

OPEN SESSION AGENDA

Tuesday, March 25, 2025

4:30 p.m. – 6:15 p.m.

Room 208, **Trail Campus** or Teams

BOARD OF GOVERNORS

BOARD MEMBERS EXPECTED:

Margaret Sutherland, Chair	Amed Naqvi, Vice Chair
Christy Anderson	John Dutton
Debbie Bird	Ken Wyllie
Thompson Hickey	Mary Austin
Bronwyn Krause	Kim Pham
Udayveer Miglani	Abina Thomas
Darcy Falkenhagen, EdCo Chair	Maggie Matear, President

REGRETS:

LEADERSHIP TEAM MEMBERS EXPECTED:

Taya Whitehead, VP Education & Students
Lareena Rilkoff, VP College Services
Brier Albano, Associate VP Student Success
Stacey Matthews, Executive Director of HR
Andrea Hall, Executive Director Finance/CFO
Maggie Keczan, Director of Communications & Public Engagement

OBSERVERS EXPECTED:

Ken Laing, SCFA
TBC, PPWC

TIME	TOPIC	SPEAKER	OUTCOME
4:30	1. MEETING OPENING	Myrt Servatius	
	2. TERRITORIAL ACKNOWLEDGEMENT	Udayveer Miglani	
	3. ADDITIONS TO THE OPEN SESSION AGENDA OF MARCH 25, 2025	Margaret Sutherland	
	4. ADOPTION OF THE OPEN SESSION AGENDA OF MARCH 25, 2025	Margaret Sutherland	Motion to adopt
	5. ADOPTION OF THE CONSENT AGENDA OF MARCH 25, 2025		
	a. Draft Open Session Minutes of February 25, 2025		
	b. Draft Finance & Audit Committee Minutes of Mar. 13, 2025		
	c. Enrolment Dashboard – March 2025		
	d. EdCo Chair Report – March 2025		
	e. Communication ADM Crown Agencies Secretariat Mar. 2025	Margaret Sutherland	Motion to adopt
4:45	6. PRESENTATION (Strategic Plan Dimension #4)	Maggie Keczan	Information
	• Marketing & Recruitment Strategies		
5:15	7. PRESIDENT'S REPORT (Strategic Plan Dimension #3)	Maggie Matear	Information
5:20	8. 2025/2026 BUDGETING PROCESS (Strategic Plan Dimension #1)	Andrea Hall	Update
5:40	9. PRELIMINARY ENROLMENT PLAN (Strategic Plan Dimensions #1 & 2)	Taya Whitehead	Information
5:50	10. FACILITIES (Strategic Plan Dimensions #3 & 4)	Donna Drover	Update

6:00	11. REGIONAL SECONDARY SCHOOL SCHOLARSHIP PRESENTATIONS (Strategic Dimension # 2)	Brier Albano	Volunteers
6:05	12. 2025 BOARD AWARDS	Maggie Matear	Motion to approve
6:10	13. BOARD CHAIR'S REPORT	Margaret Sutherland	Information
	14. MEMBERS' REPORT	All Board members	Information
	15. STUDENTS' REPORT	Student Board member(s)	Information
6:15	16. CLOSED SESSION	Board Chair	Motion to move into the closed session

STRATEGIC PLAN DIMENSIONS:

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

EVENTS INFORMATION:

Business After Business with the Castlegar Chamber of Commerce, March 27th 5 pm to 7 pm, Staff Lounge

Music Year-End Showcase Concert Series, various dates, Nelson Tenth Street, Shambhala Music & Performance Hall

Annual Student Bowl & Napkin Sale, March 29th, 10 am to 4 pm, Nelson Victoria Street Campus

Students' Business Plan Tradeshow, April 9th Noon to 3:00 pm, Castlegar Campus Gym

Digital Arts and Digital Fabrication and Design Year-End Show, April 11th 6 pm to 9 pm

INDG 100: Regional Indigenous Perspectives on Languages and Cultures, May 15, 16, 26, 27, 28

Convocation, May 22nd Castlegar Campus Gym

More events linked [here](#).

OPEN SESSION MINUTES

Tuesday, February 25, 2025

4:30 p.m. – 6:00 p.m.

Staff Lounge, Castlegar Campus /Teams

BOARD OF GOVERNORS

BOARD MEMBERS PRESENT:

Margaret Sutherland, Chair	Amed Naqvi, Vice Chair
Christy Anderson	John Dutton
Bronwyn Krause	Ken Wyllie
Udayveer Miglani	Mary Austin
Abina Thomas	Kim Pham
Darcy Falkenhagen, EdCo Chair	Maggie Matear, President

REGRETS:

Debbie Bird	Thompson Hickey
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LEADERSHIP TEAM MEMBERS PRESENT:

Taya Whitehead, VP Education & Students
Lareena Rilkoff, VP College Services
Brier Albano, Associate VP Student Success
Stacey Matthews, Executive Director of HR
Andrea Hall, Executive Director Finance/CFO
James Heth, Registrar
Allison Alder, Dean
Tammie Clarke, Dean
Donna Drover, Director Facilities & Business Services
Tracy Punchard, Dean
Marissa Carrasco, Director Student Engagement & Wellness

OBSERVERS PRESENT:

Gerald Lightburn, PPWC
Ken Laing, SCFA

GUESTS:

Students' Union Directors
EdCo members

TOPIC

1. MEETING OPENING
 - One of the Old Ones, Donna Wright opened the meeting in a good way.
2. TERRITORIAL ACKNOWLEDGEMENT
 - Board member Bronwyn Krause provided the territorial acknowledgment.
3. ADDITIONS TO THE OPEN SESSION AGENDA OF FEBRUARY 25, 2025
 - There were no additions to the agenda.
4. ADOPTION OF THE OPEN SESSION AGENDA OF FEBRUARY 25, 2025

Motion: "To adopt the open session agenda of February 25, 2025 as circulated."

Carried

5. ADOPTION OF THE CONSENT AGENDA OF FEBRUARY 25, 2025

- Draft Open Session Minutes of January 28, 2025
- Enrolment Dashboard – February 2025
- EdCo Report – February 2025
- Email from R. Macrae dated Feb. 10, 2025

The Email from R. Macrae dated Feb. 10, 2025 was pulled out of the consent agenda for discussion.

Motion: “To adopt the consent agenda of February 25, 2025 as amended.”

Carried

6. EMAIL FROM R. MACRAE DATED FEB. 10, 2025

- A board member contacted R. Macrae to express appreciation for his letter.
- The board discussed the importance of featuring students in published articles and stories and expressed their appreciation for these efforts.

7. PRESENTATION

- Selkirk College Students Union Directors
- Presenters Tanisha Prashar and Jaspreet Kaur presented on the following topics:
 - Student Union Board member and staff introductions
 - Student engagement events
 - The challenge of textbook costs
 - The advocacy work to encourage faculty to adopt open education resources (OER) to help reduce textbook costs.
- Discussion ensued concerning:
 - History of OER
 - Selkirk’s collaboration with BC Campus to help build OER repository resources
 - How the college library could help students with access to resources
 - Increased turnout in the last student union election

8. 2025/2026 TUITION FEE BYLAW

Motion: “To approve the 2025-2026 Tuition and Supplementary Fee Bylaw/Schedule as circulated.”

Carried

Eight in favour, one abstention

9. PRESIDENT'S REPORT

- The President referenced the circulated report and noted how the work reported leads to meeting her goals set at the start of the year. Items noted verbally included:
 - Work continues across the college to address the fiscal emergency created by the Immigration, Refugees and Citizenship Canada (IRCC) policy changes. Frequently asked questions regarding the college's strategic adjustments can be found online linked [here](#).
 - Municipal governments have been updated on the impact and ripple effect of the IRCC policy changes and have offered their support.
 - At the supervisors' budget meeting this month, creative cost-cutting and revenue generating ideas that could also meet our sustainability goals were discussed.
 - The process of refreshing the college logo and brand identity to capture the energy coming from the new strategic plan has begun. The project team includes members from across the college and the board.
 - Work continues to build our local marketing strategy.
 - Both donor events this month were well attended.
 - Columbia Basin Trust (CBT) has continued its financial commitment to the college with \$1M per year for the next two years. These funds will be directed toward projects with positive student impact that align with CBT and college strategic plans.

