

## OPEN SESSION AGENDA

Tuesday, May 26, 2026

4:00 p.m.- 6:00 p.m.

C112/113, Silver King Campus / Teams

# BOARD OF GOVERNORS

### BOARD MEMBERS EXPECTED:

Amed Naqvi, Chair	Thompson Hickey, Vice Chair
Christy Anderson	Ken Wyllie
Debbie Bird	Mary Austin
Satinder Kaur	Roly Russell
Anne-Marie Smith	Kim Pham
Diksha Salwan	Gurwinder Singh
Darcy Falkenhagen, EdCo Chair	Maggie Matear, President

### REGRETS:

### LEADERSHIP TEAM MEMBERS EXPECTED:

Taya Whitehead, VP Academic & Provost  
 Brier Albano, VP Students & External Relations  
 Stacey Matthews, Executive Director of HR  
 Andrea Hall, Executive Director Finance / CFO  
 Tracy Punchard, Dean  
 Nick Howard, CIO

### OBSERVERS EXPECTED:

Pablo Pastor, SCFA  
 TBC, PPWC

### GUESTS:

Michael McDonald, CIGan  
 Rob Schwarzer, Chair, School of Trades

TIME	TOPIC	SPEAKER	OUTCOME
4:00	1. TERRITORIAL ACKNOWLEDGEMENT		
	2. INTRODUCTION OF NEW BOARD MEMBER	Amed Naqvi	
	3. OATH OF OFFICE	New Board Members	
	4. ADDITIONS TO THE OPEN SESSION AGENDA OF MAY 26, 2026	Amed Naqvi	
	5. ADOPTION OF THE OPEN SESSION AGENDA OF MAY 26, 2026 <b>Motion:</b> "To adopt the open session agenda of May 26, 2026 as circulated."	Amed Naqvi	<b>Motion to adopt</b>
	6. ADOPTION OF THE CONSENT AGENDA OF MAY 26, 2026 <ul style="list-style-type: none"> <li>a. Draft Open Session Minutes of March 24, 2026</li> <li>b. Draft Governance Committee Minutes May 4, 2026</li> <li>c. Briefing Note: Board Policy Review 2026</li> <li>d. Briefing Note: Budgeting Principles, levers &amp; drivers</li> </ul> <b>Motion:</b> "To adopt the consent agenda of May 26, 2026 as circulated."	Amed Naqvi	<b>Motion to adopt</b>

4:10	7. PRESENTATION (Strategic Plan Dimensions #2 and #4)	Michael McDonald	Information
	<ul style="list-style-type: none"> <li>Colleges' role in Canada's Defense Industrial Strategy</li> </ul>		
4:40	8. PRESENTATION (Strategic Plan Dimensions #2)	Tracy Punchard Rob Schwarzer	Information
	<ul style="list-style-type: none"> <li>Trades Training at Selkirk College</li> </ul>		
5:10	9. PRESIDENT'S REPORT (Strategic Plan Dimension #3)	Maggie Matear	Information
5:20	10. 2026/27 BOARD COMMITTEE MEETING SCHEDULE	Amed Naqvi	<b>Motion to approve</b>
	<b>Motion:</b> "To approve the 2026/27 committee meeting schedule and membership list as circulated."		
	11. BOARD CHAIR'S REPORT	Amed Naqvi	Information
	12. MEMBERS' REPORT	All Board members	Information
	13. STUDENTS' REPORT	Student Board member(s)	Information
6:00	14. CLOSED SESSION	Amed Naqvi	<b>Motion to move into the closed session</b>
	<b>Motion:</b> "To move into the closed session."		

STRATEGIC PLAN DIMENSIONS:

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



The following Oath of Office is to be sworn before the Board at the commencement of all members' first meeting with the Board.

**OATH OF OFFICE**

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

May 26, 2026

## OPEN SESSION MINUTES

Tuesday, March 24, 2026

4:00 p.m. – 5:45 p.m.

