

OPEN SESSION AGENDA

Tuesday, October 22, 2024

4:30 p.m. – 6:25 p.m.

Staff Lounge, **Castlegar Campus** /Teams

BOARD OF GOVERNORS

BOARD MEMBERS EXPECTED:

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

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, Interim Director Finance

OBSERVERS EXPECTED:

Gerald Lightburn, PPWC
Ken Laing, SCFA

REGRETS:

Bronwyn Krause

TIME	TOPIC	SPEAKER	OUTCOME
4:30	1. MEETING OPENING	Elder Murhi Kencayd	
	2. TERRITORIAL ACKNOWLEDGEMENT	Margaret Sutherland	
	3. INTRODUCTIONS	Margaret Sutherland	
	4. OATH 	All Board Members	
	5. ADDITIONS TO THE OPEN SESSION AGENDA OF OCTOBER 22, 2024	Board Chair	
	6. ADOPTION OF THE OPEN SESSION AGENDA OF OCTOBER 22, 2024	Margaret Sutherland	Motion to adopt
	7. ADOPTION OF THE CONSENT AGENDA OF OCTOBER 22, 2024 <ul style="list-style-type: none">Draft open Session minutes of June 25, 2024 Draft Finance & Audit Committee Minutes of July 17th, 2024 Response letter to J. Barron and K Tillapaugh dated August 12, 2024 Response letter to Nelson4Palestine Members dated August 12, 2024. Enrolment Dashboard – October 2024 EdCo Report – October 2024 Letter to PSI Board Chairs dated September 19, 2024 Finance & Audit Committee Chair – <i>Name to be provided at the open session meeting</i>	Margaret Sutherland	Motion to adopt
5:00	8. PRESENTATION <ul style="list-style-type: none">Financial Statements 101 	Andrea Hall	Information
5:30	9. PRESIDENT'S REPORT 	Maggie Matear	Update

5:35	10. GOVERNANCE	<ul style="list-style-type: none"> • 2024-25 BOARD GOALS • 2024-25 Committee Membership • 2024-25 Committee meeting dates 	Margaret Sutherland Amed Naqvi	Motion to approve
5:50	11. 2024/2025 PRESIDENT’S GOALS & OBJECTIVES		Maggie Matear	Motion to approve
6:00	12. 2019-2024 STRATEGIC PLAN DASHBOARD		Maggie Matear	Update
6:05	13. FACILITIES		Donna Drover	Update
6:15	14. BOARD CHAIR’S REPORT		Margaret Sutherland	Information
	15. MEMBERS’ REPORT		All Board members	Information
	16. STUDENTS’ REPORT		Student Board member(s)	Information
6:25	17. CLOSED SESSION		Board Chair	Motion to move into the closed session



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](#).

October 22, 2024

OPEN SESSION MINTUES

Tuesday, June 25, 2024

4:30 p.m. – 6:45 p.m.

Staff Lounge, Castlegar Campus /Zoom

BOARD OF GOVERNORS

BOARD MEMBERS PRESENT:

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

REGRETS:

Mary Austin	Kris Salikin
Darcy Falkenhagen, EdCo Chair	Kamalpreet Singh

LEADERSHIP TEAM MEMBERS PRESENT:

Taya Whitehead, VP Education & Students
Lareena Rilkoﬀ, Interim VP College Services, CFO
Stacey Matthews, Executive Director of HR
Tammie Clarke, Dean
Andrea Hall, Interim Director Finance
Marianne Walsh, Manager IT Services Delivery
Nick Howald, CIO
Allison Alder, Dean
Donna Drover, Director Facilities & Business Services
Marco Biermann, Manager IT Operations & Infrastructure

GUESTS:

Jessica Adrian, Advisor, Co-op Education and Employment Services
Jennie Barron, Chair, Mir Centre for Peace, Instructor
Kayla Tillapaugh, Sustainability Coordinator
Selkirk Faculty
Nelson4Palestine members

OBSERVERS:

Gerald Lightburn, PPWC
Ken Laing, SCFA

TOPIC

BOARD NOMINATIONS

- **Board Chair**
Bronwyn Krause nominated Margaret Sutherland. No further nominations were received. Margaret Sutherland was re-elected Chair by acclamation.
- **Board Vice Chair**
Kim Pham nominated Amed Naqvi. No further nominations were received. Amed Naqvi was elected Vice Chair by acclamation.

1. MEETING OPENING

One of the Old Ones, Donna Wright opened the meeting in a good way.

TOPIC

2. TERRITORIAL ACKNOWLEDGEMENT

Board Chair, Margaret Sutherland, provided a territorial acknowledgement to open the meeting.

3. INTRODUCTIONS & PRESENTATIONS

- Introductions: Roundtable introductions were made. The Board welcomed new member, Thompson Hickey.
- Appreciation Gifts: Gifts were presented to board members concluding their terms:
 - Danny Bradford, appointed member (6 years)
 - Sarah Lechthaler, EdCo Chair (3 years)
- Kris Salkin appointed member (6 years) has also concluded her final term and will receive her gift at a later date.

4. ADDITIONS TO THE OPEN SESSION AGENDA OF JUNE 25, 2024

There were no additions to the agenda of June 25, 2024.

5. ADOPTION OF THE OPEN SESSION AGENDA OF JUNE 25, 2024

MOTION: "To adopt the open session agenda of June 25, 2024, as circulated."

Carried

6. ADOPTION OF THE CONSENT AGENDA OF JUNE 25, 2024

- Draft open Session minutes of May 28, 2024
- Draft Governance Committee Minutes of June 11, 2024
- June Enrolment Dashboard
- EdCo Report – June 2024

MOTION: "To adopt the consent agenda of June 25, 2024, as circulated."

Carried

7. PRESENTATION

- Co-op Education & Employment Services (CEES) by Jessica Adrian
- Topics covered: CEES and the Strategic Plan, Co-op Education and Work Integrated Learning, Employment Services, Work Study, and Challenges, Actions, Opportunities
- Brief Q & A session ensued.

TOPIC

8. PRESENTATION

- Divestment and Sustainable Investments by Kayla Tillapaugh and Jennie Barron
- Requests made of the board:
 1. Publish an annual report disclosing the holdings in Selkirk College's investment pool, that details the amount or percentage allocated to specific funds, companies, and institutions, and that is inclusive of all investments of the institution, whether held directly by the College or by other entities that manage investments on its behalf.
 2. Collaborate with knowledge-holders within Selkirk College to examine these investments to identify and potentially divest from companies that may be implicated in the Israel-Gaza war, including but not restricted to:
 - Companies producing weapons systems, components, related technologies (e.g., surveillance)
 - Companies significantly invested in, contributing to, or supporting Israel's assault on Gaza and/or the continued illegal occupation of Palestinian territories.
 - Companies in the illegal settlements in the West Bank, including East Jerusalem
 3. Establish a multi-stakeholder Committee on Investor Responsibility at Selkirk College that includes the Sustainability Coordinator and the Chair of the Mir Centre for Peace, to:
 - Develop a sustainable investment policy.
 - Commit to annual reviews of holdings, disclosure, and transparency with an eye to ensuring that the College maintains its commitment to positive sustainability investments, where 'sustainability' includes peace as per the Sustainable Development Goals, which Selkirk College has committed to advancing via the SDG (Sustainable Development Goal) Accord.
- Following the presentation a brief Q & A ensued and community member Madelaine McLean presented the board chair with an open letter asking the board to:
 - Review existing investments and develop best practices for future investments including divesting from arms manufacturing and companies linked to Israel and operating in occupied Palestinian territory.
 - Publicly post a report outlining Selkirk College's investments and financial holdings.
 - Suspend exchange agreements with Israeli universities
 - Cut academic ties with any Israeli academic institutions
 - Commit to funding undergraduate scholarships for Palestinians displaced by war, beginning in the fall semester.
- The board will take some time to discuss and consider the requests prior to responding.

9. PRESIDENT'S REPORT

- No questions were raised on the circulated report.
- The President noted a Métis Learners Protocol was signed today with the Kootenay & Boundary Region Métis Society, and the Kootenay South Métis Society following lunch and a signing ceremony at Gathering Place.
- The President shared a video of Naomi Bourque's work on display at the Toronto fashion week. [Naomi](#) is a Selkirk College Textile program alum and an Indigenous fashion artist.

TOPIC

10. DRAFT INSTITUTIONAL ACCOUNTABILITY REPORT & PLAN

- The VP Education & Students stated the Institutional Accountability Report & Plan (IAPR) illustrates how we are achieving Ministry mandates, institutional commitments to the strategic plan, and other Ministry reporting obligations.
- Information still to be added:
 - 2023/24 Ministry Performance Measures, Targets & Results – final data to come along with accompanying Discussion - “TBD”
 - 2024/25–2026/27 Ministry Accountability Framework Performance Measure Targets – data to be provided by Ministry - “TBD”
 - Link to Financial Information – Financial reporting will be posted to Selkirk website once approved.
- New this year:
 - In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care
 - Expanded WIL section.
 - Formatting has changed as we transition to a more accessible, concise document.

