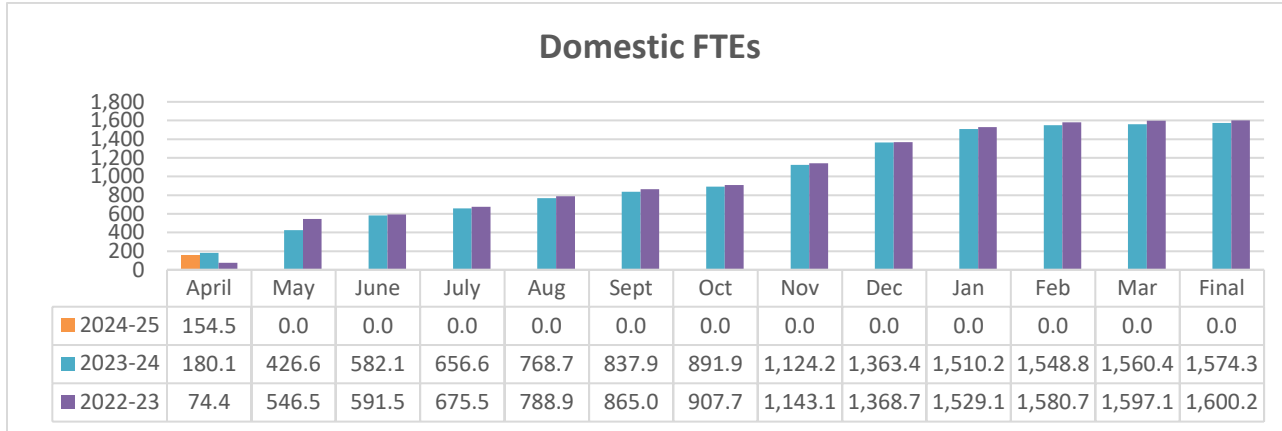
Year ended March 31, 2024	understate revenue and understate annual surplus by \$20,995,591.
Year ended March 31, 2024	overstate liabilities, overstate net debt and understate accumulated surplus by \$90,371,175.
Year ended March 31, 2023	understate revenue and understate annual surplus by \$13,851,520.
Year ended March 31, 2023	overstate liabilities, overstate net debt and understate accumulated surplus by \$67,834,175.

DRAFT

301 Frank Beinder Way,
Castlegar, BC V1N 4L3
phone **250.365.7292**
toll free **1.888.953.1133**
email **info@selkirk.ca**

Dashboard Report - May 2024

Monthly FTE Data (Full Time Equivalent Student)



Early Application Statistics for Fall 2024 Intake

as of May 1, 2024 and May 1, 2023

Fall 2024	2023			2024								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	
Domestic	321	499	606	817	983	1,194	1,649					
International	150	342	430	913	992	1,067	1,328					
Total Apps Received	471	841	1,036	1,730	1,975	2,261	2,977	0	0	0	0	0

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

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

Selkirk College Education Council (EdCo) Chair Report

For Selkirk College Board of Governors

By Sarah Lechthaler – May 21, 2024

Education Council:

Approval in principle:

Word Processing Skills Associate Certificate and Bookkeeping Skills Associate Certificate Programs

New Policy approvals:

Postgraduate Diploma in Gerontological Nursing Program

Business Administration, Postgraduate Diploma in Accounting and Postgraduate Diploma in Business Management Programs

Office Administration and Technology Program policy

Practical Nursing Program

Nursing Unit Clerk Program

Academic Upgrading Program

Textile Arts Program

Associate of Science Degree in Biology Program

Law and Justice Studies program

Geographic Information Systems program

Business Administration Advanced Diploma Program

Policy 8101 Academic Programs

Policy 8102 Credential, Recognition and Credit Standards

Course approvals:

HSER 257 Mental Health Issues: Practical Responses

HSER 258 Fundamentals of Change I

HSER 267 Leadership in Human Services

ADD 384 Addictions Theory and Practice

AESP 266 Applied Microbiology

AESP 280 Environmental Chemistry

AESP 281 Water and Air Pollution Chemistry

AESP 290 Environmental Sustainability and Practice

ENVR 290 GIS Applications in Natural Resource Management

ENVR 291 GIS Applications in Forestry

TEXT 133 Textile Construction and Pattern Drafting I

TEXT 134 Textile Construction, Draping, and Pattern Drafting II

TEXT 136 Weaving

MUSC 283 Film Scoring II

PGFS 101 HTML and CSS

PGFS 102 Programming Fundamentals with JavaScript

PGFS 103 Introduction to Front End Application Development

PGFS 104 Internet Communication and Infrastructure

PGFS 105 Application Infrastructure and Architecture

PGFS 106 Development Environment
PGFS 107 Database Fundamentals and Design
PGFS 108 Web Application Development
PGFS 201 Web Application Frameworks and Technologies
PGFS 202 Application Architecture and Security
PGFS 203 Design and User Experience
PGFS 204 Object-Oriented Programming
PGFS 205 API Development
PGFS 206 Project Management and Entrepreneurship
PGFS 207 AI System Fundamentals and Architecture
PGFS 208 Full Stack Developer Capstone Project
PGHM 162A Supervisory Food and Beverage Service
PGHM 162B Supervisory Food and Beverage Service
RHOT 162A Supervisory Food and Beverage Service
RHOT 162B Supervisory Food and Beverage Service
PGHM 282A Dining Room and Event Management
PGHM 282B Dining Room and Event Management
RHOT 282A Dining Room and Event Management
RHOT 282B Dining Room and Event Management
NUCL 100 Program Foundations
HCA 100 Program Foundations
ADMN 100 Skills Orientation
ADGD 60 Certificates Earned
PACS (PEAC) 202 Leadership for Peace: The Individual and Social Transformation

Program cancellation recommendation to the Board:

Advanced Interprofessional Diploma in Gerontology

New Business:

Bylaw Revision presentation to be voted on at AGM June 11, 2024.

Orientation Task force in progress working hard on ways to enhance the onboarding process for new EdCo members. Both task forces of EdCo have been impressively led by Darcy Falkenhagen.

Circle for Inclusive Indigenous Education (CIIE): regrets sent for April meeting

Policy Review Committee (PRC): attended by EdCo Vice Chair, Darcy Falkenhagen

Curriculum Committee: attended by EdCo Vice Chair, Darcy Falkenhagen

Admissions & Standards (A&S) Committee: regrets sent for April meeting

Systems Review Task Force: regrets sent for April meeting, ToRs discussed and finalized

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

EdCo Chair position update: Darcy Falkenhagen (Vice Chair EdCo) has stepped up to replace me (Sarah Lechthaler), in most of my EdCo role, since early April. I have been and will continue to be off sick intermittently and am unable to attend to the important business of Education

Council for the remainder of my term as chair. Darcy has been thorough, detailed and efficient and I am extremely thankful that she has been able to step in.

I am grateful to have learned so much about Selkirk College and had the pleasure of working with endless dynamic colleagues in various settings while in my role as EdCo chair. Thank you to all of you for contributing to a rich and valuable experience. I look forward to running into you on campus and in the community.