Trail Campus / Teams



# BOARD OF GOVERNORS

### BOARD MEMBERS EXPECTED:

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

### LEADERSHIP TEAM MEMBERS EXPECTED:

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

### REGRETS

Christy Anderson  
Diksha Salwan  
Gurwinder Singh

### OBSERVERS:

Pablo Pastor, SCFA

### GUESTS:

Jocelyn Schroder

### TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT  
Provided by Debbie Bird to open the meeting
2. ADDITIONS TO THE OPEN SESSION AGENDA OF MARCH 24, 2026
3. ADOPTION OF THE OPEN SESSION AGENDA OF MARCH 24, 2026

**Motion:** "To adopt the open session agenda of March 24, 2026 as circulated."

Carried

4. ADOPTION OF THE CONSENT AGENDA OF FEBRUARY 24, 2026
  - a. Draft Open Session Minutes of February 24, 2026
  - b. Draft Human Resources Committee Minutes of March 10, 2026
  - c. Draft Finance & Audit Committee Minutes of March 11, 2026
  - d. Enrolment Dashboard – March 2026
  - e. EdCo Chair Report – March 2026

**Motion:** "To adopt the consent agenda of March 24, 2026, as circulated."

Carried

5. PRESENTATION (Strategic Plan Dimensions #2)
- Tammie Clarke and Jocelyn Schrodeder updated the Board on Health Sciences programming at the college highlighting new courses.

6. PRESIDENT'S REPORT
- The President referenced her circulated report, noting:
  - A CBC article reporting on the history of enrolment and the effects on colleges, demonstrating a shifting public narrative.
  - The upcoming tour by the Minister of Post-Secondary
  - The college's continued support of and from local industry, ex. STAC funding
  - Highlighted the college's new micro credential courses

7. 2026-2027 BUDGET PLANNING UPDATE

Motion: "To approve the 2026/2027 balanced operating budget as presented.

Carried

8. PROGRAM APPROVAL

Motion: "To approve, in principle, the new Foundations in Rural Data Science Program, as recommended by Education Council."

Carried

PROGRAM DELETION

Motion: "To approve the deletion of NURS 217 Relational Practice, as recommended by Education Council."

Carried

9. REGIONAL SECONDARY SCHOOL SCHOLARSHIP PRESENTATIONS

- Board members indicated their availability to attend high school graduation ceremonies to present student awards

2026 BOARD AWARDS

Motion: "To approve to recipient of the 2026 Board Award for Distinguished Educator"

Carried

10. BOARD CHAIR'S REPORT

- T

11. MEMBERS' REPORT

- No report was provided

12. STUDENTS' REPORT

- No report was provided

13. CLOSED SESSION

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

Carried

## MINUTES

Monday, May 4, 2026

2:30 p.m. – 4:00 p.m.

Rm S-118, Castlegar Campus & Teams



# GOVERNANCE COMMITTEE

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## COMMITTEE MEMBERS IN ATTENDANCE:

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Thompson Hickey, Committee Chair	Ken Wyllie
Amed Naqvi, Board Chair	Darcy Falkenhagen
Christy Anderson	Roly Russell
	Maggie Matear, President

## REGRETS:

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Kim Pham

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TOPIC	OUTCOME
1. TERRITORIAL ACKNOWLEDGEMENT <ul style="list-style-type: none"><li>• Provided by Thompson to open the meeting.</li></ul>	
2. ADDITIONS TO THE AGENDA OF MAY 04, 2026 <ul style="list-style-type: none"><li>• There was one addition to the agenda. See item 11.</li></ul>	
4. ADOPTION OF THE AGENDA OF MAY 04, 2026 <ul style="list-style-type: none"><li>• The agenda was adopted as amended</li></ul>	<i>Carried</i>
5. ADOPTION OF THE GOVERNANCE COMMITTEE MINUTES OF JANUARY 19, 2026 <ul style="list-style-type: none"><li>• The Jan. 19, 2026 minutes adopted as circulated.</li></ul>	<i>Carried</i>
6. BOARD POLICY REVIEW 2026 <ul style="list-style-type: none"><li>• In addition to the briefing note, further information was provided on identifying which policies should be revised, consolidated, or removed because of redundancy.</li><li>• The policy review will be restructured thematically, staggered over time.</li></ul> Motion: To recommend to the board the revised policy review structure.	<i>Carried</i>
7. FALL 2026 RETREAT PLANNING <ul style="list-style-type: none"><li>• Dates: October 1 &amp; 2, 2026. The board will be canvassed on their availability.</li><li>• Suggested location: Trail meeting and STAC site visit</li><li>• Speaker suggestion: Bring a speaker in to address a relevant community issue; STBC, CICAN, AI, Sovereignty.</li></ul>	
8. DRAFT 2026/27 BOARD CALENDAR  Motion: To approve the 2026-27 Board Calendar as presented. Carried	<i>Carried</i>

9. BOARD PRESENTATION TOPICS FOR 2026/27

- Repeat the retreat topics
- Indigenous Partner presentation- facilitation style, polarization, interpreting recent decisions, myth-busting
- Provincial Government, DM or rep. from Finance Ministry
- Community engagement; employee engagement

10.. BOARD SELF-MANAGEMENT EVALUATION

- As information, a briefing note was presented on how to capture authentic data to inform new board goals.