10. BUDGET PLANNING 2025-26

- The Executive Director Finance/CFO stated:
- Extensive work continues to tackle the projected deficit mindfully.
 - Finance is working with the education division to understand projected enrolment for 2025/2026. This year saw 780 international students enrolled; next year 370 international students are projected, resulting in an approximate \$9M deficit.

11. EDUCATION DIVISION

- The VP of Education & Students provided a verbal update stating the Preliminary Enrolment Report, typically shared in February, has been deferred to March to allow for more predictable data to be collected.
- No programs have been cancelled but the following have had intakes suspended:
 - Accounting – Postgraduate Diploma
 - Business Administration-Accounting Finance – Diploma (accepting applications for Sept 2025)
 - Business Administration Professional Management – Diploma (accepting application for Sept 2025)
 - Business Management – Postgraduate Diploma
 - Culinary Management – Postgraduate Diploma
 - Full-Stack Web Development – Postgraduate Diploma
 - Gerontological Nursing – Postgraduate Diploma
 - Hospitality Management – Postgraduate Diploma
- A number of programs have strong application rates for September 2025, some of which include trades, music, pharmacy technician, rural pre-med, and engineering among others.
- Discussion ensued concerning the classification of instructional programs (CIP) codes, program size limitations (ex limited practicum placements), trades funding, and how international study visa requirements do not align with the schedules of trades programs.

12. BOARD CHAIR'S REPORT

- The Board Chair provided a verbal update of the past month's activities:
 - Met and discussed board appointments with the President, the Ministry, and the Crown Agencies & Board Resourcing Office (CABRO). CABRO has received two board member applications from community members since January. Two current board members finish their terms on July 31, 2025.
 - Attended the Donor Tea in Mary Hall
 - Attend the Mir Lecture Series event with Carol Off
 - Continue to work on the President's performance review process for this year

13. MEMBERS' REPORT

- Supported the first hybrid bee-keeping class
- Announced details of a Trades Connections event tomorrow on the Silver King Campus
- Appreciated the meet and greet event with students and staff this afternoon, and the Selkirk College Student Union presentation

14. STUDENTS' REPORT

- International students report feeling stressed about IRCC's frequent policy changes.

15. CLOSED SESSION

Motion: "To move into the closed session."

Carried

MINUTES

Thursday, March 13, 2025

12:30 p.m. – 2:00 p.m.

Rm S-118, Castlegar Campus /

Teams

FINANCE & AUDIT COMMITTEE

COMMITTEE MEMBERS PRESENT:

Amed Naqvi, Committee Chair

Margaret Sutherland, Board Chair

Ken Wyllie

Thompson Hickey

Maggie Matear, President

EXECUTIVE LEADERSHIP COMMITTEE MEMBERS PRESENT:

Lareena Rilkoff, VP College Services

GUESTS:

Sinéad Scanlon, CPA, CA BDO Canada

REGRETS:

Christy Anderson

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

- Provided by the Committee Chair to open the meeting.

2. ADDITIONS TO THE AGENDA OF MARCH 13, 2025

- There were no additions to the agenda.

3. DISCLOSURE OF CONFLICTS OF INTEREST

- None were disclosed.

4. ADOPTION OF THE AGENDA OF MARCH 13, 2025

MOTION: "To adopt the Finance & Audit Committee agenda of March 13, 2025 as circulated."



Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF JANUARY 20, 2025

MOTION: "To adopt the Finance & Audit Committee Minutes of January 20, 2025 as circulated."

Carried

6. CONSENT AGENDA

- Ministry Deficit Approval FY25 and FY26 letter dated Feb. 28, 2025 
- Finance & Audit Committee TOR – provided as information as per the Committee Chair's request 

MOTION: "To adopt the Finance & Audit Committee consent agenda as circulated."

Carried

TOPIC

7. 2025 AUDIT PLANNING REPORT

- Sinéad Scanlon presented BDO's Audit Plan for the financial statements audit for the year ending March 31, 2025. The plan detailed the audit team, timeline, auditor responsibilities, significant risks and mitigation strategies, materiality, audit approach, and recommended resources.

8. IN-CAMERA

- Lareena Rilkoff and Catherine Harder (recorder) left the room. No minutes were taken.

9. BUDGET PLANNING 2026

- The VP College Services:
 - Requested the Committee's approval to present the draft budget to the Board in May instead of March due to Finance Team staff vacancies.
 - Shared the February supervisors' budget meeting presentation materials with the Committee as information.
- The committee requested a list of questions for the Board to ask the Auditors and the Leadership Team when reviewing financial statements in the future.

MOTION: "Recommend that the Board approve the expenditure of the college resources in the amount not to exceed 25% of the last fiscal year's budget to cover operations for April and May of 2025 as an interim measure until the final 2025/26 budget is approved in May."