With gratitude,
Sarah Lechthaler

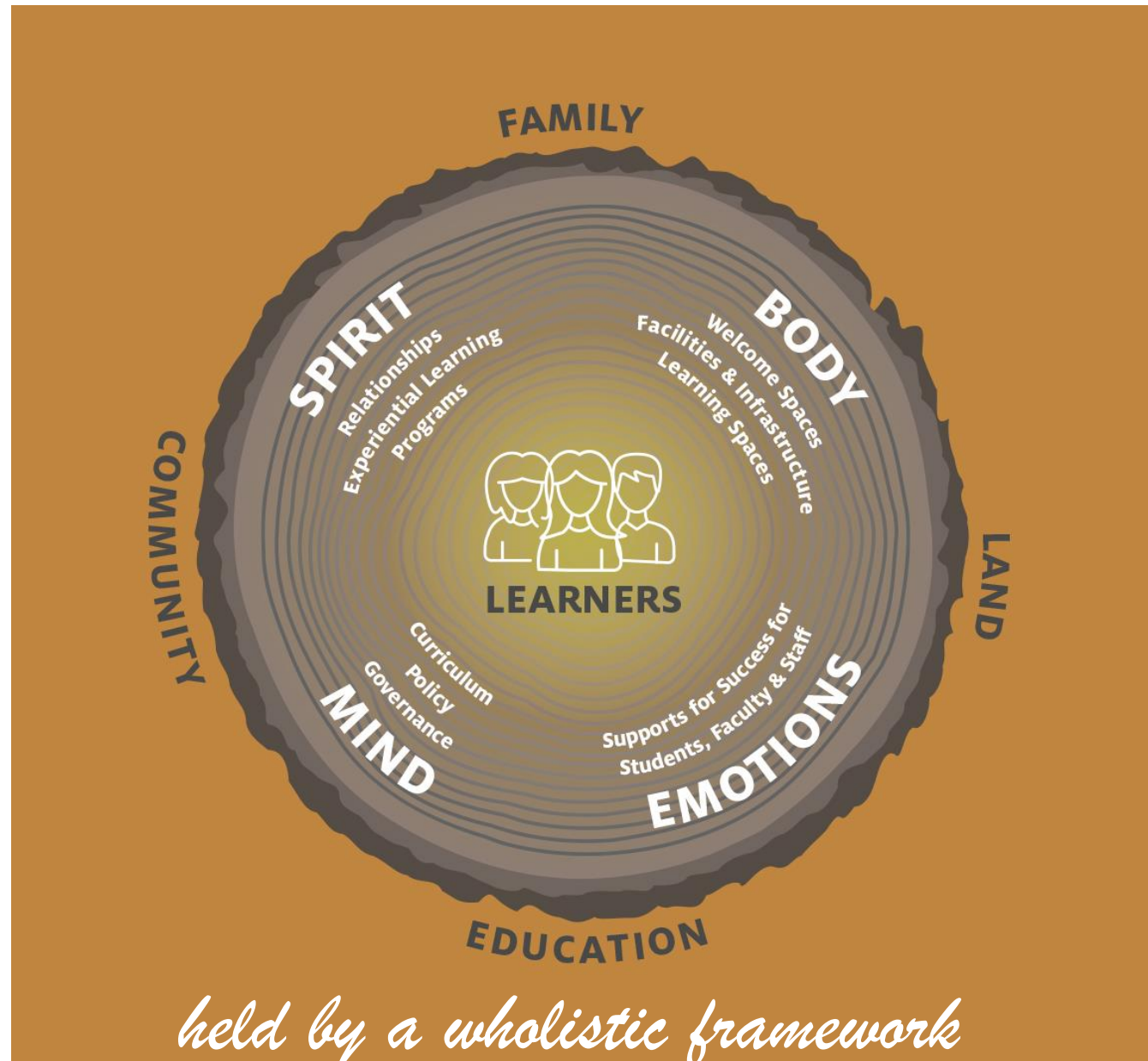
Indigenization Plan

Our Journey Together: Land, Life, Learning

Update Spring 2024

Indigenization Plan Goals

1. Governance & policy
2. Curricula & programs
3. Supports & Services for students
4. Employee development & tools
5. Facilities & infrastructure





Policy framework & strategy – Policy 1000

Advisory

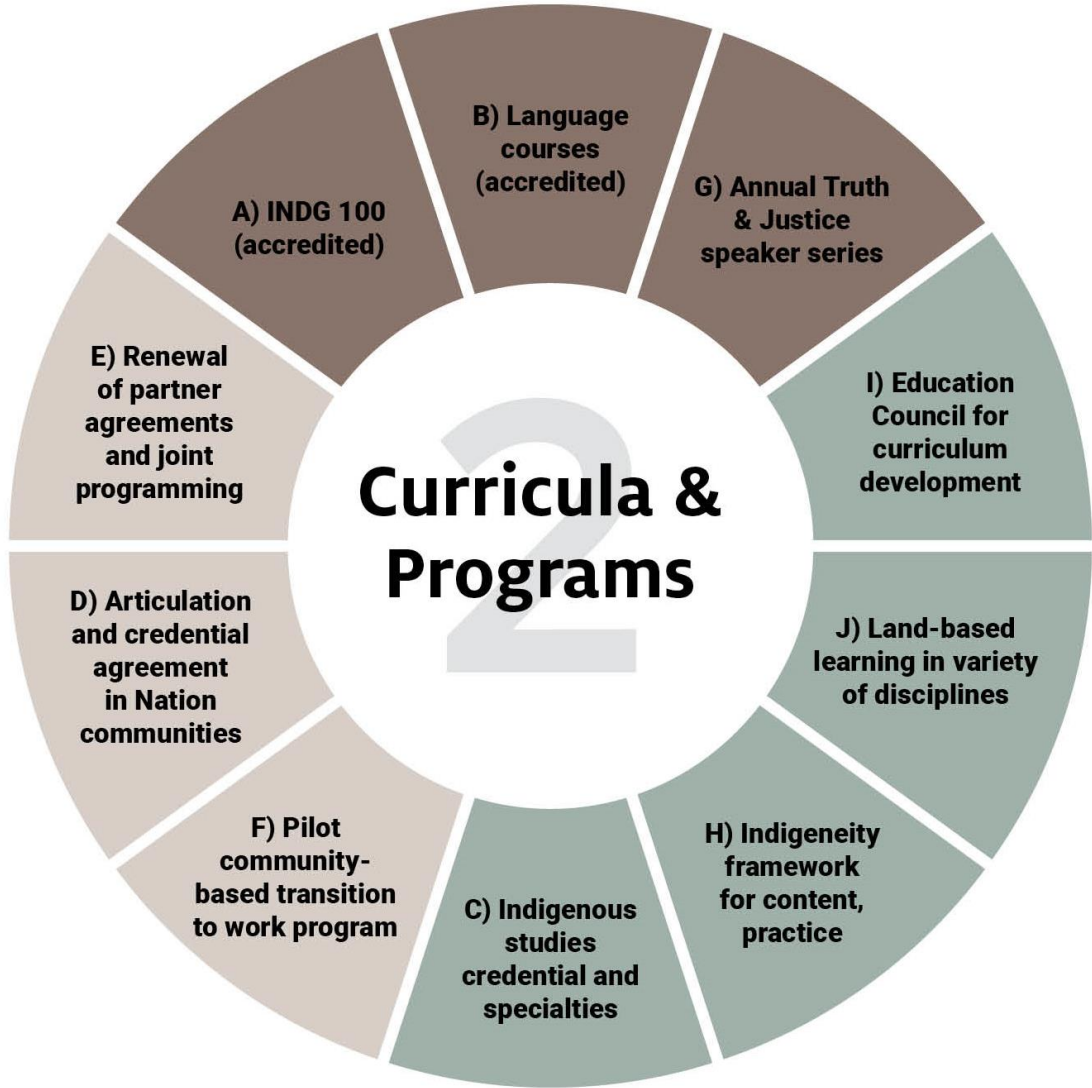
- Distinctions-based approach
- Nation partner one-on-one engagement