COMMUNICATIONS PLAN

- A Board task is to identify people in their networks, opportunities, and events that College leadership could attend.

11.

Board members to fill in sheet in the Communications Plan

ADJOURNMENT

The meeting was adjourned at 3:55 pm

**Topic: Maintaining an Effective Board Policy Portfolio**

Date: February 2026

Prepared by: Maggie Matear

Prepared for: Board Governance Committee

**Summary:** The Board Governance Committee requested a review of Board Policies to identify areas that are duplicative, procedural or blur the line between governance and operations. This document reflects the results of the review, and presents recommendations to ensure the structure of the policy portfolio aligns with governance best practices.

## INTRODUCTION

The Selkirk College Board of Governors oversees the strategy and direction of the college using a *policy governance* framework. Policy governance is a system that focuses on the college’s big picture goals, rather than its operations. It defines the activities and responsibilities of the board, identifies what the college should achieve, and sets boundaries for the CEO, all while avoiding micro-management. It empowers staff while maintaining strict accountability through defined boundaries. In policy governance, board policies fall into four categories: Ends, Executive Limitations, Governance Process, and Board-President Relationship (Table 1).

**Table 1: Policy Categories in Policy Governance**

Policy Category	Definition
<b>Ends (E)</b>	Describes the big picture: what benefits the college will produce, for whom, and at what cost or priority. E.g. Policy E10, Primary Ends: “Selkirk College will become Canada’s destination for applied learning and inquiry grounded in a sense of land and place.”
<b>Executive Limitations (EL)</b>	Sets boundaries of prudence and ethics within which the President must work, but does not prescribe the means (methods) of doing so. E.g. Policy EL40, Asset Protection: “The President shall not fail to ensure that are assets are protected from misappropriation.”

<p><b>Governance Processes (GP)</b></p>	<p>Describes how the board governs itself, including roles, meetings, and evaluations. E.g. Policy GP90, Annual Planning Cycle: “The board will ensure that input, education and deliberation is scheduled into board meetings and activities throughout the year.”</p>
<p><b>Board-President Relationship (BPR)</b> (also called Board–Staff Linkage)</p>	<p>Defines the relationship between the board and President, delegation of authority, and accountability. E.g. BPR20, “All Board authority delegated to staff is delegated through the President. All authority and accountability of the staff is to the President.”</p>

In early 2026, during its regular policy review, Selkirk College’s Board Governance Committee directed the President to assess the Board Policy portfolio and identify policies that are duplicative, procedural, or overlap with management responsibilities. Governance best practice supports a concise, principle-based policy framework that addresses major risk areas while minimizing the number of documents. Too many board policies can create overlap and contradictions that invite micro-management and reduce the policy manual’s usefulness as a governance tool. This adds administrative burden without improving oversight or risk control. Conversely, having too few (or overly general) policies creates gaps in authority, accountability, and risk oversight, leaving boards without clear standards and exposing the institution to legal, regulatory, and reputational risk.

Many governance experts suggest that a relatively small set of well-crafted, principle-based board policies (i.e. in the order of 15 to 25 policies rather than several dozens) can support effective oversight, clarity of roles, and disciplined governance. The number of policies should increase only as needed to match the institution’s complexity and risk profile. New content is best added as sub-sections within existing policies rather than as stand-alone documents. This keeps policy volume manageable while ensuring the Board’s risk oversight responsibilities are met. For instance, when responding to the Auditor General’s recommendation on cyber security oversight in 2022, the Board revised Policy GP60: *Board Purpose, Role, Responsibilities and Authority* to explicitly include cyber security, rather than creating a separate policy.