Carried

10. ADJOURNMENT

- Next meeting date: May 12, 2025

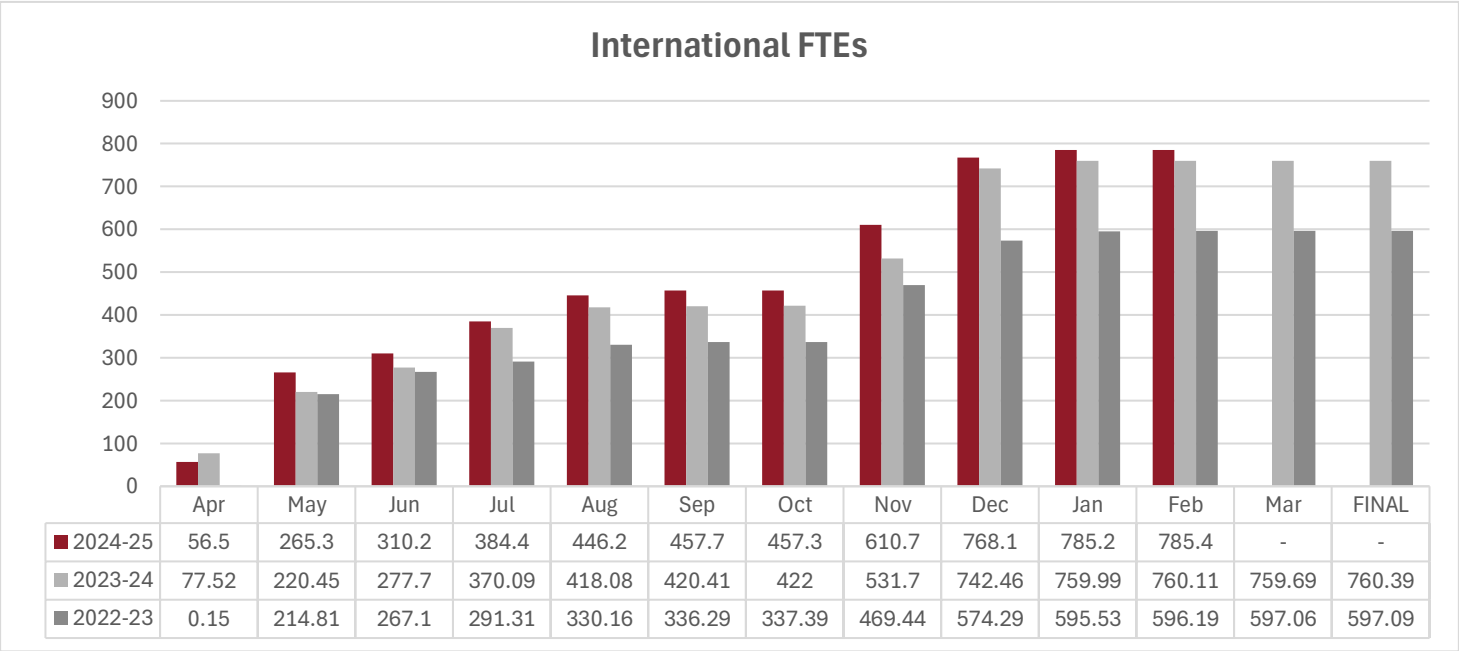
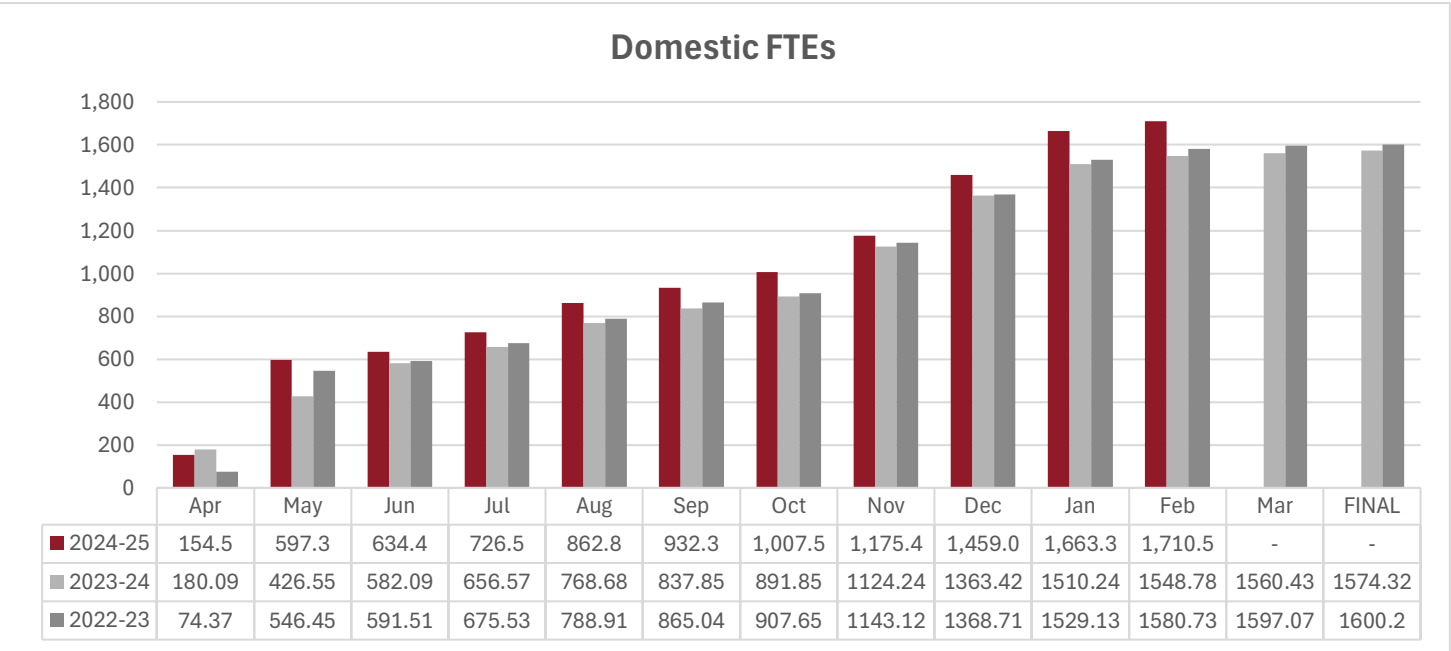
Monthly FTE Report, Summary by Program Type

2024/25 Fiscal Year

Monthly Report:	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25 FINAL
Domestic FTE, as of:	May 1	Jun 12	Jul 2	Aug 1	Sep 3	Oct 1	Nov 1	Dec 2	Jan 2	Feb 3	Mar 3		
Developmental	20.1	31.2	31.3	54.0	111.2	156.5	170.7	175.7	223.9	294.2	303.0		
Health	65.0	173.7	178.8	202.5	235.8	236.2	278.4	294.5	330.8	362.2	360.8		
Trades	24.3	120.3	131.1	158.3	169.2	178.2	183.7	255.4	285.4	367.4	401.1		
Advanced Education	45.1	272.1	293.2	311.7	346.7	361.3	374.8	449.9	618.9	639.6	645.6		
Domestic FTE Total	154.5	597.3	634.4	726.5	862.8	932.3	1,007.5	1,175.4	1,459.0	1,663.3	1,710.5	-	-

Monthly Report:	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25 FINAL
International FTE, as of	May 1	Jun 12	Jul 2	Aug 1	Sep 3	Oct 1	Nov 1	Dec 2	Jan 2	Feb 3	Mar 3		
Developmental	6.3	26.2	26.4	28.5	46.2	52.6	52.6	52.7	62.9	66.5	66.6		
Health	4.0	13.4	13.9	14.4	18.3	21.0	21.0	22.0	34.6	34.9	34.9		
Trades	0.0	0.0	0.5	0.5	0.5	0.5	0.5	1.0	2.0	2.0	2.0		
Advanced Education	46.3	225.8	269.4	341.0	381.1	383.6	383.2	535.0	668.6	681.8	682.0		
International FTE Total	56.5	265.3	310.2	384.4	446.2	457.7	457.3	610.7	768.1	785.2	785.4	-	-

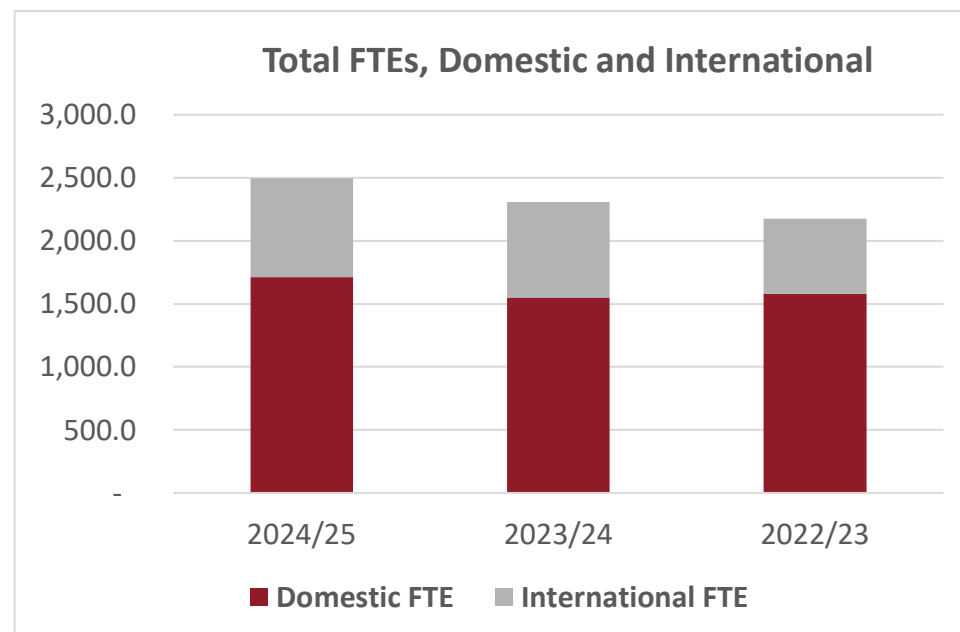
Total FTEs	211.0	862.6	944.6	1,110.9	1,309.0	1,390.0	1,464.8	1,786.1	2,227.1	2,448.4	2,496.0	-	-
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FTE Program Detail Comparison as of March 3, 2025, March 1, 2024 and 2023

Summary, 5 Year	2024/25	2023/24	2022/23	2021/22	2020/21
Domestic FTE	1,710.5	1,548.7	1,580.7	1,714.8	1,665.5
International FTE	785.4	760.1	596.2	582.7	632.6
Total FTE	2,496.0	2,308.8	2,176.9	2,297.5	2,298.1
Domestic Students as a % of FTEs	69%	67%	73%	75%	72%
International Students as a % of FTEs	31%	33%	27%	25%	28%