Motion: “To approve the draft 2024 Institutional Accountability Report & Plan.”

Carried

11. CURRENT STRATEGIC PLAN DASHBOARD

- The President noted there has been little change since the last quarterly update and if an item is coloured yellow it is mainly due to technical issues or circumstances beyond our control and will continue in an operational plan as this strategic plan will end in December 2024.
- With the new draft strategic plan nearing completion, the board is on track to approve the new plan in November 2024.

12. DRAFT 2024/25 BOARD CALENDAR

Motion: “To approve the draft 2024/25 Board Planning Calendar as circulated.”

Carried

13. PROGRAM CANCELLATION

- Advanced Interprofessional Diploma in Gerontology
- The Dean of the program reviewed the circulated briefing note which included the history of the program.
- No questions were raised.

Motion: To approve the cancellation of the of Advanced Interprofessional Diploma Program in Gerontology program as recommended by the Education Council.

Carried

14. BOARD CHAIR’S REPORT

- The Board Chair provided a verbal report on the meetings and activities she attended over the last month:
 - Two convocation ceremonies.
 - BOG strategic plan focused retreat in Kaslo
 - President’s annual evaluation meeting
 - HR committee meeting
 - Strategic Planning Steering Committee meeting
 - Metis protocol signing lunch and ceremony

TOPIC

15. MEMBERS' REPORT

- Members provided verbal reports:
 - Three board members attended the Ministry's Governance Workshop in Vancouver
 - The suggestion of a group board meeting with Selkirk College, College of the Rockies, and Okanagan College was raised.
 - Four board members awarded scholarships at regional high school graduation ceremonies in the last month.

16. CLOSED SESSION

Motion: "To move into the closed session."

Carried

FINANCE & AUDIT COMMITTEE

MINUTES

Wednesday, July 17, 2024
3:00 p.m. – 4:30 p.m.
Castlegar Campus, Rm S-118 or Zoom

COMMITTEE MEMBERS PRESENT

Amed Naqvi, Committee Chair
Margaret Sutherland, Board Chair
Ken Wyllie
Danny Bradford
Maggie Matear, President

LEADERSHIP TEAM MEMBERS PRESENT:

Lareena Rilkoﬀ, Interim VP College Services, CFO
Andrea Hall, Interim Director of Finance

GUEST:

Ian Lusher, Partner & Portfolio Manager, Genus Capital Management

REGRETS

Christy Anderson

TOPIC

1. TERRITORIAL ACKNOWLEDGEMENT

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

2. ADDITIONS TO THE AGENDA OF JULY 17, 2024

There were no additions to the agenda of July 17, 2024.

3. DISCLOSURE OF CONFLICTS OF INTEREST

None disclosed.

4. ADOPTION OF THE AGENDA OF JULY 17, 2024

Motion: "To adopt the agenda of July 17, 2024, as circulated."

Carried

5. ADOPTION OF THE FINANCE & AUDIT COMMITTEE MINUTES OF MAY 13, 2024

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

Carried

TOPIC

6. PRESENTATION: ESG INVESTING AND SELKIRK COLLEGE RIC ENDOWMENT PORTFOLIO COMPOSITION AND SCREENS

- Partner & Portfolio Manager, Ian Lusher of Genus Capital Management provided an overview of the investment portfolio summary as of June 30, 2024, including the asset and policy mix. This illustrated the portfolio consistently outperformed the benchmark.
- It was noted that other post secondary institutions with Genus Management do not publish an annual report disclosing their specific investment holdings.
- Current screens shown below:



TOPIC

7. INVESTMENT PORTFOLIO DISCUSSION

Requests made at the June 25th regular board meeting:

1. Publish an annual report disclosing the holdings in Selkirk College's investment pool, that details the amount or percentage allocated to specific funds, companies, and institutions, and that is inclusive of all investments of the institution, whether held directly by the College or by other entities that manage investments on its behalf.
2. Collaborate with knowledge-holders within Selkirk College to examine these investments for the purpose of identifying and potentially divesting from companies that may be implicated in Israel's assault on Gaza and in the oppression of Palestinians, including but not restricted to:
 - Companies producing weapons systems, components, and/or related military technologies (e.g., surveillance)
 - Companies significantly invested in, contributing to, or supporting Israel's assault on Gaza and/or the continued illegal occupation of Palestinian territories.
 - Companies doing business from the illegal settlements in the West Bank, including East Jerusalem
3. Establish a multi-stakeholder Committee on Investor Responsibility at Selkirk College that includes the Sustainability Coordinator and the Chair of the Mir Centre for Peace, to:
 - Develop a sustainable investment policy.
 - Commit to annual reviews of holdings, disclosure, and transparency with an eye to ensuring that the College maintains its commitment to positive sustainability investments, where 'sustainability' includes peace as per the Sustainable Development Goals, which Selkirk College has committed to advancing via the SDG Accord.
4. Examine if any Selkirk programs have exchange agreements with Israeli universities and to suspend such involvement in light of the deliberate destruction of Palestinian universities and schools.
5. Cut academic ties with any Israeli academic institutions, specifically any exchange programs with Tel Aviv university, Israeli summer school programs, and any association with the joint Canada Israel health research program.
6. Commit to funding undergraduate scholarships (*may wish to discuss a general scholar at risk award*) for Palestinians displaced by war, beginning in the fall semester.

- The requests above were discussed. The President, the interim VP College Services, and the VP Education & Students will draft a response letter for the Board Chair, and Finance & Audit Committee Chair to review.

8. BOARD POLICY GP 30 – BOARD OF GOVERNORS PURPOSE, ROLES, RESPONSIBILITIES AND AUTHORITY

- The following will be added to the policy:
 - Incorporates environmental, social, and governance (ESG) factors into its investment choices, while fulfilling the college's fiduciary responsibilities.

Motion: To recommend the College Board of Governors approve the edits made to Policy GP30."

Carried

9. 2025 Q1 FORECAST

- The Interim Director of Finance reviewed the circulated Q1 forecast and provided a verbal update on the Q1 actuals noting finances remain on track this quarter as expected.
- The Committee Chair asked the Leadership for a risk update.
 - No minutes were taken.

10. ADJOURNEMENT

The meeting was adjourned at 4:20 pm.

August 12, 2024

Attn: Jennie Barron and Kayla Tillapaugh
Selkirk College

Dear Jennie and Kayla,

Thank you for your presentation to the Board of Governors on June 25th. The Board's Finance and Audit Committee met July 17th to discuss the three requests you made with respect to college investments. As promised, I'm following up with you to share their response.

1. **Proposal 1:** Publish an annual report disclosing the holdings in Selkirk College's investment pool detailing the amount or percentage allocated to specific funds, companies, and institutions, inclusive of all institutional investments, whether held directly by the College or by other entities that manage investments on its behalf.

To increase operating transparency, we've been discussing ways to share more financial information with the college community on our website, including the budget, financial statements, and investment returns for both the college and Foundation. We'll share the percentage (100%) invested in ESG portfolios, as well as the social impact, sustainability and ethical investing filters that the Board directs our investment managers to apply.

2. **Proposal 2:** Collaborate with knowledge-holders within Selkirk College to examine these investments to identify and potentially divest from companies that may be implicated in the Israel-Gaza war, including but not restricted to:
 - Companies producing weapons systems, components, related technologies
 - Companies significantly invested in, contributing to, or supporting Israel's assault on Gaza and/or the continued illegal occupation of Palestine.
 - Companies in the illegal settlements in the West Bank.

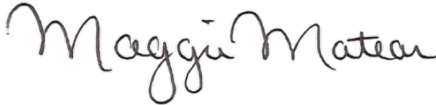
The Board has elected to take a broader approach to investment management that considers not just one conflict, but that addresses social and sustainability issues on a global scale. As a result, the investing lens we use filters out investments related to military and weapons, conflicts with Indigenous communities, social justice concerns, fossil fuels, etc.

3. **Proposal 3:** Establish a multi-stakeholder Committee on Investor Responsibility that includes the Sustainability Coordinator and the Mir Centre Chair to:
 - Develop a sustainable investment policy.
 - Commit to annual reviews of holdings, disclosure, and transparency with an eye to ensuring that the College maintains its commitment to positive sustainability investments, where 'sustainability' includes peace as per the Sustainable Development Goals, which Selkirk College has committed to advancing.

While the Board appreciates the intent behind this proposal, its Finance and Audit Committee depends on professional advisors at Genus who specialize in ethical and sustainable investing. Genus advisors use the UN Sustainable Development Goals to measure the impact of the college's investment portfolio. Their expertise ensures our investment lens aligns with the Board's fiduciary responsibilities, values, and commitment to sustainability, as indicated in Board Policy GP 30. The current structure allows for efficient and informed decision-making while maintaining appropriate separation between college governance and operations.