Table 2 outlines existing Board policies along with their planned review dates and the president’s recommendations to retain, revise, or rescind them, ensuring alignment with best practices for a concise, principle-based framework. There is also a recommendation to develop one new “global” Executive Limitations policy to establish general boundaries for the president. If the governance committee approves all of the recommendations, the Board Policy portfolio will be reduced from over 40 (in 2023) to 21 policies, with no reduction in risk coverage.

**Table 2: Current Board Policies, Recommendations and Proposed Policy List**

Current Policies	Category	Review	Recommendation	Proposed Policies	Number
<u>Primary Ends</u>	E10	2030	<b>Revise</b> slightly - Add references to appropriate operational policies under values and ensure policy scope includes Board.	Primary Ends	E10
<u>Territorial Acknowledgement</u>	E60	2024	<b>Rescind</b> - Maps onto College Territorial Acknowledgement <a href="#">Policy 1100</a> . Aligns with E10 Ends under "Reconciliation."		
NEW: Global Limitation	EL01	NEW	<b>NEW</b> "The president shall not cause or allow any practice, activity, decision, or circumstance that is unlawful, imprudent, or unethical"	Global Executive Limitation	E01
<u>Respect and Fairness in the Workplace</u>	EL10	2028	<b>Rescind</b> . Mention Operational <a href="#">Policy 6010</a> (Harassment and Discrimination) and <a href="#">Policy 6040</a> (EDI) in Board Code of Conduct, GP100.		
<u>Budgeting and Forecasting</u>	EL20	2028	<b>Rename</b> to Financial Planning and Condition, consolidate with EL30	Financial Planning and Condition	EL20
<u>Financial Condition</u>	EL30	2028	<b>Consolidate</b> under one Policy, Financial Planning and Condition		
<u>Asset Protection</u>	EL40	2028	Retain	Asset Protection	EL40
<u>Whistleblower Protection</u>	EL50	2028	Retain	Whistleblower Protection	EL50
<u>Board of Governors Entrance Awards</u>	EL70	2028	<b>Rescind</b> – this is more of a procedure, as opposed to ethical/ legal limitation on President. <b>Translate to Procedure.</b>		
<u>Applied Research</u>	EL100	2028	<b>Renumber and Move</b> to Ends Policies as it's mission-aligned	Applied Research	E70

<a href="#">External relations</a>	EL130	2028	Retain	External Relations	EL130
<a href="#">Naming of Facilities</a>	EL140	2028	<b>Renumber and Move</b> to Governance Processes, as it's about how board decides, e.g. criteria, risk, delegation.	Naming of Facilities	GP210
<a href="#">Governing Model and Style</a>	GP10	2026	<b>Rename</b> Governance Style and Culture	Governance Style and Culture	GP10
<a href="#">Board Composition and Succession</a>	GP20	2026	<b>Rescind</b> – Include in GP10, Governing Style and Culture		
<a href="#">Board Purpose, Roles, Responsibilities, and Authority</a>	GP30	2026	Retain	Board Purpose, Roles, Responsibilities, and Authority	GP30
<a href="#">Board, Committee and Member Assessment</a>	GP80	2026	<b>Rescind</b> - include content in GP10, Governing Style and Culture.		
<a href="#">Annual Board Planning Cycle</a>	GP90	2026	Retain	Annual Board Planning Cycle	GP90
<a href="#">Board Members' Code of Conduct</a>	GP100	2026	<b>Revise</b> -Link to Operational <a href="#">Policy 6010</a> (Harassment & Discrimination), <a href="#">Policy 6040</a> (EDI)	Board Members' Code of Conduct	GP100
<a href="#">Board Communications Policy</a>	GP110	2026	<b>Rescind</b> –add spokesperson/ one-voice content to <b>GP10</b> ; also covered in EL130. Add "transparency" concept to EL130		
<a href="#">College Risk Management</a>	GP120	2026	Retain	College Risk Management	GP120
<a href="#">Meetings of the Board</a>	GP130	2026	<b>Rename</b> "Meetings, Agenda Control, and Committees" and combine with GP150	Meetings, Agenda Control and Committees	GP130
<a href="#">Student Appeals to the Board</a>	GP140	2026	<b>Revise and Rename</b> "Student and Staff Appeals to the Board" per CIA 37(4).	Student and Staff Appeals to the Board	GP140