Summary by School	Dom 24/25	Dom 23/24	Dom 22/23	Int 24/25	Int 23/24	Int 22/23
Academic Upgrading & Development	303.6	307.3	272.1	68.7	57.7	38.4
Arts & Technology	91.0	114.5	105.6	19.8	24.3	22.1
Business	50.8	46.2	44.1	258.4	275.3	205.4
Community Education & Workplace Training	101.3	101.4	133.5	3.5	3.1	1.7
Environment & Geomatics	150.3	144.1	142.1	5.4	7.5	11.5
Health & Human Services	408.3	304.8	287.0	120.1	84.9	59.8
Hospitality & Tourism	29.2	37.6	51.4	164.3	188.7	161.0
Industry & Trades Training	391.3	316.7	339.9	2.0	0.0	0.0
University Arts & Sciences	184.6	176.1	205.0	143.2	118.5	96.3
Total FTE by School	1,710.4	1,548.7	1,580.7	785.4	760.1	596.2



Notes:

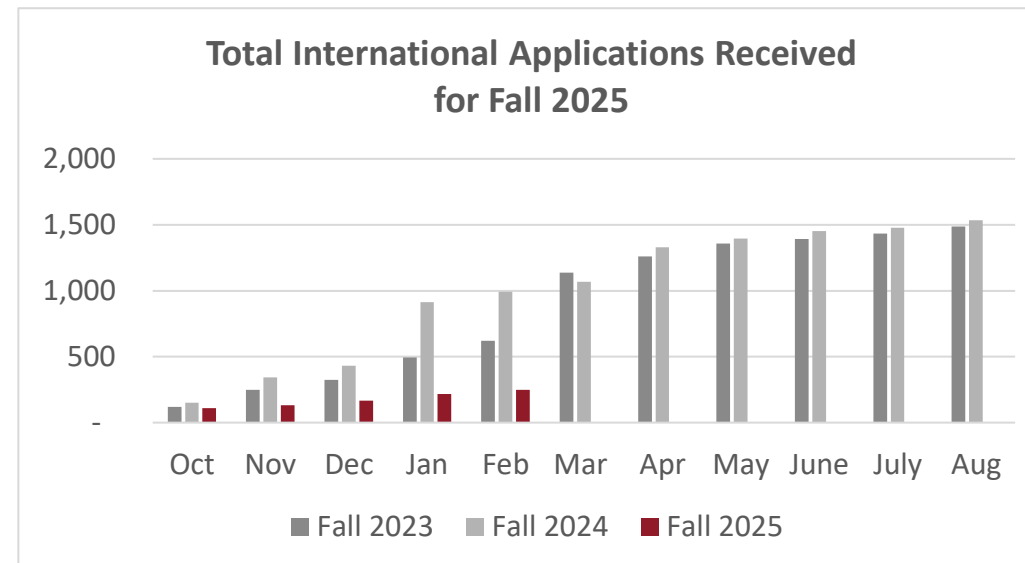
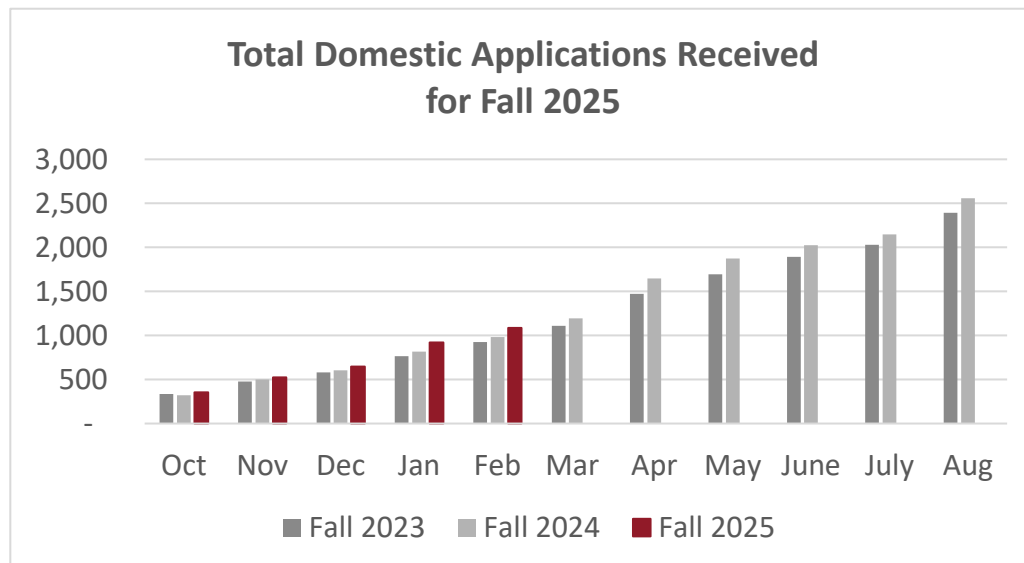
- Total FTE and Total FTE by School may differ due to rounding.
- As of July 1, 2024, ELP falls under School of AUD. As of January 2, 2025, historic ELP stats are reported under School of AUD.

Early Application Statistics for Fall 2025
as of March 3, 2025, March 1, 2024 and 2023

Fall 2025	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Domestic	352	522	649	920	1,084						
International	111	133	167	218	250						
Total Applications Received	463	655	816	1,138	1,334	-	-	-	-	-	-

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

Fall 2023	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
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 Applications Received	453	724	904	1,257	1,546	2,245	2,731	3,052	3,288	3,462	3,882



Notes:

- As of July 1, 2024, ELP falls under School of AUD. As of January 2, 2025, historic ELP stats are reported under School of AUD.

Selkirk College Education Council (EdCo) Chair Report

For: Board of Governors

From Darcy Falkenhagen – March 14, 2025

Education Council:

March 11, 2025 Meeting – the following resolutions were duly passed

- 1. Three updated courses from Academic Upgrading:**
 - a. EDCP 02 Education and Career Planning – Fundamental Level
 - b. CPST 02 Computer Studies: Fundamental Level
 - c. CPSC 60 Computer Science – Provincial Level
- 2. Two updated courses from Steps to Opportunities, Academics and Readiness:**
 - a. CASH 20 Cashflow, Money and Inventory I
 - b. CASH 23 Cashflow, Money and Inventory II
- 3. Six updated courses from Environment and Geomatics:**
 - a. AESP 266 Applied Microbiology
 - b. FOR 271 Applied Ecology and Range Management
 - c. RFW 272 Techniques in Wildlife Sciences I
 - d. RFW 280 Techniques in Aquatics and Fisheries I
 - e. GIS 316 Introduction to CAD for GIS Professionals
 - f. MATH 160 Technical Math Review
- 4. One updated course from Nursing:**
 - a. NURS 350 Health and Healing VII: Promoting Community and Societal Health
- 5. Four programs given Approval in Principle**
 - a. Certificate in Interdisciplinary Applications in Rural Data Science
 - b. Advanced Certificate in Ceramics
 - c. Advanced Certificate in Teaching
 - d. Associate Certificate in Entrepreneurship
- e. Suspensions and Deletions**
 - a. Recommended to delete the Community Support Worker Program
 - b. Received for information the suspension of the Mental Health and Addictions Program

Program Quality Committee (PQC):

February 25 and March 11 Meetings cancelled – no agenda items

Curriculum Committee (CC):

Feb 26, 2025 Meeting attended by Darcy Falkenhagen

Circle for Inclusive Indigenous Education (CIIE):

No meetings scheduled

Education Policy Committee (EPC):

March 19, 2025 Meeting cancelled – no agenda items

Education Council Engagement Task Force:

March 13, 2025 Meeting attended by Darcy Falkenhagen

Content development continues for EdCo web pages

Board of Governors:

February 25, 2025 Meeting attended by Darcy Falkenhagen

Others Events Attended:

March 10 & 11, 2025 Crucial Conversations Training at Mir Centre

Reminder: Board members are always welcome and encouraged to observe an Education Council meeting. Our next meeting is on **Tuesday, April 8 from 4:30 pm – 6:30 pm on Teams**. If you are interested in attending the meeting, please contact Darcy Falkenhagen at dfalkenhagen@selkirk.ca to RSVP.



Crown Agencies Secretariat

Elenore Arend
Associate Deputy Minister



Good morning, Crown Board Chairs, Chief Executive Officers, and Crown Board Secretaries,

I am writing to inform you that the Office of the Auditor General (OAG) of British Columbia released an audit yesterday, entitled "[B.C. Public Sector Boards: Oversight of the Appointment Process](#)" which aimed to evaluate the effectiveness and transparency of the appointment process for public sector boards.