We sincerely appreciate your interest in the college's financial integrity and commitment to sustainability. It demonstrates the engagement and dedication that make Selkirk College such a special place. We encourage ongoing dialogue through our existing governance structures and communications channels and look forward to working together to uphold our shared values.

Sincerely,



Maggie Matear
President and CEO

Cc: Margaret Sutherland
Chair, Board of Governors

August 12, 2024

Attn: Membership
Nelson4Palestine

Dear Members of Nelson4Palestine,

Thank you for attending the Board of Governors' meeting on June 25, and for your written submission to the Board with respect to divestment. The Board's Finance and Risk Committee met last week and as promised, we're following up with you to share our response to the five proposals in your letter.

Proposal 1: Form a working group and review existing investments as well as develop best practices making recommendations for future investments including divesting from investments in arms manufacturing, companies supplying weapons to Israel's war on Gaza and companies linked to Israel and operating in occupied Palestinian territory.

- While the Board appreciates the intent behind this proposal, its Finance and Audit Committee depends on professional advisors at Genus Capital Management who specialize in ethical and sustainable investing. Their expertise ensures our investment lens aligns with the Board's fiduciary responsibilities, values, and commitment to sustainability, as indicated in Board Policy GP 30. The current structure allows for efficient and informed decision-making while maintaining appropriate separation between college governance and operations.

Proposal 2: Publicly post a report outlining Selkirk College's investments and financial holdings.

- We have committed to begin publishing an annual financial report on our website that indicates the percentage (currently 100%) invested in ESG portfolios, as well as the social impact, sustainability and ethical investing filters that the Board directs our investment managers to apply.

Proposals 3 and 4: Examine if any Selkirk programs have exchange agreements with Israeli universities and to suspend such involvement in light of the deliberate destruction of Palestinian universities and schools AND cut academic ties with any Israeli academic institutions, specifically any exchange programs with Tel Aviv university, Israeli summer school programs, and any association with the joint Canada Israel health research program.

- We'd like to assure you that Selkirk College takes concerns about international partnerships seriously. Decisions about academic relationships require careful consideration of many factors, including institutional alignment, ethical and legal


factors, student experience, academic freedom and financial implications. Given the complexity and sensitivity of this issue, the college leadership and relevant committees would need to thoroughly review any proposals regarding international academic partnerships after the summer break, when regular administrative operations resume. Please know that Selkirk College values diverse perspectives and engages in ongoing evaluation of our international programs and partnerships.

Proposal 5: Commit to funding undergraduate scholarships for Palestinians displaced by war, beginning in the fall semester.

- The Board has elected to take a broader approach to this request by exploring the opportunity to establish a scholarship for Scholars at Risk, i.e. those students forced by war, political oppression, or religious persecution to leave their homeland. This request will be directed to the Foundation Board for consideration at its meeting later this summer.

In closing, we sincerely appreciate your interest in the college's integrity and ethical standing. We value diverse perspectives and encourage ongoing dialogue through our existing communications channels.

Sincerely,



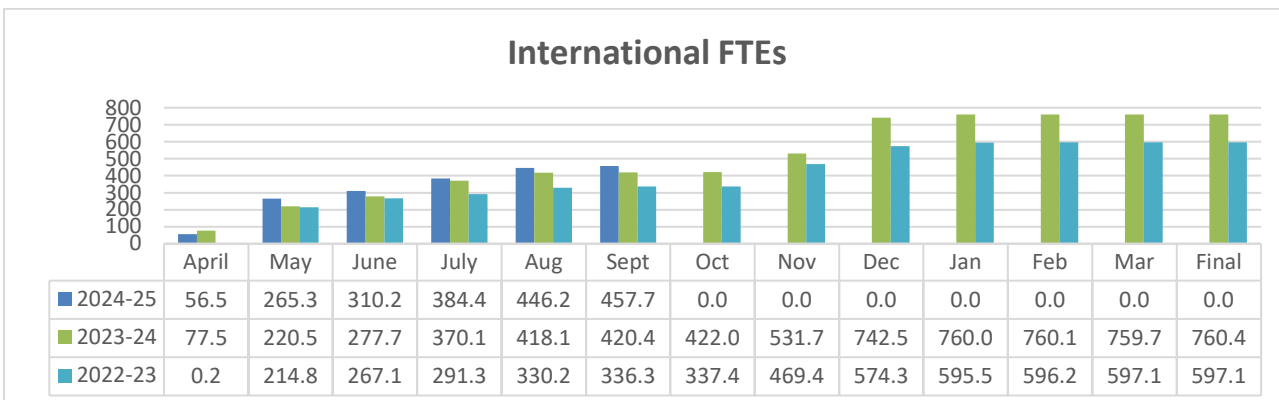
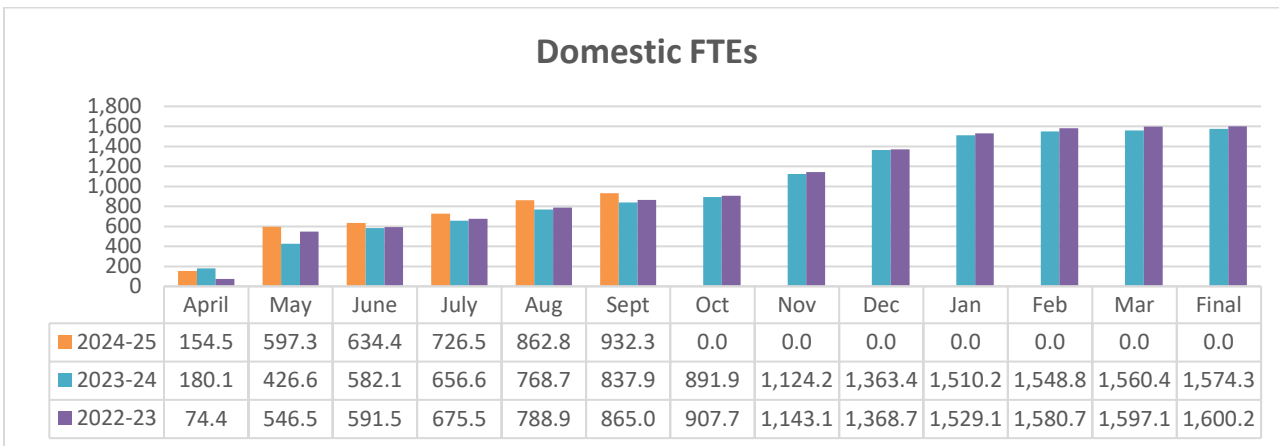
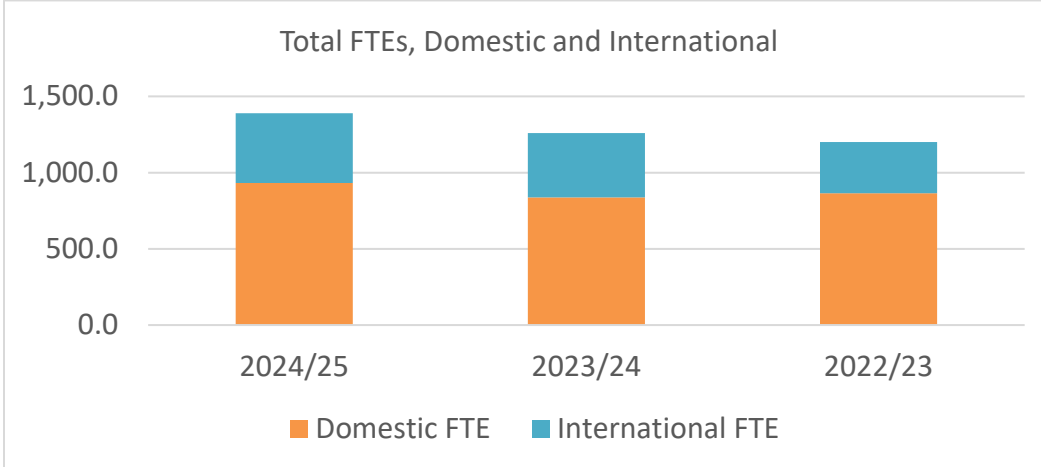
Margaret Sutherland
Chair, Board of Governors

Cc: Maggie Matear
President & CEO

Dashboard Report – October 2024

Monthly FTE Data (Full Time Equivalent Student)

SUMMARY	2024/25	%	2023/24	2022/23	2021/22	2020/21
Domestic FTE	932.2	67%	837.9	865.3	958.2	854.5
International FTE	457.6	33%	420.4	336.3	333.9	339.0
TOTAL FTE	1,389.8	100%	1,258.3	1,201.6	1,292.1	1,193.5