<a href="#">Terms of Reference of Board Committees</a>	GP150	2026	<b>Consolidate</b> under revised policy GP130, "Meetings, Agenda Control, and Committees"		
<a href="#">Board Orientation and Professional Development</a>	GP180	2028	<b>Consolidate</b> under revised policy GP10 "Governing Style and Culture"		
<a href="#">Recognition for Board Members</a>	GP190	2026	<b>Consolidate</b> under revised policy GP10 "Governing Style and Culture"		
<a href="#">Selkirk Board By-laws</a>	GP200	2027	<b>Rescind</b> – this is a higher-order instrument governed by Statute		
<a href="#">President's Role, Responsibility, Authority</a>	BPR10	2027	Retain	Presidents' Role, Responsibility and Authority	BPR10
<a href="#">Delegation to the President</a>	BPR20	2027	Retain	Delegation to President	BPR20
<a href="#">Communication and Counsel to the Board</a>	BPR30	2027	Retain	Communication and Counsel to the Board	BPR30
<a href="#">Evaluation of the President</a>	BPR40	2027	Retain	Evaluation of the President	BPR40
<a href="#">President Compensation Review</a>	BPR50	2027	<b>Rename</b> President's Compensation and Benefits	President's Compensation	BPR50
<a href="#">Compensation and Benefits</a>	BPR60	2027	<b>Consolidate</b> into President's Compensation and Benefits BPR50		
<a href="#">President's Selection and Succession</a>	BPR70	2027	Retain	President's Selection and Succession	BPR70

College Policies 6010, 6040 and 1100 will be revised to include Board members in their scope. Board Policy E10 will point back to these policies under the appropriate institutional value.

## References

- BoardSource. (2023, November 7). *What goes into a board manual?* BoardSource. [https://boardsource.org/what-goes-into-a-board-manual/\[boardsource\]](https://boardsource.org/what-goes-into-a-board-manual/[boardsource])
- Carver, J., & Carver, M. (2013, February 24). *Frequently asked questions*. Carver Governance. [http://www.carvergovernance.com/faq4.htm\[carvergovernance\]](http://www.carvergovernance.com/faq4.htm[carvergovernance])
- CharityVillage. (2004, January 27). *Policy-based governance: What works and what doesn't*. CharityVillage. [https://resources.charityvillage.com/policy\\_based\\_governance\\_what\\_works\\_and\\_what\\_doesn\\_t/\[charityvillage\]](https://resources.charityvillage.com/policy_based_governance_what_works_and_what_doesn_t/[charityvillage])
- Corporations Canada / Ontario Ministry of Colleges and Universities. (2025, July 15). *Guidebook for board governance*. Government of Ontario. [http://www.ontario.ca/page/guidebook-board-governance\[ontario\]](http://www.ontario.ca/page/guidebook-board-governance[ontario])
- Governance Coach. (2020, September 1). *The board's policy manual – An essential tool*. The Governance Coach. [https://www.governancecoach.com/2020/09/the-boards-policy-manual-an-essential-tool/\[miedemas\]](https://www.governancecoach.com/2020/09/the-boards-policy-manual-an-essential-tool/[miedemas])
- Governance Coach. (2022, November 7). *Policy Governance® source document*. The Governance Coach. [https://www.governancecoach.com/policy-governance-source-document/\[governancecoach\]](https://www.governancecoach.com/policy-governance-source-document/[governancecoach])
- The Corporate Governance Institute. (2025, November 27). *A guide to important board policies*. The Corporate Governance Institute. [https://www.thecorporategovernanceinstitute.com/insights/ebooks/a-guide-to-important-board-policies/\[thecorporategovernanceinstitute\]](https://www.thecorporategovernanceinstitute.com/insights/ebooks/a-guide-to-important-board-policies/[thecorporategovernanceinstitute])

Prepared for: Selkirk College Finance and Audit Committee to the Board of Governors

Prepared by: Andrea Hall, Executive Director of Finance and CFO

Purpose: Information

Date: March 2026

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### **Executive Summary**

The Board's Finance and Audit Committee requested an overview of the principles, financial drivers, and operational levers that influence Selkirk College's budgeting decisions.

The College operates within a highly constrained financial model where most revenues are externally determined, and the majority of expenses are fixed. Approximately 67% of revenues and 82% of expenses are outside meaningful management control.