The audit examined the role of the Crown Agencies and Board Resourcing Office (CABRO) in overseeing appointments and reappointments to public sector boards to determine whether four criteria were met:

1. Ensuring boards identify their competency and diversity needs and gaps, including providing good practice guidance.
2. Conducting due diligence reviews and ensuring boards or ministries have plans to mitigate conflicts of interest.
3. Ensuring boards assess the performance of members seeking reappointment, including providing good practice guidance.
4. Ensuring appointments and reappointments occur in a timely way.

The audit period covered January 1, 2023, to December 31, 2023. During this time, a total of 51 board appointments were reviewed, consisting of 25 new appointments and 26 reappointments to 16 public sector boards (see Appendix C of the audit report). The audit did not examine appointments to administrative tribunals due to the unique nature of those positions, nor did it include boards that fall outside the government reporting entity, such as WorkSafeBC.

The audit produced two recommendations:

1. Improve Support for Needs Assessments: CABRO should enhance its guidance on how boards should identify and assess their competency needs, including obtaining information on diversity from their members.
2. Confirm Conflict of Interest Mitigation: CABRO should ensure that boards or ministries have plans to mitigate any declared conflicts of interest before appointing candidates.

The audit also identified positive aspects of the current appointment process:

1. Effective Oversight: CABRO provided effective oversight of the public sector board appointment process, supporting boards in fulfilling their responsibilities.
2. Guidance on Competency Needs: CABRO developed good-practice guidance for boards to identify and assess their competency needs.
3. Conflict of Interest Declarations: CABRO ensured that candidates declared any conflicts of interest before their appointment.
4. Performance Assessments: CABRO ensured that boards assessed the performance of members before reappointment, helping retain valuable board members.
5. Timely Appointments: CABRO made critical appointment recommendations promptly, ensuring that boards were not left with vacancies that could affect their governance.

The Crown Agencies Secretariat has committed to taking immediate action on the recommendations. These recommendations will enhance the effectiveness and accountability of our governance structures and further support the Crown Agencies Secretariat's mandate of building strong governance practices across the public sector.

Thank you for your continued commitment to public service and strong governance. I would also like to thank the CABRO staff for their commitment to public sector governance. If you have questions or need further information, please email abc@gov.bc.ca.

Sincerely,

Elenore Arend



Elenore Arend
Associate Deputy Minister
Crown Agencies Secretariat
<https://crownagencies.fin.gov.bc.ca/>

The Crown Agencies Secretariat respectfully acknowledges that it carries out its work on the territories of First Nations throughout British Columbia.

This e-mail is confidential and is intended only for the person(s) to whom it is addressed. Any distribution, copying, or other use by anyone else is strictly prohibited. If you received this e-mail in error, please destroy this e-mail and contact me directly.

Selkirk College Interim Marketing & Communications Plan: March 2025

Executive Summary

This interim marketing and communications plan (effective to August 31, 2025) responds to current external challenges and strategic adjustments. This fall, we'll present a refreshed long-term strategy that aligns with our new vision and strategic plan.

The Communications & Public Engagement department stewards the reputation and legitimacy of Selkirk College. It does so by ensuring we use the college brand effectively and in a manner consistent with its mandate, vision, mission, values and standards of quality.

The plan, which drives workplans for the Marketing and Communications teams, creates a framework to highlight the college's unique value proposition through strategic institutional communication and targeted marketing (see Table 1). It describes a range of campaigns, stakeholders and communication channels, including paid, earned and owned media (see Appendix 1 for definitions).

To make the best use of department resources and support the college's new vision, we are moving toward a more strategic approach to college and program marketing that reflects priorities identified in the strategic enrolment management plan. That means we'll focus on offerings best positioned to attract prospective students and increase overall enrolment.

In the meantime, the department will do its best to respond to college-wide needs in the context of limited resources and fiscal restraint.

Marketing & Communications Goals

1. **We are raising awareness** about Selkirk College to position it as a strong choice for post-secondary. A variety of engagement strategies are designed to target all stakeholders (see Table 1).
 - We manage promotional campaigns both regionally and outside our catchment area through paid, earned and owned media (see Appendix 2).
2. **In future, we'll be focusing targeted marketing** on priority programming that is identified in the strategic enrolment management plan. The college is taking a gradual approach to this shift.
3. **We're creating and implementing a framework** to empower all departments and program areas to promote specific offerings. The framework will include tools, templates and ongoing support for users.
4. **We'll be implementing more data-driven decision-making** through collating and analyzing campaign data from paid, earned and owned media. Marketing tactics will be reviewed and adjusted if necessary to align with stakeholder engagement.

Short-Term Goals (Now–August 2025)

- Continued deployment of paid campaigns in and out of catchment areas:
 - Brand awareness: local, regional and out-of-province areas
 - Targeted program-specific paid marketing campaigns and general brand awareness: Alberta, BC, Saskatchewan, Ontario
- Supporting school- and department-level promotional initiatives (promoting info sessions, sharing inventory of print promotional materials, updating program web page information)
- Developing frameworks, tools and templates to empower schools to promote programming in the next academic year
- Developing visual identity refresh and brand strategy/ promise with third-party consultant
- Optimizing external website as the primary source of information and promoting a web-first strategy
- Engaging with local media to foster earned media opportunities
- Communicating with internal and external audiences about strategic adjustments to promote transparency and engagement

Environmental Scan

The current post-secondary landscape poses urgent challenges to Selkirk College—and significant opportunities.

- Selkirk College full-time enrolment (FTE):
 - 2,335
 - 1,574 domestic
 - 760 international
 - Average age of 26
- Changes to federal immigration policy will reduce the number of international students we can recruit by 60 to 85 per cent. This will reduce FTE student numbers by up to 600 in the next two years.
- The West Kootenay and Boundary region is growing slowly, but the youth population is shrinking, which means our domestic student population is declining.
- Community colleges throughout the province offer the same value proposition as Selkirk College, (small class sizes, caring instructors, beautiful scenery) making it challenging to differentiate.
- Sustainable institutional growth requires attracting students from areas with higher population growth. Marketing campaigns must focus on attracting domestic students within our catchment region as well as across the province and the country.

- The youth population in Canada—and BC and Alberta in particular—is projected to grow significantly. Projections put the number of 18–21-year-olds in BC in 2035 over 30% higher than 2021. Alberta is projected to see even more growth
- The college’s new vision and strategic plan creates a unique value proposition that differentiates Selkirk College from competitors and makes it an attractive destination for prospective students outside the region.
- The upcoming strategic enrolment management framework and plan will identify program-specific marketing opportunities that target increased overall enrolment.
- The visual identity refresh will reinvigorate Selkirk College’s visibility in a crowded landscape and effectively communicate its new unique value proposition through a brand promise.

Stakeholder Engagement Strategy

Workplans target a variety of stakeholders with unique messaging to achieve marketing and communications goals.