Review and Renewal of MOU's and partnerships

Governance models

- CIIE (EdCo)
- Indigenous seat on EdCo
- Legislative Change – Board of Governors

**BUILDING
REMARKABLE
FUTURES**



INDG 100 (credit)

- Offered twice per yr (tuition & grant)

Language courses (credit)

- NSLX 101, 102 (Salish School of Spokane)

Annual Truth & Justice speaker series

- C. Blackstock, R. Sinclair, T. Talaga, J. Thistle, M. Gray-Smith

Indigenous studies credential

- INDG 101, INDG 102
- ENVR 250

EdCo

- CIIE, Policy 8101, QAPA guide

Land-based learning

- On the land HCA
- SEG integrated field school / co-taught labs

Renewal agreements & joint programs

- En'owkin Centre, NVIT
- LSIB / IndigenEYEZ

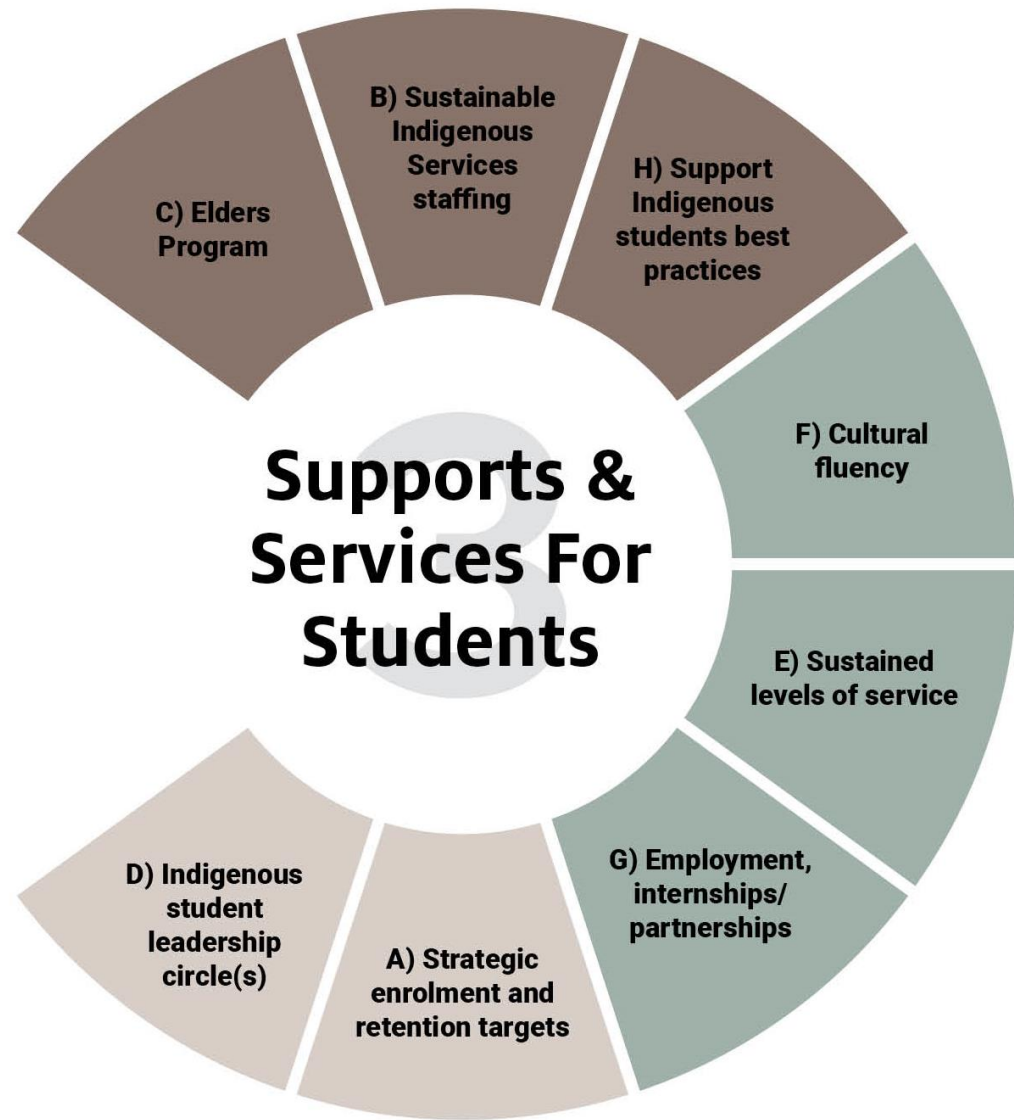
Pilot community-based transition to work program

- Ktunaxa

- ACHIEVED**
- ON GOING**
- DEVELOPING**

Articulation and credential agreement trans border

- CCS – Selkirk MOU



-  **ACHIEVED**
-  **ON GOING**
-  **DEVELOPING**

Elders Program

- 3 Elders on campus, 2 Nation Elders

Sustainable staffing

- Permanent contracts

Support Indigenous students in programs

- Counsellor for Indigenous students
- Indigenous student navigator
- Elders on Campus

Cultural fluency

- Blanket exercise, On the land
- Observances – reflective practice

Sustained levels of engagement

- Working committees

Employment, internships

- Work study, Practicum projects

Indigenous student leadership circle(s)

- Psychology circle

SEM targets

- Outreach, events

**BUILDING
REMARKABLE
FUTURES**

Bargaining Unit

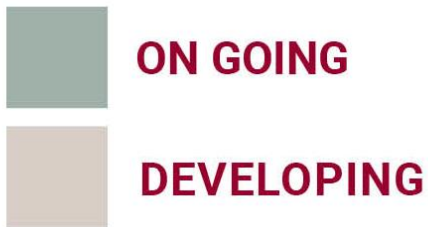
Exempt

PPWC

SCFA

Honoraria





Ongoing professional development

- Viewpoints on Reconciliation
- Learning Region protocols

Orientation & ongoing training

- Decolonization workshop
- Pulling Together guides
- KinSHIFT - Elements of Truth