Monthly FTE Data by School – October 1, 2024, October 3, 2023 and October 3, 2022

SUMMARY BY SCHOOL	Domestic			International		
	2024/25	2023/24	2022/23	2024/25	2023/24	2022/23
Academic Upgrading & Development	157.0	144.2	116.6	54.0	8.1	5.9
Business	35.0	31.1	30.6	144.7	140.2	104.0
Community Education & Workplace Training	61.0	61.4	91.5	2.0	1.5	0.8
Environment & Geomatics	80.9	77.4	76.2	2.7	4.5	6.6
Health & Human Services	266.7	191.2	184.4	64.2	43.4	34.7
Hospitality & Tourism	17.5	26.6	40.6	101.6	114.2	91.8
Industry & Trades Training	172.3	147.5	159.6	0.5	0.0	0.0
International Education & Development	0.0	7.3	4.7	0.0	29.3	26.1
Arts & Technology	48.9	59.0	55.3	10.4	12.8	11.4
University Arts & Sciences	93.3	92.2	105.7	77.1	66.6	55.0
Total	932.4	837.9	865.3	457.3	420.5	336.3
*Difference due to rounding						

Early Headcount Comparison Report for Fall 2024

as of October 2, 2024, October 3, 2023 and October 3, 2022

	2024					
	May	June	July	Aug*	Sept	Oct
Domestic Headcount	845	901	1,013	1,598	1,950	
International Headcount	421	521	689	809	828	
TOTAL HEADCOUNT, Fall 2024	1,266	1,422	1,702	2,407	2,778	
	2023					
	May	June	July	Aug	Sept	Oct
Domestic Headcount	586	807	937	1,228	1,454	1,510
International Headcount	342	466	674	755	762	762
TOTAL HEADCOUNT, Fall 2023	928	1,273	1,611	1,983	2,216	2,272
	2022					
	May	June	July	Aug	Sept	Oct
Domestic Headcount	720	797	951	1,232	1,415	1,478
International Headcount	353	455	508	604	614	614
TOTAL HEADCOUNT, Fall 2022	1,073	1,252	1,459	1,836	2,029	2,092

-As of September 3, 2024, to be consistent with reporting all FTE programs, we have added: BC Electrical Code, Adult Literacy Program, Education to Go, and Learning in Retirement, that haven't been included in the past historical headcount.

-Application reporting to resume in November.

Selkirk College Education Council (EdCo) Chair Report

For: Board of Governors

From Darcy Falkenhagen – October 15, 2024

Board of Governors:

Education Council Chair participates as an ex-officio member of the Board

Attended October 3 & 4, 2024 Board Retreat, Prestige Inn, Nelson, BC

Education Council:

The Selkirk College Education Council shall undertake the responsibilities set out in the College and Institute Act.

Meeting held October 8, 2022 (Virtual)

Presentation on Academic Governance from James Heth and Brier Albano

Membership Engagement Activity (welcoming 5 new members of EdCo, including 4 students)

No Standing Committee business

Program Quality Committee (PQC, formerly Admissions and Standards Committee):

The Program Quality Committee is a standing committee of the Education Council. The purpose of the committee is to advise to the Education Council on matters related to Selkirk Colleges program policy and program quality.

Attended meeting on October 8, 2024

Reviewed the committee's annual goals and new Terms of Reference

Curriculum Committee (CC):

The Curriculum Committee is a standing committee of the Education Council. The purpose of the committee is to advise and make recommendations to the Education Council on college curriculum, primarily through the review of course outcomes.

Attended meeting October 9, 2024

Course outlines recommended for EdCo approval

ECCE 195 Practicum I

ECCE 294 Practicum II

MSK 01 Fundamental Math – Level 1

MSK 02 Fundamental Math – Level 2
MSK 03 Fundamental Math – Level 3
MSK 04 Fundamental Math – Level 4
MSK 05 Fundamental Math – Level 5
MSK 06 Fundamental Math – Level 6

Circle for Inclusive Indigenous Education (CIIE):

The purpose of this committee is to advance the goals and objectives of the Declaration on the Rights of Indigenous Peoples Act (DRIPA), the Truth and Reconciliation of Canada (TRC) Calls to Action, and the Selkirk College Indigenization Plan by providing advice to Education Council (EdCo) regarding the decolonization and indigenization of the Council's work, in particular regarding governance, curriculum and program development, educational policies and processes.

Attended meeting October 7, 2024

Consulted on two new courses in development: HIST 232 and HIST 233

Reviewed Annual Report and Terms of Reference

Education Policy Committee (EPC, formerly Policy Review Committee):

As a standing committee of Education Council, the Education Policy Committee advises on educational policy. The purpose of the Committee is to ensure that Selkirk College meets necessary standards and forms a coherent body of policy by providing education and support to policy developers, soliciting, and considering College community feedback and renewing and recommending an approval of a final draft.

September meeting cancelled; Next meeting October 16, 2024

Education Council Onboarding/Orientation Task Force:

This task force was originally struck at Education Council's June 2023 AGM with the plan of revising the documents and processes guiding the orientation of new EdCo members. The group focused on improving the transparency of EdCo to the community with new web pages. The task force was renewed at the June 2024 AGM so that this important work can be continued.

First meeting scheduled for October 29, 2024

Other events attended:

- Education and Students Committee: Attended Meetings on August 20 and October 15, 2024
- Grand Opening of New Student Housing in Castlegar: September 13, 2024

EDUCATION COUNCIL



- Mental Health and Wellness Event for Faculty, Castlegar Campus: September 24, 2024
- Board of Governor's Luncheon celebrating the Selkirk College Foundation as a BC Society: October 8, 2024

Note: Reminder that Board members are always welcome and encouraged to observe an Education Council meeting. Our next meeting is on Tuesday, November 12 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.



September 19, 2024
Our Ref. 135667

Dear British Columbia Public Post-Secondary Institution Board Chairs:

With the academic year underway and as you welcome new and returning students, staff and faculty to your institutions, I want to highlight the importance I place as Minister of Post-Secondary Education and Future Skills on your work to ensure that post-secondary institutions are safe communities for everyone. I am looking to you, the leaders of the public post-secondary education system, to ensure safety in the areas of racism and antisemitism, sexualized violence and overdose prevention.

As Board Chairs of public post-secondary institutions, you take your responsibility for the management and administration of your institution seriously, and Government respects your accountability for these areas. We recognize the autonomy of academic governance at post-secondary institutions and value academic freedom and the protection of speech. I know that ensuring all post-secondary students, staff and faculty have access to safe, inclusive and high-quality learning environments that support them in achieving their best is a commitment shared across the post-secondary education sector.

Government has been very clear that violence, hate and discrimination, including antisemitism, have no place on post-secondary campuses or anywhere else in BC. While peaceful demonstrations are part of post-secondary institutions' free speech and exchange of ideas, none of us can tolerate expressions of hatred and acts of violence of any kind, and we recognize the need to ensure safety is maintained on campuses.

I expect that each public post-secondary institution has developed, implemented and enforced rules around racism and hate, including incidences of hate language used to bully, harass or harm others. Institutional policies should detail any applicable reporting processes, enforcement measures or potential disciplinary consequences that are in place. Additionally, as leaders of our public post-secondary institutions, it is up to you to ensure these policies are effectively communicated to your community, including students, faculty, staff and contractors. Post-secondary institutions are encouraged to work with their community to ensure their policies and procedures align with best practices to keep students, staff and faculty safe from violence in all forms.

.../2

**Ministry of Post-Secondary
Education and Future Skills**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

I am also grateful for the input and advice your institutions, students and community members and partners have provided over the past year which has helped to inform the development of a draft *Post-Secondary Sexualized Violence Action Plan*. As the Ministry continues to develop and augment the *Action Plan*, I urge you to review your institution's policies and procedures to ensure alignment with trauma-informed and survivor-centered approaches. I also encourage you and your teams to make use of the existing synchronous and asynchronous training resources and supports available on the [Safe Campuses BC](#) website. This website also hosts a [Toolkit](#) on reporting of sexualized violence to support you when drafting your institution's annual report.

The safety of post-secondary communities is also at risk from the ongoing toxic drug crisis, which has resulted in significant increases in drug-related overdoses and deaths. In May 2024, I [convened a Post-Secondary Overdose Prevention and Response Steering Committee](#) (the Steering Committee) who, along with my Ministry, has [prepared guidelines](#) to inform your institutions as you develop focused strategies that reflect the individual nature of your post-secondary communities. In addition, a province-wide [toxic drug and naloxone awareness campaign](#) was launched in September to coincide with the return of students to campus. The Steering Committee will continue to keep you and your colleagues informed as you pursue your role in responding to this public health emergency over the short-, medium- and long-term.