Table 1: Audience Segments, Goals, Messaging and Methods

Audience	Goals	Messaging	Methods
Prospective students: Within catchment, high school students	Attract prospective students to support enrolment goals	<ul style="list-style-type: none"> • Highlight university transfer options • Highlight student services • Highlight unique programming • Illustrate ties to labour markets • Share alumni success stories • Highlight affordability • Highlight quality of instruction 	<ul style="list-style-type: none"> • Paid media (print, digital and radio ads, out of home advertisements) • Owned media (website stories, testimonials, digital campaigns) • Earned media (news coverage, focus on year-end showcases) • External website • Print promotional material (viewbook, postcards, signage, etc.) • Promotion of select events
Prospective students: Within catchment, mature and lifelong learners	Attract prospective students to support enrolment goals	<ul style="list-style-type: none"> • Promote micro-credentials: Flexible formats and stackable courses 	<ul style="list-style-type: none"> • Paid media (print, radio and digital ads, out of home ads)

		<ul style="list-style-type: none"> • Illustrate ties to labour markets • Showcase career-ready options • Highlight quality of instruction 	<ul style="list-style-type: none"> • Owned media (website stories, testimonials, digital campaigns) • Earned media (news coverage) • External website • Print promotional material (viewbook, signage, CEWT print guide, etc.) • Promotion of select events
Prospective students: Out of catchment	Raise awareness and perception of the college	<ul style="list-style-type: none"> • Highlight BC transfer system (provincial only) • Highlight student services, including housing opportunities • Highlight unique programming • Illustrate ties to labour markets • Share alumni success stories • Highlight quality of instruction 	<ul style="list-style-type: none"> • Paid media (print and digital ads, out of home) • Owned media (website stories, testimonials, digital campaigns) • Earned media (news coverage) • External website
Prospective students: International	Attract prospective international students to support enrolment goals	<ul style="list-style-type: none"> • Promote PGWP-eligible programs • Highlight student services, including housing opportunities • Highlight quality of instruction 	<ul style="list-style-type: none"> • External website • Print and digital materials (international Viewbook)+ <p><i>+Targeted recruitment led by the International team via agents</i></p>
Local parents, influencers, high school counsellors	Raise awareness and perception of the college	<ul style="list-style-type: none"> • Highlight university transfer opportunities • Highlight student services • Illustrate ties to labour markets • Share alumni success stories • Highlight quality of instruction 	<ul style="list-style-type: none"> • Paid media (print, radio and digital ads, out of home) • Owned media (website stories, testimonials, digital campaigns) • Earned media (news coverage) • Email newsletters

			<ul style="list-style-type: none"> Promotion of select events
Current students	Support student retention Promote ladderling opportunities Recruit from within	<ul style="list-style-type: none"> Bring awareness to student experience Highlight supports and services available to students Showcase opportunities Highlight student success stories to promote excellence 	<ul style="list-style-type: none"> Owned media (website stories, digital campaigns) Promotion of select events
Broad stakeholders and rights holders: Government, Indigenous Nations, industry, donors, alumni	Raise reputation and legitimacy of the college	<ul style="list-style-type: none"> Demonstrate the college is fulfilling its mandate Highlight labour-market connections Promote and steward college priorities (sustainability, innovation) Illustrate breadth of successful student outcomes 	<ul style="list-style-type: none"> Paid media (print and digital ads) Owned media (website stories, testimonials, social media sharing, e-newsletters) Earned media (news coverage, focus on year-end showcases) Promotion of college-wide events

Next Steps

A refreshed long-term strategy will align with our new vision and strategic plan. New operating guidelines are being developed to align with the new brand promise, refreshed visual identity and revised strategic approach to marketing and communications.

Appendix 1: Glossary of Terms

Earned Media

Mention in third-party outlet that is not paid.

- News stories in local and national media (print and radio)
- Social media shares, tags, mentions and collaborations

Owned Media

Content created and controlled by Selkirk College:

- Website
- Corporate social media channels
- Newsletters

Paid Media

Paid promotion in third-party outlets.

- Print ads (newspaper, magazine)
- Radio ads
- Digital campaigns (YouTube, Spotify, Google, mobile footers)
- Social media ads (Facebook, Instagram)
- Out of home ads: billboards, bus ads, tangible ad within community infrastructure

Appendix 2: Campaigns and Events

Campaigns and events captured in the Marketing & Communications workplan from now until August.

Campaign/Event	Primary Audience	Notes	Mar	Apr	May	Jun	Jul	Aug
Start in Spring	Prospective Students, High School Counsellors	Promote Spring course offerings (aligns With Start in Winter Campaign)	x	x				
Convocation	Current Students, Parents, Influencers, Community, Alumni, Employees	Highlight and promote annual Convocation event celebrating Selkirk College graduates	x	x	x			
Fast Facts	Broad stakeholders	Capture Selkirk College high-level information for broad sharing and reporting			x	x		
Alumni Spotlight	Prospective Students, Broad stakeholders	Telling stories of alumni and highlighting excellence	x	x	x	x	x	x
Parent Info Night	Parents of prospective students	Event promotion of new online Information Session for parents			x	x		
Days of Significance	Broad stakeholders	Highlight college values	x	x	x	x		
Year-End Showcases	Local Community, prospective students, parents, influencers, broad stakeholders	Showcase the Year End Shows: Music, Digital Arts and Digital Fabrication, Fine Woodworking, Ceramics, Textiles	x	x	x			
Out of Province/Country	Prospective Students and influencers in AB, Sask, ONT, explore US markets	Education Where You Vacation, General Brand Awareness	x	x	x	x	x	

Program Promotion: Business	Prospective Students and influencers		x	x	x		x	
Program Promotion: University Arts & Sciences	Prospective Students and influencers	Associate of Arts, Associate of Sciences		x		x		
Program Promotion: Arts	Prospective Students and influencers	Digital Fabrication & Design, Digital Arts, Web Development		x	x		x	
Program Promotion: Health & Human Services	Prospective Students and influencers	Education Assistant & Community Support Worker, Early Childhood Care & Education, Social Service Worker, Nursing Unit Clerk, Health Care Assistant			x	x	x	
Program Promotion: Hospitality & Tourism	Prospective Students and influencers	Ski Resort Operations & Management, Resort & Hotel Management, Professional Cook		x	x	x		
Micro-Credential Campaign	Prospective Students and influencers	CEWT, Selkirk Innovates	x	x				

President's Report for March 2025

Communication and Relationship Building:

- Met with past board chair Audrey Moore
- Along with executive leadership committee members met weekly with union executives
- Led a virtual town hall for employees
- Met with MLA Wilson, Boundary – Similkameen
- Attended the BCC reception for MLAs

Student Focus:

- Enjoyed the Best of BC dinner at Scholars'
- Attended the Applied Environmental Science and Planning students' action plan presentations to the City of Castlegar
- Attended a Music Showcase performance

Indigenization, Equity, Diversity, and Inclusiveness:

- Met virtually with a senior policy analyst from the Post-Secondary Engagement & Partnerships Unit
Indigenous Policy & Engagement Branch

Strategy, Creativity, and Innovation:

- Attended the first visual identity refresh meeting

Leadership and Professionalism:

- Joined a virtual AI Course at the University of Calgary
- Chaired a Skilled Trades Training Consortium (STTC) meeting
- Attended 2-day BC Colleges (BCC) Council of Presidents (COP) meeting in Victoria Attended a 2-day crucial conversation training workshop
- Conducted multiple performance evaluations for team members
- Attended a College & Institutes Canada (CICan) Audit & Risk Committee meeting
- Attended CIGAN Governance Committee meeting
- Completed Crucial Conversations training with leadership team and Board members

Board Relations:

- Met bi-weekly with the Board Chair
- Attended the Selkirk College Finance & 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 (2025-40) dimensions:

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

Progress Indicators

On track



Somewhat delayed, barrier exists



Substantially delayed, may not achieve



Complete



Objective and Demonstration / Measurement	Strategic Alignment	Outcome or achievement indicator	President's Comments Comments/ Factors affecting performance	Months				Board Rating 1-3
				Jun	Sep	Dec	Mar	
1. Oversee launch & communication of new strategic plan	1-6	Launch events	Planning process underway for launch in new year					
2. Oversee and monitor Strategic Plan implementation	1-6	Dashboard	Completed last meeting					
3. Continue/strengthen engagement with First Nations	2.3	1 renewed MOU	Continuing to reach out to Nations to try to arrange discussions					
4. Oversee development of new college logo	3.3, 6	Process Underway	Vendor selected through Expression of Interest process					
5. Support achievement of Indigenization and EDI plan goals	2.3, 3.2	LT performance goals	Ongoing journey - we are all seeking continuous improvement					
6. Lead response to change resulting from international cap	1.3,5,6	Minimal impact to OCS ¹	IRCC policy changes continue to be announced without warning					
7. Oversee achievement of Institutional Accountability goals	1.1-6	IAPR accepted by PSFS	Continuing to collect data and refine processes in preparation					
8. Demonstrate progress on reducing budget deficit	1.3,3.1,4.4,4.3	Financial reports	Preparing scenarios in an uncertain environment					
9. Engage in sectoral advocacy and service	1.2, 5,6	3 prov/national committees	Advocacy efforts directed at IRCC, PSFS, BCTT, local gov't					
10. Support Foundation in establishing new operating model	1.3,2.2,4.3	Foundation operating plan	Support as needed					
11. Monitors and reports on cybersecurity risk as needed.	1.2, 1.3,3.1	Information at meetings	Regular meetings with CIO					