Key positions for Indigenous candidates

- Department, courses

Inclusivity based recruitment

- Competency based models

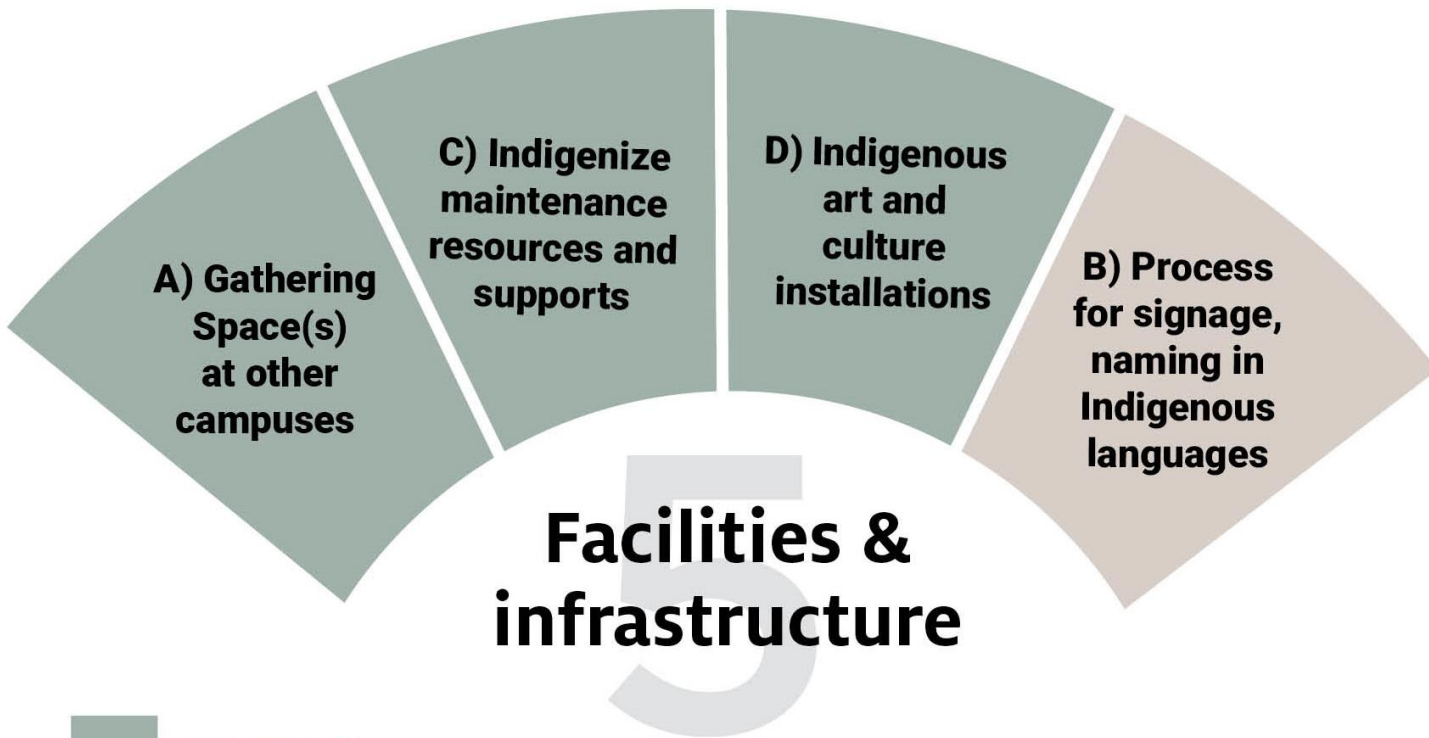
Increased curriculum dev't expertise

- On demand contract, Indigenous Services
- Part-time FTE, TLC & Indigenous Services (NEW)

Tools for faculty & staff

- Protocol orientation, use of learning and cultural spaces

**BUILDING
REMARKABLE
FUTURES**



- ON GOING**
- DEVELOPING**

Gathering Space @ different campuses

- 10th Street
- Student housing
- Indigenous classroom(s)

Maintenance resources and supports

- Gathering spaces, Gathering Place (11 yrs old), round classrooms

Indigenous art in public spaces

- Murals
- Displays

Process for signage, naming in Indigenous languages

- Consultation framework

**BUILDING
REMARKABLE
FUTURES**

External Influences & Renewal

- Renewed provincial funding framework
 - Transitioned fall 2022-23
- Nation priorities
 - Capacity; distinctions-based opportunities explored
- Plan renewal late 2024, early 2025
 - Community engagement circles
 - Student and alumni engagement circles

President's Report for April - May 2024

Communication and Relationship Building:

- Attended the Business after Business events on the Castlegar Campus and The Tenth Street Campuses.
- Attended a Castlegar & District Economic Development Strategic Planning meeting.
- Toured the DPace site on the Silver King Campus.
- Welcomed a CIGan Experiential Learning Tour.
- Enjoyed the Employee Retirement Dinner & Event.

Student Focus:

- Participated in the UAS Student Excellence Awards event.
- Met with Business Students about tiny house proposal.
- Enjoyed a Music Student Showcase at the Shambala Theater
- Met with the Selkirk College Students' Union leads.
- Attended two Dean's Receptions for Business Students.
- Attended engineering student presentations.
- Took in the Students' Business Plan Tradeshow event.
- Volunteered for a fair-trade event on the Castlegar Campus.
- Visited the Digital Arts & DFAB Year End Show.
- Attended Textiles, Blacksmithing & Metal Arts Year End Show.

Indigenization, Equity, Diversity, and Inclusiveness:

- Attended meetings with Lower Similkameen Indian Band.
- Completed the kinSHIFT Elements of Truth Before Reconciliation course.
- Met with the Principal Biologist/Senior Manager Sinixt Confederacy, Confederated Tribes of the Colville Reservation.
- Co-facilitated a strategic planning engagement session with the Okanagan Nation Alliance.

Strategy, Creativity, and Innovation:

- Met with HESA consultants.
- Joined the Board of Rogers THINKLab.
- Co-facilitated strategic plan engagement sessions with staff.
- Attended strategic planning meetings with the Board and the Steering Committee.

Leadership and Professionalism:

- Met weekly with sector presidents.
- Virtually attended the PSEA regional meeting.
- Attended BC Colleges Council of Presidents meetings.
- Attended the CIGan Conference in Calgary.
- Completed Public Interest Disclosure Act (PIDA) training
- Joined UAS and Business Program planning day meetings.
- Attended BC Colleges strategic retreat with presidents
- Attended Skilled Trades Training Consortium meeting in Vancouver.
- Attended the 2-day CIGan Directors meeting in Dieppe, NB
- Met quarterly with the President of College of the Rockies.
- Met virtually with Deputy Minister and all PSI presidents.
- Attended a Selkirk College Foundation meeting.