My Ministry remains committed to inclusion, justice and equity for all and is dedicated to ensuring staff, students and faculty feel safe and supported. We are committed to working with all public post-secondary institutions to promote policies and procedures that recognize these elements while following best practices in responding to and preventing racism, hate and violence at public post-secondary institutions. My Ministry will continue to work with all post-secondary institutions to provide world-class post-secondary education to all students in a safe and supportive environment.

Sincerely,



Honourable Lisa Beare
Minister of Post-Secondary Education and Future Skills

pc: All Public Post-Secondary Institution Presidents

Financial Statements



Statement of Financial Position

Balance Sheet

Assets = Liabilities + Equity

Assets

- Economic resources controlled by an organization
- Results of past transactions or events
- Future economic benefits are expected to be obtained
 - To provide goods and services
 - To provide future cash inflows
 - To reduce cash outflows



Assets

- Cash
- Accounts Receivable
- Inventory
- Capital Assets
- Investments
- Prepaid Expenses



Asset Categories

- Financial Assets
 - May be used to discharge existing liabilities or finance future operations
 - Cash / contractual rights to receive cash or other financial assets / investments
- Non-Financial Assets
 - Employed to deliver services
 - May be consumed in normal course of operations
 - Tangible capital assets / prepaid expenses / inventories



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>



Liabilities

- Duty or responsibility
- Present obligations arising from past transactions or events
- Settlement of liability results in future expenditure of economic benefits



Assets

- Cash
- Accounts Receivable
- Inventory
- Capital Assets
- Investments
- Prepaid Expenses

Liabilities

- Accounts Payable
- Deferred Revenue
- Accrued Liabilities
- Deferred Capital Contribution



SELKIRK COLLEGE**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

AS AT MARCH 31

	2024	2023
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>
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	<u>125,056,952</u>	<u>102,946,232</u>
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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>

Accumulated Surplus / (Deficit)

- The accumulated profits that the business holds on to for future use
- Accumulates over time through multiple fiscal periods



Assets

- Cash
- Accounts Receivable
- Inventory
- Capital Assets
- Investments
- Prepaid Expenses

Liabilities

- Accounts Payable
- Deferred Revenue
- Accrued Liabilities
- Deferred Capital Contribution

Equity

- Retained Earnings
- Accumulated Surplus/Deficit



	2024	2023
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
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	<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>

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>

2024

FINANCIAL ASSETS

Cash and cash equivalents (Note 3)	\$ 20,595,498
Accounts receivable (Note 4)	5,934,885
Inventories for resale (Note 5)	<u>405,412</u>
	<u>26,935,795</u>

LIABILITIES

Accounts payable and accrued liabilities (Note 6)	12,261,074
Deferred revenue (Note 7)	13,274,111
Employee future benefits (Note 8)	5,956,139
Asset retirement obligation (Note 9)	1,951,251
Deferred capital contributions (Note 10)	<u>91,614,377</u>
	<u>125,056,952</u>

NON-FINANCIAL ASSETS

Tangible capital assets (Note 11)	103,392,552
Investments (Note 12)	11,841,717
Prepaid expenses	<u>1,299,342</u>
	<u>116,533,611</u>

ACCUMULATED SURPLUS (Note 13) \$ 18,412,454



Statement of Operations

Income Statement



Revenue

- Funds earned in a specific period
- Work is performed or service / good provided



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

- Funds spent or costs incurred to generate revenue
- Accrual method – costs are recorded in the period that they are incurred regardless of payment date



	<u>Budget</u> (Note 2m)	<u>2024</u>	<u>2023</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>

17. Expenses by Object

The following is a summary of expenses by object:

	<u>2024</u>	<u>2023</u>
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>

SELKIRK COLLEGE**CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS**

FOR THE YEAR ENDED MARCH 31

	Budget (Note 2m)	2024	2023
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
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	<u>61,763,485</u>	<u>73,699,372</u>	<u>60,425,323</u>
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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>

SELKIRK COLLEGE**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

AS AT MARCH 31

	2024	2023
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>

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

	2024	2023
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	(92,031)	17,421
	<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	41,312	1,564,250
	<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>



Accounting Concepts used at Selkirk College

- Deferred Revenue
- Amortization of an Asset
- Amortization of a Deferred Capital Contribution
- Asset Retirement Obligation
- Structural Deficit



Deferred Revenue

Payments that a business receives in advance for goods or services that haven't been delivered to provided

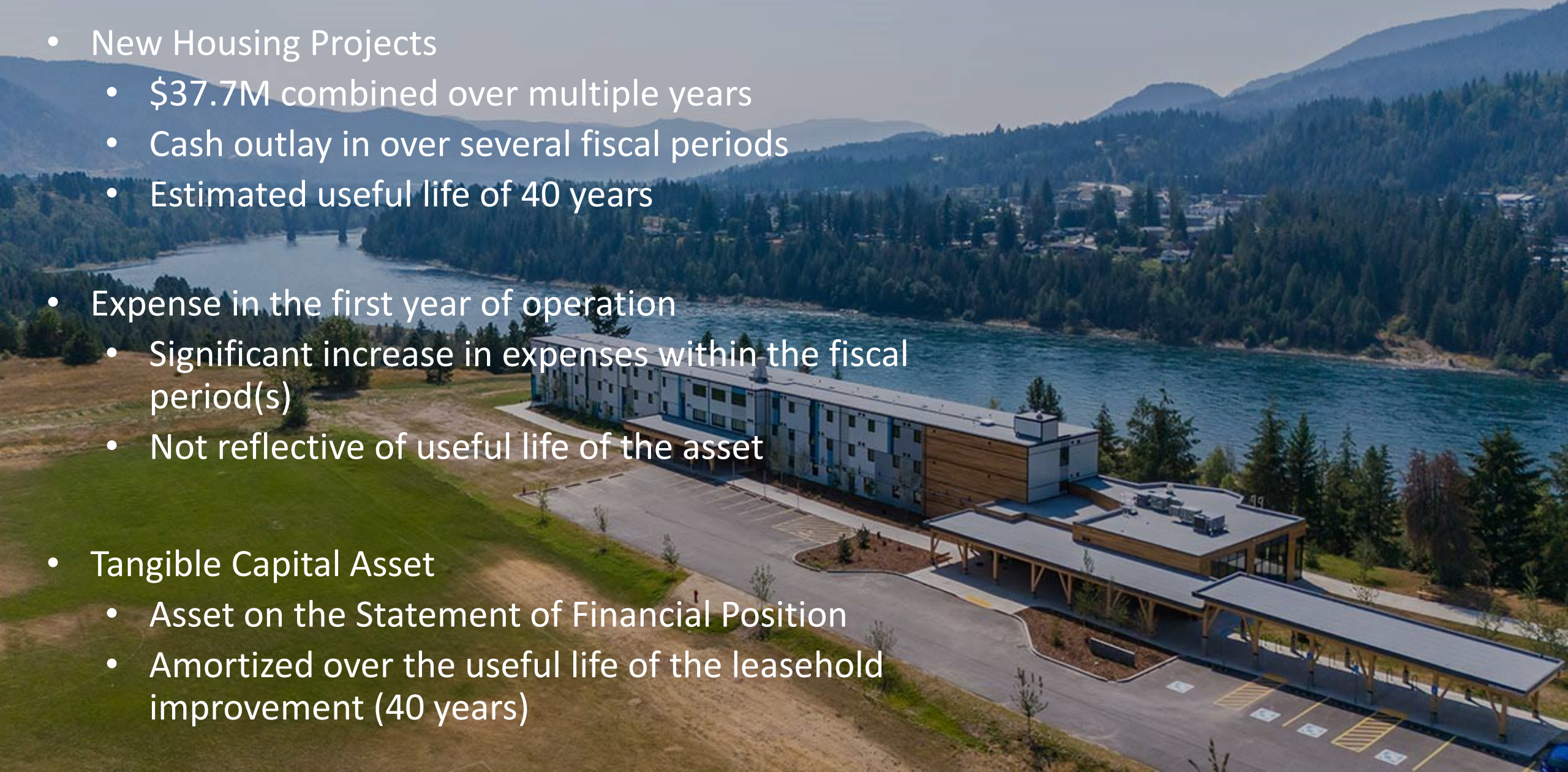
No Deferred Revenue				
Winter Semester				
	January	February	March	April
Tuition Revenue	6,000,000			
Wage Expenses	1,500,000	1,500,000	1,500,000	1,500,000
Net Income / (Loss)	4,500,000	- 1,500,000	- 1,500,000	- 1,500,000
Fiscal Year Net Income / (Loss)			1,500,000	- 1,500,000

With Deferred Revenue				
Winter Semester				
	January	February	March	April
Tuition Revenue	1,500,000	1,500,000	1,500,000	1,500,000
Wage Expenses	1,500,000	1,500,000	1,500,000	1,500,000
Net Income / (Loss)	-	-	-	-
Fiscal Year Net Income / (Loss)			-	-