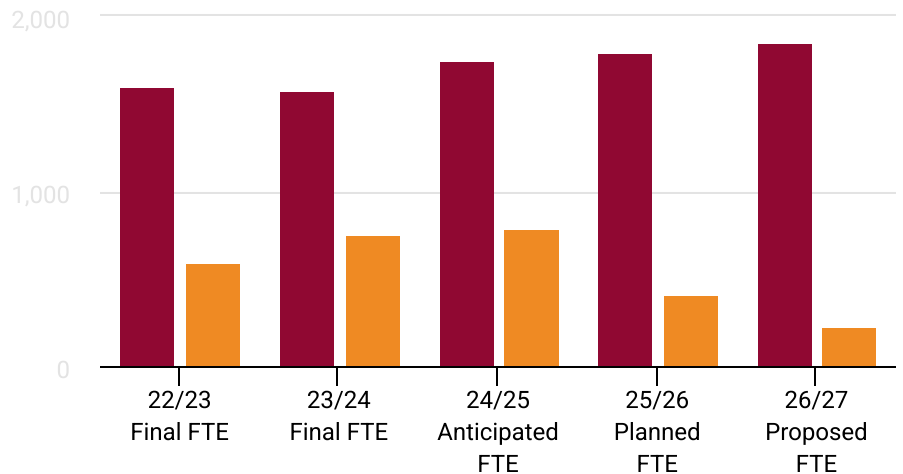
¹ OCS is the Organizational Climate Survey, planned for winter 2025

Briefing Note - Information Note

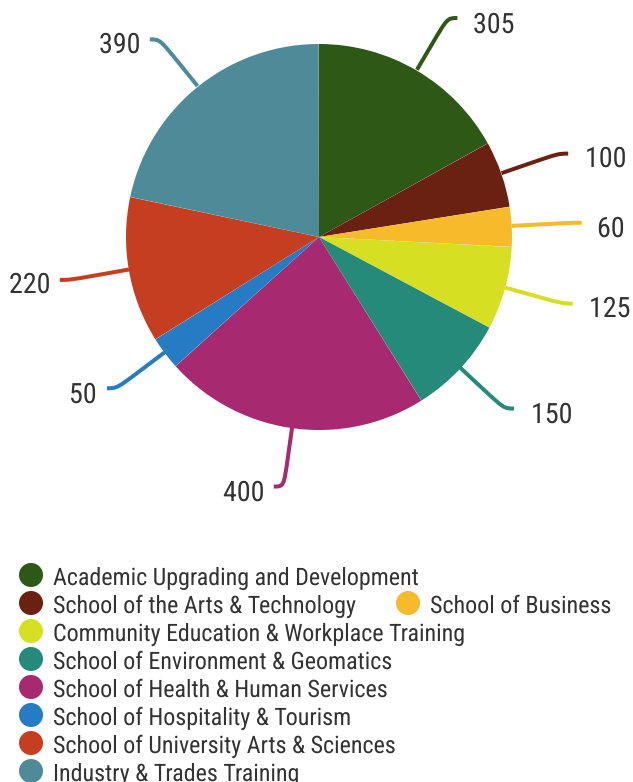
Date: March 18, 2025
 Prepared by: Taya Whitehead
 Subject: 2025-2026 Enrolment Planning
 Audience: Selkirk College Board of Governors

Key Messages

This briefing note summarizes the planned enrolment targets for 2025-2026 and proposed targets for 2026-2027. There are several external factors impacting planned and proposed enrolments, including current changes to federal policy for international students and the fiscal constraints caused by these changes. The focus for 2025-2026 will be a modest, but steady 2% increase in domestic enrolment to 1800 FTE's. We are anticipating significantly lower international student enrolments. Efforts are underway to fill existing domestic program areas to maximize capacity. Growth will remain focused on program areas that are in key sectors of need in the labour market forecast, align with the new college strategy and that are regionally relevant.



2025/2026 Planned Domestic FTE by School/Area



Domestic enrolment is projected to have a 2% increase over the 2024/2025 actual enrolment. Schools are working to meet base FTE targets in all program areas. The college is working to establish minimum enrolment thresholds for courses and programs that will better support planning & engagement in program review. Planned enrolment increases will focus on targeted labour market professions identified in the BC Labour Market Outlook and Future Skills BC. The Ministry continues to fund intakes of the Health Career Access Program (HCAP). Selkirk College will offer two intakes of the Health Care Assistant Certificate (September & January) and two intakes of Mental Health and Substance Use Certificate through the HCAP program. Additionally, Academic Upgrading and Development has been supporting students to enter into in demand career training through annual Pathways Programs. For the 2025/2026 academic year, pathways will focus on Science, Technology, Engineering, Arts, and Math; Health and Human Services; and Rural Careers. The college continues to develop and deliver employer driven micro-credentials to support local workforce development through the Applied Research and Innovation Centre (ARIC) and Community Education and Workforce Training (CEWT). IN 2025/2026, several level three program reviews will occur to assess program relevance and viability.

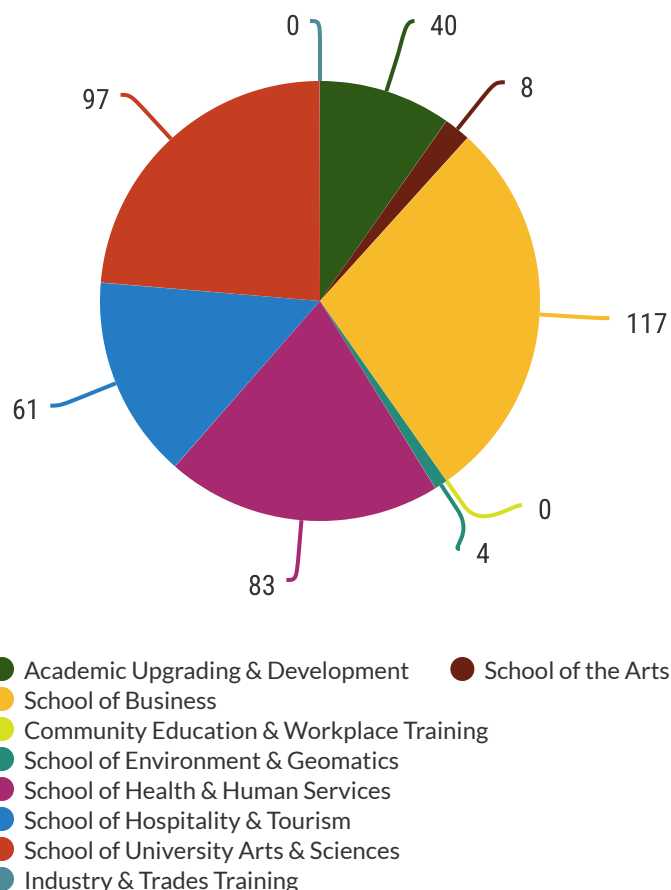
2025/2026 Planned International FTE by School/Area

Following the federal government’s new cap on international students and changes to post graduate work permit eligibility, we are experiencing lower than normal international application rates for our 2025/2026 intakes. The following international programs have suspended spring & fall intakes:

- Hospitality Management - Postgraduate Diploma
- Culinary Management - Postgraduate Diploma
- Business Management - Postgraduate Diploma
- Accounting - Postgraduate Diploma
- Gerontological Nursing - Postgraduate Diploma
- Full Stack Web Development - Postgraduate Diploma

These factors will have a direct impact on our 2025/2026 enrolment. While we saw a 15% increase in our projected enrolment for 2024/2025, we are projecting 48% decrease in 2025/2026, followed by an additional 45% decrease in 2026/2027. This significantly changes the landscape of international education at Selkirk College. This chart illustrates the planned 2026/2027 international FTE distribution by school and area.