Board Relations:

- Met bi-weekly with the Board Chair.
- Attended the monthly EdCo meeting.
- Attended the Board's Governance Committee meeting
- Attended the Board's Finance and Audit Committee meeting

President and CEO Goals and Objectives Monitor

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

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

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

Objective and Demonstration / Measurement	Strategic Alignment	Outcome or achievement indicator	President's Comments Comments/ Factors affecting performance	Months				Board Rating 1-3
				Jun	Sep	Dec	Mar	
1. Oversee and monitor Strategic Plan implementation	1-5	Dashboard & process	Collaborated with leadership team to advance progress					
2. Oversee launch of new strategic planning process	1-7	Process launch events	Supported engagement events, communications and data collection					
3. Continue/strengthen engagement with First Nations	1,2,3,7	1 renewed MOU	Conversations with Métis Nation (Nelson, Castlegar, Grand Forks)					
4. Continue/strengthen engagement with key stakeholders	1,2,3,7	Minimum 2 per month	Castlegar Economic Development,					
5. Support Indigenization and EDI plan goals	1,2,4	LT performance goals	Collaborative work with Leadership team					
6. Activate infrastructure consolidation plans (e.g. ARIC)	5	Formalizing plans	Fit analyses and engagement ongoing—anticipated move in 2025 for ARIC					
7. Oversee Institutional Accountability goals	1,2,6	IAPR accepted by AEST	Collaboration with Leadership team					
8. Prudent budget management at fiscal year-end 23/24	6	Financial reports	Budget process & discussions underway, clean year end audit					
9. Maintain national/provincial relationships and networks	7	3+ committee roles	CICan Board, STTC, BCC Rural Caucus, Rogers ThinkLab					
10. Maintain legitimacy as new President thru engagement	3,4,7	4+ blogs, 16+ events	OCS Update blog, strategic plan communications, school planning days					

Board Briefing Note

Date: 2024-05-21

Subject: 2023/24 Institutional Accountability Plan and Report

Submitted by: Taya Whitehead, Vice President Education & Students

Background

The Accountability Framework is a set of planning and reporting processes for British Columbia’s public post-secondary education system. The purpose of the Accountability Framework is two-fold:

- To ensure individual public post-secondary institutions are accountable to government, their boards and students, and the public for their performance related to ensuring students receive quality educational opportunities relevant to their needs and the needs of the labour market; and
- To ensure the Ministry is accountable to the public for the performance of the public post-secondary education system in B.C., with the aim that it should benefit all residents of the province by ensuring the system’s ongoing contribution to social and economic development.

Progress and plans at B.C. public post-secondary institutions are reported through Institutional Accountability Plan and Reports (IAPRs). (2023/2024 Accountability Framework Standards and Guidelines Manual)

IAPR Development

Annually, each public post-secondary institution in BC is required to submit an *IAPR* to the Ministry of Post-Secondary Education and Future Skills (PSFS). The report includes a description of the institution’s *Building Remarkable Futures: Strategic Plan 2019-2024* and contextual information to describe the institution's role in providing service to their students and communities. The report also includes a *Performance Plan* with the Ministry and institutional goals, measures, targets and results. The report measures are set by PSFS and align with the *Mandate Letter, Letter of Direction, the Ministry’s Service Plan, the College’s Strategic Plan* and other key plans (e.g., *Our Journey Together: Land, Life, Learning: Indigenization Plan 2019–2024*) and initiatives. For the 2023/24 reporting cycle, reporting on actions already undertaken on the 2023/24 Mandate Letter priorities and any plans or initiatives to address the priorities will be required. Reporting on long-term strategic initiatives, as identified below, will continue to be required:

- Progress on the Truth and Reconciliation Calls to Action and UNDRIP
- Sexualized Violence Prevention and Response Initiatives
- Former Youth in Care - Supports for students who are former youth in care, including participation in the provincial tuition waiver program
- K-12 Transitions and Dual Credit Programming
- Work-Integrated Learning (new for this reporting cycle)
- In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care report recommendations for public post-secondary institutions

2023/2024 IAPR development is well underway with contributions from members of the Leadership Team and others (e.g. Deans & Chairs Committee, Registrar’s Office, Indigenous Services, Student

Services, and College Services). PSFS provides performance results data which are sent in three rounds, with the final two to come in May and June. These are also included in the report.

After the IAPR is submitted to PSFS in mid July, there is a review/feedback period with a final letter sent out to the institutions typically by late fall. Reports are then published on the PSFS website: <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/accountability-framework>. If you are interested, you can have a look at last year's IAPR on our website: <https://selkirk.ca/about-us/leadership/presidents-office/reports>

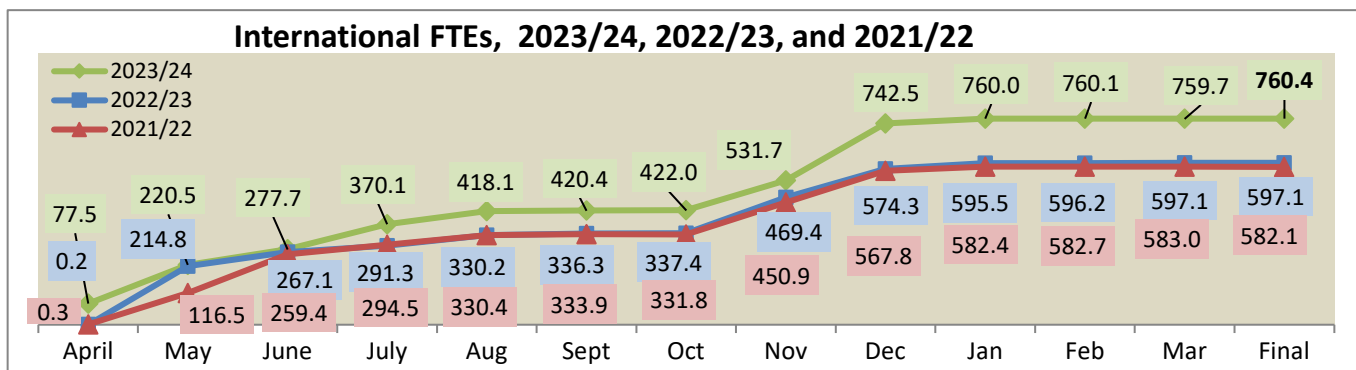
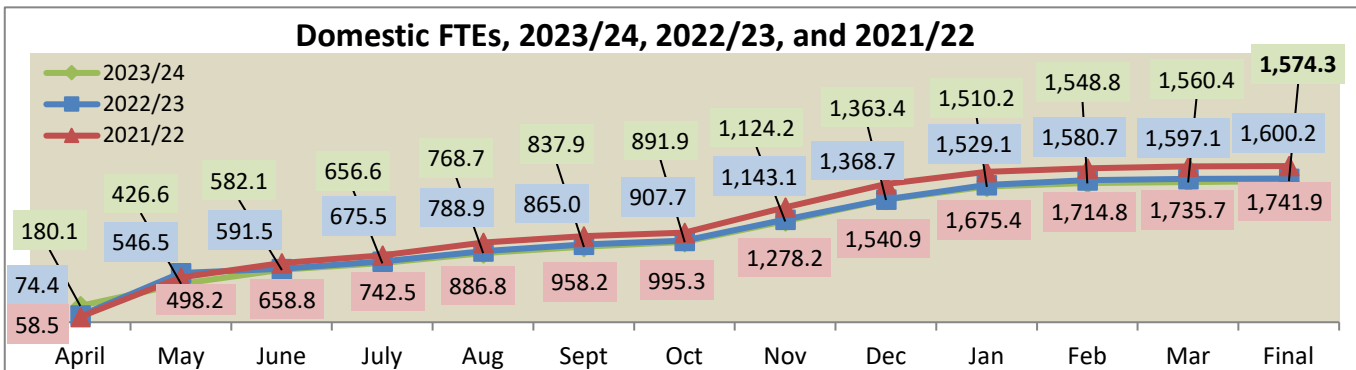
Desired Outcome: The draft IAPR will be provided for the Board's review in the June Board package. A Board approved IAPR must be submitted to PSFS by July 14, 2023.