Amortization of an Asset

- New Housing Projects
 - \$37.7M combined over multiple years
 - Cash outlay in over several fiscal periods
 - Estimated useful life of 40 years
- Expense in the first year of operation
 - Significant increase in expenses within the fiscal period(s)
 - Not reflective of useful life of the asset
- Tangible Capital Asset
 - Asset on the Statement of Financial Position
 - Amortized over the useful life of the leasehold improvement (40 years)



Amortization of an Asset

Cost of Leasehold Improvement \$ 37,700,000

Without Amortization

Year 1

Revenue	-
Expenses	12,566,667
Net Income / (Loss)	<u>(12,566,667)</u>

Year 2

Revenue	-
Expenses	12,566,667
Net Income / (Loss)	<u>(12,566,667)</u>

Year 3

Revenue	-
Expenses	12,566,667
Net Income / (Loss)	<u>(12,566,667)</u>

With Amortization

Year 1 (\$37,700,000/40 years)

Revenue	-
Expenses	942,500
Net Income / (Loss)	<u>(942,500)</u>

Year 2

Revenue	-
Expenses	942,500
Net Income / (Loss)	<u>(942,500)</u>

Year 3

Revenue	-
Expenses	942,500
Net Income / (Loss)	<u>(942,500)</u>

... Year 40

<u>(942,500)</u>

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

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>

Amortization of Deferred Capital Contributions

- Capital contribution received to fund the correlated capital project
- Revenue recorded when received
 - Significant increase in revenue within one fiscal period
 - Not reflective of useful life of building
- Deferred capital contribution
 - Liability on the Statement of Financial Position
 - Amortize grant over the asset's useful life to offset the amortization expense



Amortization of Deferred Capital Contributions

Without Revenue Amortization		With Revenue Amortization	
Year 1		Year 1	
Revenue	\$ 37,700,000	Revenue	\$ 942,500
Expenses	(942,500)	Expenses	(942,500)
Net Income / (Loss)	<u>36,757,500</u>	Net Income / (Loss)	<u>-</u>
Year 2		Year 2	
Revenue	\$ -	Revenue	\$ 942,500
Expenses	(942,500)	Expenses	(942,500)
Net Income / (Loss)	<u>(942,500)</u>	Net Income / (Loss)	<u>-</u>
Year 3		Year 3	
Revenue	\$ -	Revenue	\$ 942,500
Expenses	(942,500)	Expenses	(942,500)
Net Income / (Loss)	<u>(942,500)</u>	Net Income / (Loss)	<u>-</u>



	<u>Budget</u> <u>(Note 2m)</u>	<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>



Asset Retirement Obligations

- Estimate of future costs to retire Tangible Capital Assets
- Liability on Statement of Financial Position
- Accretion expense on Statement of Operations



Asset Retirement Obligation

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

Asset Retirement Obligation

Balance, beginning of year
 Accretion expense (recovery)
 PS 3280 additions
 Recoveries
 Balance, end of year

	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	\$ 1,951,251	\$ 2,138,240



The following is a summary of expenses by object:

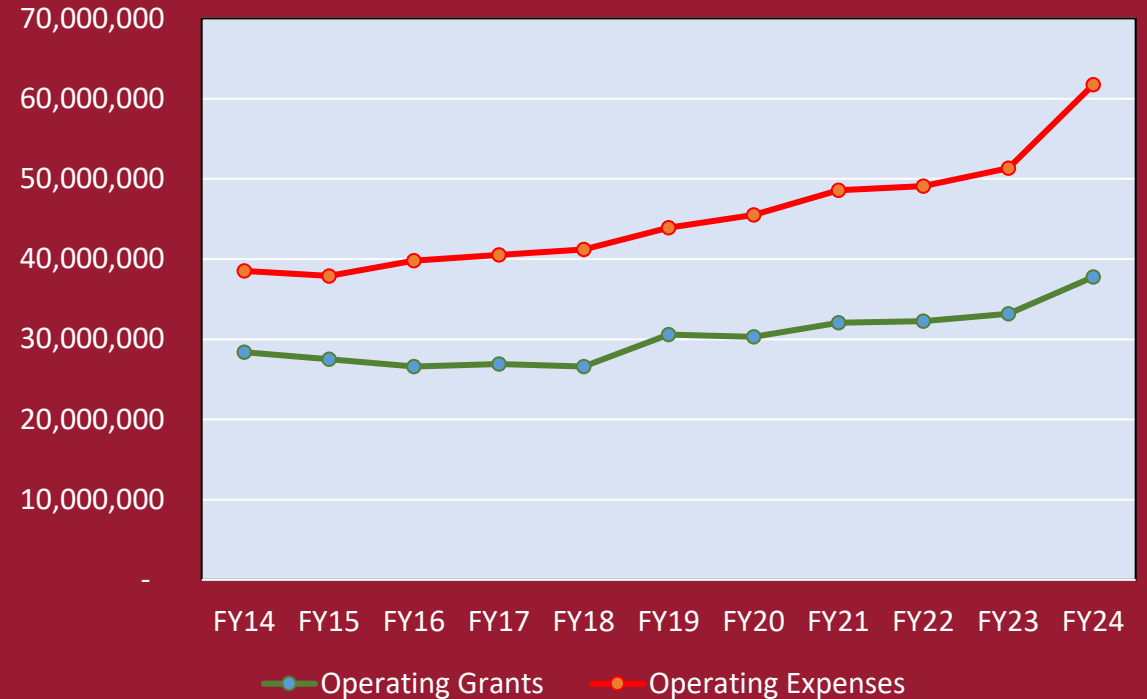
	2024	2023
Salaries, wages and benefits	\$ 52,279,481	\$ 44,492,625
Supplies and services	15,066,193	11,300,843
Operating lease payments	684,555	758,417
Student awards	1,001,691	1,009,403
Management fees	59,450	56,773
Amortization of tangible capital assets	3,894,374	3,459,926
(Recovery of ARO)/accretion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



Structural Deficit

- Operating grants increased by 33% between fiscal years 2014 and 2024
- Operating expenses increased by 60% in the same period

Operating Grants vs Operating Expenses





Thank You!



President's Report for September & October 2024

Communication and Relationship Building:

- Met with the City of Castlegar CAO
- Attended the UBCM Conference in Vancouver
- Attended King Charles III Coronation Medal Ceremony ([Elder Gerry Rempel a recipient](#))
- Met with several MLA candidates to provide college tour/information
- Attended a Castlegar and District Economic Development Advisory Committee Meeting
- Connected with Sons of Freedom Community members
- Attended a Supervisors meeting and an Education & Student Leadership meeting.
- Wrote a blog for the weekly employee newsletter on the impacts of the federal international student policy

Student Focus:

- Participated in Get Connected events on the Trail, Castlegar & Nelson Campuses
- Participated in the opening of the Castlegar Campus Student Housing opening ceremony

Indigenization, Equity, Diversity, and Inclusiveness:

- Participated in the National Day for Truth & Reconciliation flag-raising ceremony

Strategy, Creativity, and Innovation:

- Discussed Institutional Comms & Brand Stewardship Policy
- Attended a Strategic Planning Steering Committee meeting
- Attended a Quarterly Policy Briefing with Alex Usher and the Leadership Team
- Met with Trades Training Dean and Chair

- Profiled a Trades Training Faculty member for an internal weekly communications newsletter
- Met with Communications to develop an internal budget process communication plan
- Met with Multiculturalism and Anti-Racism Branch Ministry of Attorney General staff to discuss the Doukhobor Apology Fund

Leadership and Professionalism:

- Met weekly with sector presidents virtually
- Quarterly meeting with College of the Rockies' President
- Attended the Skilled Trades Training Consortium (STTC) Directors meeting in Vancouver (elected Chair)
- Attended the CIGan Board meeting (virtually)
- Attended the PSEA AGM in Vancouver
- Attended BC Colleges Council of Presidents meeting in Vancouver
- Attended the Foundation Board meeting and celebration luncheon
- Chaired the VP College Services Selection Committee meetings and interviews
- STTC meetings: with CEO and Executive





Board Relations:























- Consulted on Board's Teams account development
- Developed and attended the annual 2-day Board Retreat
- Supported the Board table at Open House-Career Fair
- Attended the Finance & Audit Committee meeting.
- Provided a Board orientation 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 Factors affecting performance	Months				Board Rating 1-3
				Jun	Sep	Dec	Mar	
1. Oversee launch & communication of new strategic plan		Launch events						
2. Oversee and monitor Strategic Plan implementation		Strategic plan dashboard						
3. Continue/strengthen engagement with First Nations		1 renewed MOU						
4. Oversee development of new college logo		New logo process underway						
5. Support achievement of Indigenization and EDI plan goals		LT performance goals						
6. Lead response to change resulting from international cap		Minimal impact to OCS ¹						
7. Oversee achievement of Institutional Accountability goals		IAPR accepted by PSFS						
8. Demonstrate progress on reducing budget deficit		Financial reports						
9. Engage in sectoral advocacy and service		3 prov/national committees						
10. Support Foundation in establishing new operating model		Foundation operating plan						
11. Monitors and reports on cybersecurity risk as needed.		Information at meetings						