As a result, incremental adjustments alone cannot resolve structural financial pressures. Sustainable financial outcomes will require strategic decisions regarding program configuration, staffing models, facilities footprint, and service delivery, guided by the principles of stewardship, transparency, and long-term sustainability.

### **Budgeting principles**

- **Stewardship:** Manage public resources "in trust," while improving the college's capacity to serve the public interest over time in a financially sustainable way
- **Accountability:** Budget decisions are transparent and subject to scrutiny
- **Transparency:** Provide full, accurate, clear information about decisions so stakeholders can understand the rationale and factors of consideration
- **Strategic alignment:** Allocate resources in ways that advance mission and institutional priorities, but remain flexible and adaptable as changes occur and priorities shift.
- **Evidence-based decisions:** Use trusted, reliable data for strategic decision-making, forecasting, and planning.
- **Risk-aware budgeting:** Identify and manage strategic, operational, and financial risks, and revisit risks through the planning cycle.

**Financial Structure and Budget Flexibility**
**Revenue Sources and Degree of Control**

Revenue Source	Approx. % of Total Revenue	Degree of Control	Key Constraint
Block Grant	58%	No Control	Provincial operating grant not tied directly to enrolment
Investment Income	1%	No Control	Dependent on financial markets
SkilledTradesBC Funding	3%	No Control	Program-specific funding determined externally
Amortization of Capital Contributions	5%	No Control	Accounting treatment for externally funded capital
Domestic Tuition	9%	Limited Control	Tuition increases capped at 2% annually by province
International Tuition	10%	Limited Control	Enrolment sensitive and currently declining due to federal immigration policy changes
Ancillary Revenue	5%	Limited Control	Driven primarily by student activity and enrolment levels
Contracts and Other Revenue	9%	Meaningful Control	Dependent on external opportunities and resource capacity

**Summary:**

67% of revenues are outside meaningful management control.

24% have limited flexibility.

9% can be actively expanded through institutional initiatives.

## Expenses Sources and Degree of Control

Expense Category	Approx. % of Total Expenses	Degree of Control	Key Constraint
Salaries and Benefits	73%	Low Control	Collective agreements and staffing commitments
Lease Payments	2%	Low Control	Long-term facility commitments
Student Awards	1%	Low Control	Restricted funding and donor intent
Amortization of Tangible Capital Assets	6%	No Control	Accounting requirement based on existing assets
Supplies and Services	18%	Limited Control	Utilities, service contracts, and operational requirements

### Summary:

Approximately 82% of expenses are fixed or only partially adjustable in the short term.

### Implications for the Board

The College’s financial model limits the effectiveness of incremental cost reductions or small revenue adjustments. Because the majority of revenues and expenses are externally constrained, meaningful improvement in the College’s financial position will require structural choices rather than marginal changes.

Over time, this may require decisions related to:

- Program mix and configuration
- Staffing models and workforce size
- Facilities footprint and space utilization
- Service delivery models

These decisions fall within the Board’s governance responsibility to ensure the College remains financially sustainable while fulfilling its public mandate.

## KEY TAKEAWAY

Selkirk College operates within a highly constrained financial model.

- Most revenues are externally determined
- Most expenses are fixed through staffing and infrastructure

As a result, long-term financial sustainability requires structural decisions rather than incremental adjustments

## President's Report for May 2026

### **Communication and Relationship Building:**

- Hosted the Minister of Post-Secondary Education at Castlegar and Silver King Campuses
- Attended Minister's Roundtable with local industry reps
- Attended CIGAN Conference in Ottawa
- Hosted College Town Halls in Nelson, Castlegar, Trail & online
- Attended CIGAN Executive Committee meeting
- Met biweekly with union leaders
- Met with the City of Nelson
- Attended Castlegar Business After Business event

### **Student Focus:**

- Attended DFAB Student Projects Display
- Attended AEST Poster Session
- Participated in the judging panel for Selkirk's Dragon's Den
- Attended the Hospitality & Tourism Excellence Awards
- Attended the Digital Arts Year-end Show
- Attended the Textiles, Blacksmithing Year-end Show
- Attended Education Council (EdCo) meetings
- Engaged in Convocation ceremonies

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

- Attended 'Coyote Bringing the Salmon' sculpture unveiling

- Self-study: [Indigenization and the future of Post Secondary Education](#)
- Attended Indigenous Grad ceremony