Monthly FTE Report, 2023/2024 Fiscal Year

	2023									2024				Final
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
Domestic	May 1	June 5	July 4	Aug 1	Sept 5	Oct 3	Nov 1	Dec 1	Jan 2	Feb 1	Mar 1	Apr 2	Apr 19	
Developmental	14.4	26.6	36.2	52.6	102.5	151.4	164.2	174.8	227.0	292.9	307.1	310.6	324.9	
Health	45.3	86.2	114.7	127.1	158.4	167.4	190.1	207.5	256.4	267.8	267.2	267.9	267.8	
Trades	26.0	83.1	137.8	155.9	155.1	157.2	163.4	268.6	294.2	312.9	331.9	336.5	336.5	
Advanced Ed.	94.4	230.6	293.5	321.0	352.6	361.8	374.2	473.3	585.8	636.7	642.5	645.4	645.1	
Domestic	180.1	426.6	582.1	656.6	768.7	837.9	891.9	1,124.2	1,363.4	1,510.2	1,548.8	1,560.4	1,574.3	
<i>AVED_ITA Target</i>	<i>7%</i>	<i>16%</i>	<i>22%</i>	<i>24%</i>	<i>29%</i>	<i>31%</i>	<i>33%</i>	<i>42%</i>	<i>51%</i>	<i>56%</i>	<i>57%</i>	<i>58%</i>	<i>58%</i>	

	2023									2024				Final
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
International	May 1	June 5	July 4	Aug 1	Sept 5	Oct 3	Nov 1	Dec 1	Jan 2	Feb 1	Mar 1	Apr 2	Apr 19	
Developmental	3.3	8.6	8.77	13.5	33.6	36.1	36.9	36.9	42.3	54.7	54.8	54.9	55.6	
Health	0.4	1.4	4.4	4.4	7.9	7.9	7.9	7.9	10.4	14.9	14.9	14.2	14.2	
Trades	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Advanced Ed.	73.8	210.4	264.5	352.2	376.6	376.4	377.2	486.9	689.8	690.4	690.4	690.6	690.6	
International	77.5	220.5	277.7	370.1	418.1	420.4	422.0	531.7	742.5	760.0	760.1	759.7	760.4	

TOTAL FTEs	257.6	647.0	859.8	1,026.7	1,186.8	1,258.3	1,313.9	1,655.9	2,105.9	2,270.2	2,308.9	2,320.1	2,334.7
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Selkirk College
2023/24 Full-Time Enrolment (FTE) Report
Final, as of April 19, 2024

SUMMARY	2021/22	2022/23	2023/24	Change	% Change
Domestic FTEs	1,741.9	1,600.2	1,574.3	-26	-2%
International FTEs	582.1	597.1	760.4	163	21%
Total FTEs	2,324.1	2,197.3	2,334.7	137.4	0.1

Domestic FTE Summary	2021/22	2022/23	2023/24	Change	% Change
Developmental	295.0	280.9	324.9	44	14%
Ministry Programs	1,062.5	958.4	912.8	-46	-5%
Entry Level Trades Training	184.5	161.2	157.1	-4	-3%
Apprenticeship	199.9	199.8	179.5	-20	-11%
Total Domestic FTEs	1,741.9	1,600.2	1,574.3	-25.9	-2%
AVED & ITA Targets (Funded = 2,483)	59.4%	55.2%	53.3%		

International FTE Summary	2021/22	2022/23	2023/24	Change	% Change
Developmental	39.4	39.3	55.6	16	29%
Ministry Programs	541.8	557.8	704.8	147	21%
Entry Level Trades Training	1.0	0.0	0.0	0	0%
Apprenticeship	0.0	0.0	0.0	0	0%
Total International FTEs	582.2	597.1	760.4	163.3	21%

2023/24 Full-Time Enrolment (FTE) Report

DEVELOPMENTAL EDUCATION	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Developmental						
Adult Literacy Training	44.1	26.1	24.8	0.2	0.3	0.1
SOAR (was ASE)	34.8	35.8	41.0	0.0	0.0	0.0
Developmental (Academic Upgrading (was ABE))	238.1	212.6	222.7	11.0	6.8	11.6
English Language Training	8.1	6.5	6.5	47.4	32.3	27.7
Developmental Education Subtotal	325.1	280.9	295.0	58.6	39.3	39.4

MINISTRY PROGRAMS	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Certificate						
Blacksmithing and Metal Art	6.8	6.6	~	1.0	1.0	~
Ceramics	11.1	10.8	11.5	0.2	0.9	0.0
Education Assistant & Community Support Worker	4.9	9.3	20.9	10.2	0.1	1.5
Early Childhood Care & Education	23.0	17.6	15.8	16.8	6.9	4.2
Geomatics in the Workplace	3.4	4.1	3.8	0.0	0.0	0.0
Health Care Assistant	64.8	62.3	78.4	13.2	5.6	7.9
Nursing Unit Clerk	19.3	27.8	31.7	0.0	0.0	0.0
Office Administration and Technology	6.2	6.7	9.5	0.0	0.0	0.0
Office Administration and Technology - Bookkeeping	7.7	5.2	6.9	0.0	0.0	0.0
Social Service Worker	4.1	0.4	1.9	2.5	3.2	2.9
Textiles	7.8	2.5	11.4	0.0	0.0	1.0
Web Development	9.5	10.0	10.0	0.9	0.0	0.5
Blacksmithing (cancelled)	~	0.0	0.8	~	0.0	0.0
Bronze Casting (cancelled)	~	0.0	1.2	~	0.0	0.0
Golf Club Operations (cancelled)	~	0.0	5.2	~	0.0	0.0
Sculptural Metal (cancelled)	~	1.1	7.6	~	0.0	0.0
Diploma						
Applied Environmental Planning (was IEP)	32.4	27.0	31.7	2.1	2.9	1.3
Business Administration	31.3	27.6	41.9	17.6	17.9	18.2
Contemporary Music & Technology	35.2	43.0	52.1	9.7	8.8	9.2
Culinary Management	1.1	1.2	1.1	6.0	5.3	4.4
Digital Arts	23.5	19.1	25.7	8.1	8.5	7.9
Digital Fabrication & Design	10.5	11.7	17.0	4.5	3.0	2.1
Early Learning & Childcare Diploma I	0.0	~	~	0.3	~	~
Forest Technology	41.8	43.6	45.2	2.1	3.8	3.1
Human Services Diploma - CYC	4.5	4.7	8.3	0.0	0.5	3.6
Human Services Diploma - ECCE	9.5	9.3	7.2	2.3	4.7	7.3
Human Services Diploma - SSW	23.0	23.0	32.1	4.3	2.9	4.0
Liberal Arts Diploma - Law and Justice	9.9	9.4	13.2	0.0	0.3	0.0
Liberal Arts Diploma - Peace and Justice	0.0	0.0	~	0.0	1.0	~
Pharmacy Technician	64.3	50.1	49.1	0.0	0.0	0.0
Practical Nursing	9.1	6.7	~	0.0	0.0	~
Recreation Fish & Wildlife	49.3	53.9	54.5	2.0	3.9	2.4
Resort and Hotel Management	4.0	3.6	4.1	23.2	20.5	20.2
Ski Resort Operations & Management	17.3	28.5	36.1	9.5	11.0	6.0
Student Exchange Abroad	0.0	0.0	~	0.0	0.3	~