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



BOARD GOALS 2024-2025

<i>Board Goals</i>	<i>Lead</i>	<i>How</i>	<i>Targets to be achieved</i>
Normalize discussions and prioritize support for college efforts to achieve financial stability	Chair President Finance & Audit Committee	<ul style="list-style-type: none"> • Provide training on understanding financial statements • Advocate for increased funding for the college 	<ul style="list-style-type: none"> • One supplementary training on financial statements is provided (outside of the annual retreat) • Board representatives attend at least one meeting with local MLAs and/or PSFS
Support the integration of the new Strategic Plan across the College and the greater community	Chair President	<ul style="list-style-type: none"> • Ensure board members are familiar with the new Strategic Plan • Link board agenda items to strategic directions 	<ul style="list-style-type: none"> • Awareness of strategic directions and priority areas guides discussion and decision-making
Support college-led initiatives that address systemic inequities that impact Indigenous and other equity-deserving populations	Chair President Board Members	<ul style="list-style-type: none"> • Review relevant action plans • Share training opportunities on anti-racism/equity, diversity and inclusion • Address calls to action related to education from the 2015 Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples • Continue to explore new ways to govern 	<ul style="list-style-type: none"> • Updates on EDI and Indigenization initiatives are presented at board meetings • Board members are encouraged and supported to attend Indigenization/EDI training • Calls to Action specific to education are addressed • New governance practices are incorporated following discussion and feedback from board members

Increase community engagement	President Board Members	<ul style="list-style-type: none"> • Share the profile of board members • Visit college programs, meetings and campuses when appropriate • Attend community events • Host board open house/event • Share community engagement activities with the board 	<ul style="list-style-type: none"> • Two board profiles are published • One campus or community event is visited per member • One open house or event is held for board members and guests • Board members provide regular updates at meetings
Support board professional development	Development Committee Board Members	<ul style="list-style-type: none"> • Add to the Professional Development Library • Share external and internal pro-d opportunities • Engage in individual pro-d plans • Re-assign Board Buddies 	<ul style="list-style-type: none"> • Regular additions are made to the Teams site • At least one local in-person or virtual pro-d session is offered • At least one pro-d training is attended per member • Board Buddies meet as mutually agreed upon
Engage with other college boards	Chair President Development Committee	<ul style="list-style-type: none"> • Hold virtual or in-person meetings/events with other regional college boards • Connect with members from other college boards 	<ul style="list-style-type: none"> • At least one meeting with another regional college board is held (entire board and/or chair and vice chair) • Board members connect one-to-one formally or informally as opportunities arise
Develop a collaborative working relationship with the Selkirk College Foundation	Chair President Board of Governors (BOG) Liaison	<ul style="list-style-type: none"> • Maintain regular communications with the Foundation 	<ul style="list-style-type: none"> • A BOG liaison is appointed to sit on the Foundation board • A BOG liaison report is included as a standing item in college board meetings

Suggested action items

- Invite staff members to attend new board members' orientation.
- Add TRC booklets to the new board member orientation package.
- Include the Board in college media training.
- Provide general and specific (as needed) key messages for board members.
- Publish profiles of new board members each year.
- Create signage for the staff lounge with the College's vision and mission.
- Make a student report a standing item at board meetings.
- Revise guiding questions in the board package to align with the new Strategic Plan.

Professional development

- Offer Financial Statements 101 annually.
- Encourage and support board members to take Indigenous 100.
- Hold a board training session with the Courageous Dialogues team.
- Ask board members to share their relevant skills/expertise through in-house training sessions.
- Create a subsection in Teams for resources on governance.



Board Committee Membership 2024/25

	Finance & Audit	Governance	Human Resources
	<i>No fewer than 5 members all of which are appointed or elected students (no elected staff)</i> <i>5 meetings a year</i>	<i>At least 3 members of the board, plus the Board Vice Chair. Board Vice Chair chairs the committee.</i> <i>3 meetings a year</i>	<i>No fewer than 3 appointed & not more than 5 appointed members (no elected students or employees)</i> <i>3 meetings a year</i>
Margaret Sutherland, Chair	Yes	Yes	Yes
Christy Andeson	Yes	Yes	
John Dutton			Yes
Debbie Bird			Yes
Ken Wyllie	Yes	Yes	
Amed Naqvi, Vice Chair	Yes	Yes	
Thompson Hickey	Yes		
Mary Austin			Yes
Bronwyn Krause (PPWC Elected)		Yes	
Kim Pham (SCFA Elected)		Yes	
Darcy Falkenhagen (EdCo Chair)		Yes	
Udayveer Miglani (Student member)		Yes	
Abina Thomas (Student member)			
Chair		Amed	



2024 -2025 Board Committee Calendar

Finance & Audit Committee

- Tuesday, October 22, 2024 from 11 am - Noon
- Monday, January 20, 2025 from 11 am - Noon
- Thursday, March 13, 2025 from 1 pm to 2 pm
- Monday, May 12, 2025 from 3 pm – 4:30 pm
- Late June 2025 meeting TBC

Governance Committee

- Friday, November 1, 2024 from 9 am to 10:30 am
- Monday, January 20, 2025 from 2 pm to 3:30 pm
- Monday, May 5, 2025 from 3 pm to 4:30 pm

HR Committee

- Thursday, December 12, 2024 from 3 pm to 4 pm
- Monday, March 10, 2025 from 1 pm – 2 pm
- Thursday, June 6, 2025 from 1 pm to 2 pm

President's Performance Evaluation Template

July 1, 2024 – June 30, 2025

Motion to approve: October 2024

Annual Review: June 2025

Part 1: Behavioural Competencies

Part 2: Objectives

Part 3: Professional Development

PART 1 – Behavioural Competencies (as per Job Description)

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

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

Role Competencies and Behavioural Expectations	Board Rating			Board Comments
Communication	S	P	N	
Sample behaviours: Articulates compelling strategic vision, leveraging College strengths and opportunities; Maintains a wide network of contacts, including key decision-makers and influencers at all levels; Demonstrates good communications skills and efforts to engage diverse stakeholder groups; Recognizes and articulates successes, challenges, opportunities and suggested changes				
President's Comments on how these behaviours were demonstrated:				
Student Focus	S	P	N	
Sample behaviours: Refines strategies and priorities as necessary while maintaining a focus on academic excellence; Encourages innovation and creativity in teaching and learning; Demonstrates knowledge of professional teaching practice and student support services; Demonstrates engagement in student activities				
President's Comments on how these behaviours were demonstrated:				
Indigenization, Reconciliation and Equity, Diversity and Inclusivity	S	P	N	
Sample behaviours: Builds a strong, collaborative and inclusive executive team; Models and facilitates effective reconciliation and Indigenization efforts; Demonstrates openness to learning about different ways of knowing, doing and being; Builds relationships with Nation partners; Promotes EDI at all levels of the College.				
President's Comments on how these behaviours were demonstrated:				
Board Relations	S	P	N	
Sample behaviours: Communicates effectively with the Board, providing information and sound counsel; Works closely with the Board to develop and implement the College's mission and strategic plan; Supports the Board to facilitate optimal governance; Assesses and reports regularly to Board on programs & performance.				
President's Comments on how these behaviours were demonstrated:				

Part 2 – President and CEO Objectives

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

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

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

Progress indicators: On track  Somewhat delayed  Substantially delayed 

Objective and Demonstration / Measurement	Strategic Alignment	Outcome or achievement indicator	President's Comments / Factors affecting performance	Progress			Board Rating 1-3
				Q2	Q3	Q4	
1. Oversee launch & communication of new strategic plan		Launch events					
2. Oversee and monitor Strategic Plan implementation		Strategic plan dashboard					
3. Continue/strengthen engagement with First Nations		1 renewed MOU					
4. Oversee development of new college logo		New logo process underway					
5. Support achievement of Indigenization and EDI plan goals		LT performance goals					
6. Lead response to change resulting from international cap		Minimal impact to OCS ¹					
7. Oversee achievement of Institutional Accountability goals		IAPR accepted by PSFS					
8. Demonstrate progress on reducing budget deficit		Financial reports					
9. Engage in sectoral advocacy and service		3 prov/national committees					
10. Support Foundation in establishing new operating model		Foundation operating plan					
11. Monitors and reports on cybersecurity risk as needed.		Information at meetings					