The college continues to explore the ways in which we can maintain options for international students to study in our region, and simultaneously we are exploring "what's next" for these school and program most impacted by the changes.



Summary

Enrolment planning for the 2025/2025 academic year has been significantly more challenging than the previous two years I have been working in this portfolio. We are navigating unprecedented times, high levels of uncertainty and external pressures that are unique within the sector. All that aside, we have a new college strategy, vibrant programming and excellent faculty, instructors and staff to help navigate the way as we move to become "Canada’s destination for applied learning and inquiry grounded in a sense of land and place".

The work of increasing student enrolment is a team effort. I would like to finish by acknowledging the faculty, instructors and college staff in all departments who work tirelessly to provide our students with an exceptional college experience. *Together, we inspire generations of changemakers through relevant, inventive and sustainable education.*

Briefing Note: Facilities Project Updates

Date: March 14, 2025

Prepared by: Donna Drover, Director of Facilities & Business Services

Subject: Board Update – Facilities Project Updates

Sensitivity: Internal/external

Audience: Selkirk College Board of Governors

The Facilities team at Selkirk College has experienced an exceptionally productive year, responding to over 5,000 work orders while simultaneously managing routine maintenance across all campuses. Beyond day-to-day operations, our internal team has successfully completed numerous routine capital projects, demonstrating remarkable efficiency and dedication to maintaining and enhancing our college infrastructure. These accomplishments reflect our ongoing commitment to providing safe, functional, and modern facilities for our entire college community.

FY25 Achievements

CBT Funding

Campus Recreation & Athletics

- New climbing wall installed in Castlegar gymnasium
- Modern retractable seating replaced old bleachers
- Complete gym floor refinishing
- New fitness studio upgrades and renovations

Cafeteria

- Servery

Routine Capital Funding

Infrastructure Repairs/Upgrades

- Roof replacements completed at Tenth St Mary Hall (this included structural improvements to the roof), SK north trades, SK south trades, Castlegar Bonnington, Admin, A-wing, Gymnasium and emergency Charles Bailey roof repair
- Kokanee wing and upper Sentinel T-bar ceiling replacement
- Asbestos abatement in Monashee and Lardeau classrooms
- A-wing accessible D-lever door hardware replacement
- Solar shades in SK electrical shop and Castlegar admin building
- Upper Sentinel Classroom renovations
- Admin and upper O-wing office renovations (lighting, ceiling tiles, carpet replacement and wall refreshing)
- HVAC upgrades to SK north trades, SK south trades and Mary Hall
- New chiller installation for the Castlegar Gym and childcare condensing units
- Castlegar Indigenous Arbor renovations and upgrades

Plumbing Upgrades

- Tenth St Student Housing hot water tank replacements

Fire Protection

- Castlegar fire alarm cabling and panel replacements

Linear Infrastructure

- SK north and south parking lot asphalt resurfacing
- Castlegar Mir Centre asphalt road

Electrical Upgrades

- LED lighting replacements
 - Silver King – four classrooms and two offices
 - Castlegar – three classrooms, nine offices and numerous hallways
 - Trail – emergency lighting upgrades

Envelope Repairs/Upgrades

- Trail campus perimeter door replacements and direct digital controls (DDC) door upgrades

Five Year Capital Plan

- Completion of Castlegar new student housing
- Completion of Castlegar city waterline installation from Heritage Way to Main campus. New student housing was tied in last spring, main campus will be connected in June 2025

FY26 Capital Projects and Future Planning

For fiscal year 2026, routine capital projects will include classroom and lab upgrades to support relocating ARIC to the Castlegar main campus, exterior wayfinding signage installation at Castlegar, and comprehensive classroom and corridor LED lighting upgrades across facilities. We will continue with door replacements and DDC controls implementation, fire alarm system upgrades, and fire lane linear infrastructure improvements to support the new student housing. Additional projects include outdoor learning space enhancements and critical roof replacements for the Mir Centre, Valhalla, and Sentinel buildings in Castlegar, as well as the Trail campus roof and chiller replacement. Columbia Basin Trust funded projects will focus on creating new Castlegar student commons spaces (including the Pit and other lounge areas) and improvements to Kekuli House to enhance student experience.

In our five-year capital plan, we will resubmit two critically important projects identified for immediate attention: the Waste Water Treatment Facility Upgrade, which is essential for operational continuity with our increased student housing occupancy and to meet Ministry of Environment standards; and the Castlegar Campus Window Replacement for 11 buildings with installations dating to the early 1990s, which will significantly improve energy efficiency and reduce operational costs. Class "D" cost estimates and design drawings for these projects have been completed. Additionally, we will begin planning for new projects that will directly support and align with our new Strategic Plan.

High School Graduation Ceremonies 2025

School	Community	Graduation Date	Location & details	Time	Board Member presenting
Boundary Central Secondary	Midway	TBC (likely mid June)			
Grand Forks Secondary	Grand Forks	TBC (likely mid-late June)			
J Lloyd Crowe Secondary	Trail	Friday, June 20, 2025	Cominico arena Gym	5:45 PM	
J V Humphries	Kaslo	Saturday, June 21, 2025	TBC	TBC	
L V Rogers Secondary	Nelson	Friday, June 13, 2025	Nelson District Community Complex	6:45 PM	
Lucerne Elem-Secondary	New Denver	Friday, June 6, 2025	School Gym	12:45 PM	
Mount Sentinel Secondary	South Slocan	Friday, June 13th	Selkirk College	5:00 PM	
Nakusp Secondary	Nakusp	Sunday, June 15, 2025	Nakusp & District Sports Complex	TBC	
Salmo Secondary	Salmo	Saturday, June 14, 2025	High School Gym	12:45 PM	
Stanley Humphries Secondary	Castlegar	Friday, June 13, 2025	Selkirk College	4:45 AM	

Briefing Note: Decision Note

Date: March 17, 2025

Prepared by: President's Office

Subject: Recommendations for the 2025 Board Award - Distinguished Alumna

Background

During the initial 2025 Board awards nomination period (December 2024 – January 2025), one Honorary Diploma nomination was received for Lydia Kania, which the Selection Committee recommended and the Board approved by email vote.

With no nominations received for the Distinguished Educator or Distinguished Alumni awards, the nomination period was extended to February 14, 2025. Two Distinguished Alumni nominations were subsequently received and reviewed by the Selection Committee. The committee's recommendation to the Board is outlined below.

Recommendation

Based on her extraordinary achievements, international recognition, and contributions to both her field and community, **Keiko Devaux** is a highly deserving recipient of the 2025 Distinguished Alumna Award.

Keiko Devaux, born in Castlegar and raised in the Slokan Valley, is an internationally celebrated composer who began her formal music education at Selkirk College. She later earned a Bachelor's, Master's, and Doctorate in Composition and Creation from the University of Montreal, studying entirely in French. Her compositions have been performed worldwide, and she has collaborated with leading ensembles, choreographers, and filmmakers.

1. Outstanding Achievement in Field:

- Winner of the 2022 Juno Award for Classical Composition of the Year.
- Recipient of the Prix Opus for Composer of the Year (2022) and multiple other prestigious awards.
- Commissioned by major institutions, including the National Arts Centre Orchestra.

2. Reflection of Selkirk College's Mission, Vision, and Values:

- Embodies the college's vision of fostering confident and imaginative learners.
- Has built a distinguished international career, serving as a role model for Selkirk College graduates.
- Continues to contribute to the advancement of contemporary music through mentorship and advocacy.

3. Outstanding Contributions to Community:

- Dedicated mentor and educator, supporting emerging musicians.
- Past President of the Board of Directors for Codes d'accès and organizer of the Montréal Contemporary Music Lab.

- Actively promotes Canadian arts and culture through international performances and workshops.

Conclusion: Keiko Devaux's remarkable career, artistic excellence, and commitment to fostering the next generation of musicians exemplify the values of Selkirk College. Her selection for this award will not only honor her outstanding achievements but also reinforce the college's role in supporting world-class talent.

Proposed Motion: "To approve the nomination of Keiko Devaux as the recipient of the 2025 Distinguished Alumna Award as recommended by the Selection Committee."