2023/24 Full-Time Enrolment (FTE) Report

MINISTRY PROGRAMS	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2021/22	2020/21
Advanced Certificate/Diploma	2023/24	2022/23	2021/22	2023/24	2021/22	2020/21
Advanced Certificate in Bookkeeping	1.1	0.8	1.3	0.0	0.0	0.0
Contemporary Music & Technology - Advanced Diploma	10.4	1.0	~	0.0	0.0	~
Geographic Information Systems	11.1	8.1	15.1	1.3	0.0	0.0
Gerontology	0.2	1.6	3.2	0.0	0.0	0.0
Teaching Eng to Speakers of Other Lang. - Diploma	0.0	0.0	0.1	0.0	0.0	0.0
Post Graduate Diploma	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Accounting	0.7	3.4	3.0	95.1	57.6	48.7
Business Management	0.0	0.5	0.0	162.6	129.6	140.1
Culinary Management	0.0	0.0	0.0	60.0	48.3	57.7
Gerontological Nursing	0.0	0.0	0.0	34.6	36.1	35.7
Hospitality Management	0.0	0.0	0.0	89.9	75.9	60.2
Associate/Bachelor Degree	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Associate of Arts	75.6	89.0	87.2	89.9	71.6	67.1
Associate of Sciences	40.0	46.1	36.9	23.0	19.1	20.0
Engineering	7.3	10.4	14.2	0.0	0.0	0.0
Geographic Information Systems	6.2	5.3	7.7	0.0	0.9	0.9
Nursing	78.0	73.2	79.5	0.0	0.0	0.0
Rural Pre-Medicine	31.3	43.2	46.3	1.0	0.0	0.0
Skills Upgrading	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Applied Leadership Program	0.0	0.0	0.2	0.0	0.0	0.0
BC Electrical Code	3.3	10.9	10.9	0.0	0.0	0.0
Community & Corporate	87.9	112.1	99.1	3.2	1.9	3.8
Selkirk Innovates (CEWT EXT)	1.4	10.0	11.4	0.0	0.0	0.0
Education to Go	2.1	2.4	4.6	0.1	0.0	0.0
Learning in Retirement	7.5	3.8	0.9	0.0	0.0	0.0
Mental Health & Addictions Assoc. Certificate	1.1	1.7	2.0	0.0	0.0	0.0
Open Studies	12.1	7.2	~	4.6	4.0	~
Refrigeration Plant Operation	0.0	1.1	1.5	0.0	0.0	0.0
Spectrum	1.3	0.0	1.4	0.1	0.0	0.0
Ministry Subtotal	913.3	958.4	426.5	701.9	557.8	434.1

2023/24 Full-Time Enrolment (FTE) Report

ENTRY LEVEL TRADES TRAINING	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Secondary School						
Carpentry	9.0	12.0	11.0	0.0	0.0	0.0
Cooking	4.0	7.0	6.0	0.0	0.0	0.0
Electrical	10.0	13.0	16.0	0.0	0.0	0.0
Fine Woodworking	0.0	2.0	~	0.0	0.0	~
Hairstylist	4.3	3.2	6.5	0.0	0.0	0.0
Heavy Mechanical Foundation	9.3	11.0	5.0	0.0	0.0	0.0
Metal Fabricator Foundation	6.2	6.0	3.0	0.0	0.0	0.0
Millwright/Machinist (includes condensed)	5.0	5.0	8.0	0.0	0.0	0.0
Welder Foundation	8.0	9.3	12.0	0.0	0.0	0.0
College						
Carpentry Foundation	13.0	13.0	11.0	0.0	0.0	0.0
Electrical Foundation	21.0	13.0	22.0	0.0	0.0	0.0
Fine Woodworking	19.0	16.5	22.0	0.0	0.0	1.0
Heavy Mechanical Foundation	4.0	7.0	7.4	0.0	0.0	0.0
Metal Fabricator Foundation	3.3	1.7	3.7	0.0	0.0	0.0
Millwright/Machinist (includes condensed)	17.0	12.4	12.0	0.0	0.0	0.0
Plant Operator	18.0	24.0	27.0	0.0	0.0	0.0
Welder Foundation	6.0	5.1	12.0	0.0	0.0	0.0
Entry Level Trades Training Subtotal	157.1	161.2	184.5	0.00	0.0	1.0

APPRENTICESHIP	Domestic			International		
	2023/24	2022/23	2021/22	2023/24	2022/23	2021/22
Programs						
Carpentry	66.0	77.0	81.0	0.0	0.0	0.0
Cooking	11.2	11.1	12.7	0.0	0.0	0.0
Electrical	75.0	80.0	78.0	0.0	0.0	0.0
Hairstylist	9.8	21.4	12.4	0.0	0.0	0.0
Welding Level A	1.1	0.5	0.5	0.0	0.0	0.0
Welding Level B	11.0	5.0	8.0	0.0	0.0	0.0
Welding Level 1	3.0	1.2	3.7	0.0	0.0	0.0
Welding Level 2	0.8	1.2	1.6	0.0	0.0	0.0
Welding Level 3	1.4	1.4	1.4	0.0	0.0	0.0
Welding Upgrading	0.3	1.0	0.6	0.0	0.0	0.0
Apprenticeship Subtotal	179.5	199.8	199.9	0.00	0.0	0.0

Briefing Note

Date: May 28, 2024	Prepared by: Tiffany Snauwaert
Subject: International Business Certificate	
<p>In 2016, the International Business Certificate was created at Selkirk College to facilitate an international collaboration agreement Selkirk College had with the Nanjing Institute of Industry Technology (NIIT) in China.</p> <p>This agreement allowed for students in NIIT's International Trade program to transfer into Selkirk's International Business Certificate (6 courses) delivered in Nanjing by Selkirk instructors, which would work as a pathway into Selkirk's two-year Business Administration diploma. If students successfully completed the International Business Certificate, students could then come to Canada and finish out their Business Administration diploma by completing three more semesters in Castlegar.</p> <p>The last collaboration agreement between Selkirk College and NIIT expired in 2018 and was not renewed.</p> <p>No students ever successfully completed the 6 courses in China as part of the International Business certificate and there are currently no students registered in this program and no student transition plan is required.</p> <p>Therefore, cancelling this program is viewed as 'housekeeping' only.</p>	
Desired outcome: Cancel the International Business Certificate	

Program Name: International Business Certificate					
Effective Semester:		Final Instructional Semester:		School: Business	
Fall <input checked="" type="checkbox"/>	Year 2023	Fall	Year 20N/A	School Chair: Jeanne Kim	
Winter <input type="checkbox"/>	Year 20	Winter	Year 20N/A	Contact Person: Jeanne Kim	
Spring <input type="checkbox"/>	Year 20	Spring	Year 20N/A	Date: September 26, 2023	
RATIONAL FOR SUSPENSION / DELETION:					
The agreement with Nanjing no longer exists, nor did this program ever get delivered.					
Transition Plan for Current Students: There are currently no students that exist in this program, therefore no transition plan is required.					