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

Part 3 – President and CEO Professional Development Plan

Current Goals, 2024-25

Goal	Proposed PD Activities	Outcome or achievement indicator	Target Date	Achieved Yes/No/Partial
Improve knowledge of Post Secondary system and leadership, establish national peer connections and relationships	CICAN Presidents' Summit, 2025	Attendance and Completion	May 2025	
Improve knowledge of implementing Indigenization initiatives, decolonization and TRC commitments	Specifics to be confirmed	Attendance and/or completion		
Increase knowledge of organizational governance and oversight	Institute for Corporate Directors Training	Designation ICD	December 2027	

Future Goals 2025-26

Goal	Proposed PD Activities	Outcome or achievement indicator	Target Date	Achieved Yes/No/Partial
Continue with ICD Training	ICD Institute	Designation, ICD.D	2027	
Complete INDG100	Selkirk College Course	Credit	2026	

President's Comments

Board Comments

Merit Increase

Approved





Not Approved

Not Applicable

Chair's Signature







President's Signature

Date







Progress indicators:	On track 	Somewhat delayed or barrier exists 	Substantially delayed or may not be achieved 	Complete 
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STRATEGIC PLAN DASHBOARD	Year 22				23-24				24-25				Responsibility
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	

Learner Success

1.1 Provide students experiential/work integrated learning,		VP Ed & Students
1.2 Increase number/quality of transfer/articulation agreements,		VP Ed & Students
1.3 Improve recruitment, retention, completion and related supports		VP Ed & Students
1.4 Develop student service standard across all campuses & LC's		VP Ed & Students
1.5 Enhance student health and wellness programming, and supports		VP Ed & Students
1.6 Expand offerings in priority program areas per market demands		VP Ed & Students






Excellence in Education

2.1 Expand access via improved scheduling, blended delivery, etc.		VP Ed & Students
2.2 Advance innovations in teaching and learning		VP Ed & Students
2.3 Renew and implement strategic enrolment plans;		VP Ed & Students
2.4 Renew plans for Education, Indigenization, International, Student Life, Advancement, Marketing, and Educational Technology		VP Ed & Students
2.5 Renew programs via QAPA, accredit'n, articul'n, capacity building		VP Ed & Students
2.6 Improve program/svce quality/efficiency via data-driven decision-making.		VP Ed & Students






Community Development

3.1 Build strategic partnerships to enhance learning and CED opportunities		VP Ed & Students
3.2 Strengthen relationships with First Nations and Métis organizations		President
3.3 Integrate applied research, innovation and entrepreneurship		VP Ed & Students
3.4 Work with community partners to enhance student experiences off-campus		VP Ed & Students
3.5 Support regional socioeconomic development thru partnerships		VP Ed & Students

Healthy Workplace

4.1 Improve employee orientation, inclusion, OH&S,wellness programming;		Ex. Director HR
4.2 Improve ways to support Indigenization, EDI in recruitment/retention		Ex. Director HR
4.3 Expand performance monitoring for employees;		Ex. Director HR
4.4 Enhance programming for employee training and development, sharing of best practices, and professional development for faculty and staff; and		Ex. Director HR
4.5 Diversify and improve communication, and employee engagement processes		Ex. Director HR

Modernization of Facilities, Technology and Operations

5.1 Renew and utilize the Facilities Master Plan for Selkirk College to reflect the strategic directions envisioned for the facilities, both owned and leased, at the college;		VP College Services
5.2 Ensure the efficient operation and effective use of the existing facilities, and continue to modernize our infrastructure and make investments in: technology, connectivity, facilities, welcoming spaces, learning commons spaces and capital equipment;		VP College Services
5.3 Modernize finance, human resources and student records, and education technology and online delivery systems, plans and processes to improve efficiency, effectiveness, measurement and reporting, and accountability; including the completion and effective implementation of Project Aurora; and		VP College Services
5.4 Further reduce the college's carbon emissions and waste production, and invest in new approaches and technologies to model and contribute to climate change mitigation.		VP College Services
		VP College Services

Briefing Note

Date: October 11, 2024	Prepared by: Donna Drover, Director of Facilities & Business Services
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Subject: Board Update - Facilities Project Updates

Recent Achievements by the Facilities Team:

Over the past few months, the Facilities team at Selkirk College has been hard at work improving and upgrading our campus infrastructure. These efforts are aimed at enhancing the experience for students, faculty, and staff, while ensuring that our facilities remain safe, modern, and sustainable. Here’s a look at some of the exciting projects we’ve completed:

We are thrilled to announce the installation of a new state-of-the-art climbing wall in the Castlegar gymnasium, offering enhanced recreational opportunities and athletic training for students. Additionally, the gym has undergone further improvements, with modern retractable seating replacing the old bleachers and a complete floor refinishing, elevating the overall safety and appeal of the space.



In terms of infrastructure upgrades, roof replacements were completed across seven key buildings, including Mary Hall, North Trades, and the Administration building, to ensure the long-term integrity of these facilities. Alongside this, the Castlegar campus successfully completed the construction of new student housing, providing 114 students with modern, safe, and accessible living spaces.



To further support the college's infrastructure, the campus was also connected to the city’s main water line, ensuring a reliable water supply for all campus facilities.

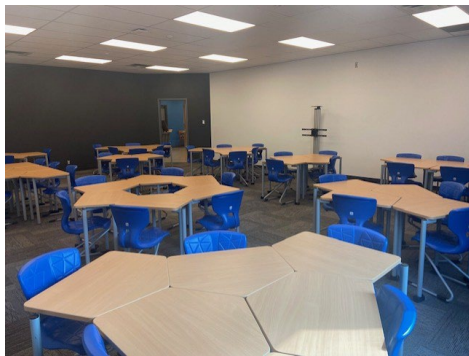
Classroom upgrades in the Sentinel building have enhanced learning environments through new technology, improved lighting, updated flooring, energy-efficient blinds, and modern furnishings. We also addressed necessary paving and parking expansions at the Silver King campus, which improved traffic flow and safety, as well as paving the Mir road and parking lot. In line with our commitment to safety, we completed asbestos remediation in several classrooms,

ensuring a secure environment for all students and staff.

We are proud of these accomplishments and remain committed to continually improving our campus facilities to better serve our community.

Routine Capital Ongoing and Future Projects:

All routine capital projects submitted for this fiscal year have been approved by the Ministry and are critical to maintaining the safety, sustainability, and operational efficiency of Selkirk College's infrastructure. These projects were selected based on several key criteria, including alignment with



the college's Strategic Plan, EDI Plan, Sustainability Plan, and Indigenization Plan. They are also consistent with the Campus Master Plan and focus on enhancing the student experience. Prioritization considered facility management needs, budget constraints, and campus standardization, with a strong emphasis on health, safety, and compliance.

Our routine capital submissions include essential infrastructure upgrades, such as linear infrastructure enhancements, building envelope repairs and upgrades, classroom renovations and upgrades, fleet vehicle renewal, and fire alarm system upgrades. These investments ensure that our facilities remain modern, reliable, and safe for the entire campus community.

Five Year Capital Plan Submission:

Our 5-year capital plan submission has been carefully prioritized to secure funding for two key routine capital projects. With the development of a new Strategic Plan underway, the college recognized the importance of waiting for this plan to be unveiled before identifying additional capital and routine capital priorities. The new Strategic Plan will establish the framework for upcoming projects, ensuring they align with Selkirk College's long-term goals. However, two urgent projects—the Waste Water Treatment Facility upgrade and the Castlegar Campus Window Replacement—were highlighted for immediate attention, given their critical nature and potential impact on the college's operations.

Waste Water Treatment Facility

The Waste Water Treatment Facility is a top priority in Selkirk College's capital plan submission. The current facility is nearing the end of its operational life, posing a significant risk to the college's business continuity, particularly with 114 additional students now living on campus. The system no longer meets the Ministry of Environment's latest standards, making it essential to upgrade the wastewater treatment equipment. This project also includes necessary improvements to the aging building that houses the facility, ensuring compliance with modern regulations and the long-term stability of campus operations.

Castlegar Campus Window Replacement

The Castlegar Campus Window Replacement project is also a high-priority investment. The windows in 11 campus buildings, including Sentinel, Lardeau, and Kokanee, were installed in the early 1990s and have reached the end of their serviceable life, with many seals having failed. This has led to reduced energy efficiency and increased operational costs. Replacing the windows will significantly improve the energy performance of the buildings, reduce greenhouse gas emissions, and enhance the integrity of the building envelope. A Class "D" cost estimate and design drawings have been completed to support this important project.

Considerations and Guiding Questions

FOR THE SELKIRK COLLEGE BOARD OF GOVERNORS

2019-2024 STRATEGIC PLAN DIRECTIONS

Vision: We build remarkable futures.

Strategic Directions

1. Learner Success
2. Excellence in education
3. Community Development
4. Healthy Workplace
5. Facility & Operational Modernization



APPLYING PRINCIPLES OF CITIZEN-CENTRED GOVERNANCE

How does this program/initiative/decision...

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



GUIDING QUESTIONS FOR INFORMATION SESSIONS

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

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