### **Strategy, Creativity, and Innovation:**

- Held a planning meeting for a Regional Industry Summit
- Met with postsecondary peers to discuss Creative Arts programming opportunities in rural BC
- Hosted consultation sessions on Defense Industrial Strategy engagement in Castlegar, Nelson and Trail

### **Leadership and Professionalism:**

- Attended BCC COP meetings in Victoria
- Met regularly with Leadership Team
- Attended HESA Conference in Ottawa
- Joined weekly meetings with sector presidents
- Chaired Skilled Trades Training Consortium (STTC) meeting

### **Board Relations:**

- Met bi-weekly with the Board Chair, reviewed agendas, minutes and documentation for forthcoming meeting
- Participated in multi-day governance training session
- Researched new board evaluation framework at request of Chair

## President and CEO Goals and Objectives Monitor

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

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

### Progress Indicators

On track



Somewhat delayed,  
barrier exists



Substantially delayed,  
may not achieve



Complete



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

<sup>1</sup> OCS is the Organizational Climate Survey, issued every other February starting in 2023; Results are available in June of the same year.

# Board of Governors Committee and Regular Meeting Planning Calendar 2026-2027

Committee & Meeting Date		Committee Agenda	Board Meeting Date	Board Agenda
			September 15, 2026	Motion by email: Approve the Statement of Financial Information (SOFI) Report
October 7, 2026 Governance	Review Terms of Reference Review Committee Planning Calendar Fall retreat follow-up Board policy review as required: EL Policies Develop closed session guiding questions		November 24, 2026	Oath of Office Approve annual Board Goals – Deferred to Nov. Approve President’s Goals & Objectives Approve Finance/Audit Committee Chair Strategic Plan Update Facilities Update Draft IAPR for approval EDI Update Education Topic/Presentation: Fall Head Count and FTE Report Quarterly Forecast Report Budget Planning Update Review Risk Register (Closed session) HR Update (Closed session)
October 21, 2026 Finance & Audit	Elect Committee Chair Review Terms of Reference Review Committee Planning Calendar 1st & 2nd Quarter Forecast 2nd Quarter Results RIC and Other Investments portfolio review		February 23, 2027	Quarterly Forecast Report Draft Budget Approval for April 2027 Budget Planning Update Approve Tuition and Fee Bylaw Review Tuition Fee Report 2025/2026 Board Goals Education Topic/Presentation: Draft Budget Update Strategic Plan Update Board Goals Check-in Review Risk Register (Closed session)
November 18, 2026 Governance	Review guiding questions for presentations Board policy review as required: EL Policies 80-140			
January 11, 2027 Human Resources	Elect Committee Chair Review Terms of Reference Review Committee Calendar Labour Relations Update			
January 20, 2027 Finance & Audit	3rd Quarter Forecast 3rd Quarter Result 2027-2028 budget planning update			

Committee & Meeting Date		Committee Agenda	Board Meeting Date		Board Agenda
March 9, 2027	Finance & Audit	2027 Audit Planning Report Draft operating budget for fiscal 2028 In-camera session	April 27, 2027		Approve FY2028 Budget Approve Board Award Recipients EDI Update Facilities Update Preliminary Instructional Plan Education/Presentation:  Students' Union Presentation  Foundation fund amendment and transfer  HR Update (closed session) HS BOG Scholarship volunteer presenters (via email)
March 15, 2027	Human Resources	Labour Relations Update President's performance evaluation process and implementation (Policy BPR 40) Review and recommend the President's compensation (Policy BPR 50)			
April 14, 2027	Governance	Fall retreat planning Review 2026/27 Board calendar Board presentation topics 2026/27 Board self-management evaluatio Board policy review as required	June 29, 2027		Approve Audited Financial Statements Institutional Accountability Report & Plan Update FTE Report Education Topic/Presentation AGM and Election of Officers Approve Institutional Accountability Report & Plan (TBC) Approve Five-Year Capital Plan Approve the coming year's Board calendar  Student engagement survey results (Closed session)  Review Risk Register (Closed session) Board reviews President's goal reports for the year (Closed session) President's evaluation summary (Closed session)
May 6, 2027	Human Resources	President's evaluation update Leadership Team succession planning update  Review the College's human resources policy calendar			
May 20, 2027	Finance & Audit	2027 Final Audit Report Review of 2026/27 Audited Financial Statements Review of 2026/27 Management Letter			