APPROVALS:

<i>Jeanne Kim</i> <hr/> <i>School Chair</i>	<hr/> Sept. 26, 2023 <i>Date</i>
<hr/> <i>Tiffany Snauwaert</i> <i>Dean</i>	<hr/> 2023-09-27 <i>Date</i>
<hr/> <i>Registrar</i>	<hr/> <i>Date</i>
<hr/> <i>EdCo Chair</i>	<hr/> <i>Date</i>
<hr/> <i>VP Education</i>	<hr/> <i>Date</i>
<hr/> <i>Selkirk College Board of Governors</i>	<hr/> <i>Date</i>

APPROVAL COPIED AND FORWARDED TO:

Counselling Department <input type="checkbox"/>	Registrar's Office <input type="checkbox"/>	Library <input type="checkbox"/>
IT Department <input type="checkbox"/>	Communications & Development <input type="checkbox"/>	

Professional Development Report
Danny Bradford, Director
Selkirk College Board of Governors

Governing in the Public Interest Conference
Vancouver Convention Centre
April 26, 2024

I attended the above Conference sponsored by the British Columbia Crown Agencies Secretariat. The conference was well facilitated, informative and participant centered. There were about 200 delegates in attendance.

Following are some of the highlights of the conference that I participated in:

1. We opened with an Indigenous Welcome (Drummers and Songs) (9:00 AM)
2. Minister of Finance, Katrine Conroy gave Opening Remarks (9:20 AM)
3. An Introduction to the Crown Agencies Secretariat by Jessica (9:30 AM)
 - An overview of CABRO (250 Public Sector Organizations) a large number of Boards available for BC resident to apply to serve on and how the selection and appointment process takes place.
 - To apply to a BC Public Sector Board visit **bcpublicsectorapplications.bc.ca**
4. Plenary 1: Partnership & Alignment between Government and Public Sector Organizations
Speakers: (9:40 AM – 10:40 AM)
 - Mary Sue Maloughney – Associate Deputy Minister of the Crown Agencies Secretariat
 - Shannon Salter – Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service
 - Bobbi Plecas – Deputy Minister, Post Secondary Education and Future Skills
 - Fazil Mihlar, Deputy Minister, Ministry of Jobs, Economic Development and Innovation
 - Neilane Mayhew, Deputy Minister of Tourism, Arts, Culture & Sport
 - Trevor Hughes, Deputy Minister of LabourTopics discussed: System of trust, board diversity, achieving common goals, complicated independence, accountability, integrity, mandate letters, transparency, reconciliation, EDI, appointing the CEO and serving the interests of the people of BC.
5. Panel Discussion #1 – Effective Boards: Strategies for Success
Panelists: (11:00 AM – 12:00 PM)
 - Merle Alexander – Merle Practices Indigenous law empowering nations through title and rights affirmation, sustainable economic development and environmental conservation.
 - Opreet Kang – Opreet is passionate about transformative change that strengthens our communities, deepens a resilient economy and protects our environment.
 - Catherine Roome – Catherine is a director of BC Hydro, chairs the board of its energy trading subsidiary Powerex and is a member of the Site C oversight board.
 - Raza Mirani – Raza currently sits on the Board of Governors for Langara College and is currently a Secondary School Principal in the Vancouver School District.

Topics discussed: Mutual respect between board members, diversity of opinion, courage to be involved in tough decisions, mental gymnastics. respect of society and community, self evaluation, setting culture, board member succession planning, fiscal stewardship, communication with stakeholders and government, balance between governance and operational boundaries and the complexities of governance.

6. Plenary 2: Reconciliation & The Role of Public Sector Organizations

Speakers: (1:00 PM – 1:50 PM)

- Tom McCarthy – Deputy Minister of Indigenous Relations and Reconciliation
- Jessica Wood – Currently serving as Deputy Minister of the Declaration Act Secretariat
- Ann Marie Sam – Assistant Deputy Minister of Indigenous Relations and Reconciliation.

Topics discussed: PSO's along with Government bear responsibility in advancing Reconciliation efforts, Declaration on the rights of Indigenous peoples 2019, Declaration Act Actions Plan 2022 (declaration.bc.ca), distinction-based approach, legal obligations, shared decision making, Indigenous graduation goals and colonization issues.

7. Panel Discussion #2 – AI and the Future of Governance

Panelists: (2:00 PM – 3:00 pm)

- Nelson Chan – Nelson is the CFO for the Capital Regional District, Capital Regional Hospital District and Capital Region Housing Corporation.
- Charmaine Lowe – Charmaine is the Assistant Deputy Minister of the Corporate Information and Records Management Office and Government Chief Records Officer.
- Sarah Corrigan-Brown – Sarah is the General Counsel at the British Columbia Securities Commission.
- Alexis Kerr – Alexis is an IT Professional and is employed in the field of Artificial Intelligence.

Topics discussed: The latest evolutions in Artificial Intelligence, decision making processes, data governance, transparency, accountability, ethical considerations, managing risks, AI as a tool, guiding principles and safe guarding inclusion and equity while embracing AI technologies.

8. Panel Discussion #3 – Creating Positive Board Culture

Panelists: (3:15 PM – 4:15 PM)

- Nicole Halbauer – Nicole is currently the Vice Chair at BC Assessment, a Commissioner on BC Housing and a Research Manager at HARC and UNBC.
- Baltej Dillon – Baltej is currently the Chair of Work Safe BC Board and is a retired RCMP and continues to serve as a member of the Organized Crime Agency of BC.
- Cindy Oliver – Cindy currently serves as Chair of both the Skilled Trades BC Board and the Interprovincial Alliance of Board Chairs of Canada.
- David Levi – David currently serves on the Board of BC Ferry Authority and is CEO at Working Enterprises Ltd.

Topics discussed: Board level culture, fostering transparency, promoting inclusivity, constructive dialogue, mitigating negative dynamics, actional strategies, consensus vs formal rules, retention and recruitment, humor is mandatory, good listeners, succession planning, professional development funding and no bad behavior.

9. Premier, David Eby gave Closing remarks (4:30 PM)

10. Networking Reception with Premier and Ministers (4:45 PM – 6:00 PM)

- The reception was held out in the Convention Centre Foyer and was a great mixer to meet up with old colleagues and make new acquaintances. I had the opportunity to chat with our MLA, Minister Katrine Conroy, the Premier David Eby and our Past President, Angus Graeme as well as many Post Secondary Board Members, Health Authorities Board Members, Skilled Trades BC Board Members and a few Deputy Ministers and Assistant Deputy Ministers. I should also note that the Appy's and Beverages were well received.

In closing, with respect to the Governing in the Public Interest Workshop I was very impressed and acquired a lot of relevant information, knowledge and future networking personal contacts.

I would fully recommend future Governing in the Public Interest Workshops as an excellent Professional Development for Selkirk College Board Members.