# OPEN SESSION AGENDA

Tuesday, October 24, 2023
4:30 p.m. – 6:45 p.m.
Room C-112/C-113 Silver King Campus, Nelson / Zoom

Selkirk College

# BOARD OF GOVERNORS

## BOARD MEMBERS EXPECTED:

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

## LEADERSHIP TEAM MEMBERS EXPECTED:

Lareena Rilkoff, Executive Director Finance & Risk
Taya Whitehead Vice President Education & Students
Kerry Clarke, Vice President College Services/CFO
Donna Drover, Director Facilitates & Bus. Services
Brier Albano, Associate Vice President Student Success
Stacey Matthews, Executive Director HR

| TIME | TOPIC | SPEAKER | OUTCOME |
|---|---|---|---|
| 4:30 | 1. MEETING OPENING | Old One Donna Wright | |
| | 2. TERRITORIAL ACKNOWLEDGMENT | Margaret Sutherland | |
| | 3 INTRODUCTIONS | All | |
| | 4. OATH | Board members | |
| 5:00 | 5. ADDITIONS TO THE OPEN SESSION AGENDA OF OCTOBER 24, 2023 | Margaret Sutherland | |
| | 6. ADOPTION OF THE OPEN SESSION AGENDA OF OCTOBER 24, 2023 | Margaret Sutherland | **Motion to adopt** |
| | 7. ADOPTION OF THE CONSENT AGENDA OF OCTOBER 24, 2023<br>• Draft Open Session Board Minutes of June 27, 2023<br>• Draft Development Committee Minutes of June 23, 2023<br>• October Dashboard<br>• Education Council Report | Margaret Sutherland | **Motion to adopt** |
| 5:05 | 8. PRESIDENT'S REPORT<br>• Strategic Planning (video) | Maggie Matear | Information |
| 5:35 | 9. STRATEGIC PLAN DASHBOARD | Maggie Matear | Update |
| 5:45 | 10. FIVE YEAR CAPITAL PLAN | Donna Drover | **Motion to approve** |
| | 11. FACILITIES | Donna Drover | Update |

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| TIME | TOPIC | SPEAKER | OUTCOME |
| --- | --- | --- | --- |
| 6:30 | 12. GOVERNANCE<br>• President's 2023/24 Performance Evaluation/Goals & Objectives 📎 (**Motion to Approve**)<br>• 2023-24 Board Committees and Membership 📎 **(Motion to Approve)**<br>• 2023-24 Board Committee Calendar 📎 **(Motion to Approve)**<br>• Board Chair's Report<br>• Members Report | Margaret Sutherland | **Updates and Motions to approve** |
| 6:45 | 13. CLOSED SESSION | Margaret Sutherland | **Motion to move into the closed session** |

## EVENTS INFORMATION:

Business students' Business Plan Trade Show, Monday, December 4th 9:00 a.m. – 11:30 a.m., Gym Castlegar Campus

Selkirk College Gala, Tenth Street Camus, Saturday, November 25th – Tickets Available Online

## OPTIONAL MEETING INFORMATION (please contact Catherine to RSVP):

Pharmacy Technician PAC Meeting, November 1st 6:30 p.m. Staff Lounge / Zoom

Health Care Assistant/Post-Graduate Diploma in Gerontological Nursing PAC Meeting, November 7th, 4:00 p.m. via Zoom

Education Assistant & Community Support Worker PAC meeting, November 7th, 11 a.m.-2 p.m., Staff Lounge/Zoom

Early Childhood Care & Education PAC Meeting, November 21st 11:00 a.m. Staff Lounge / Zoom

Nursing/Practical Nursing PAC Meeting November 23rd, 1:00 a.m.-3:00p.m. pm via Zoom.

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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, _____sincerely promise, swear 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 24, 2023

## OPEN SESSION MINUTES

Tuesday, June 27, 2023
4:30 p.m. – 6:20 p.m.
Staff Lounge, Castlegar Campus/ Zoom

# BOARD OF GOVERNORS

## BOARD MEMBERS:

| | |
|---|---|
| Margaret Sutherland, Chair | Christy Anderson, Vice Chair |
| Scott Weatherford, Past Chair | Debbie Bird |
| Danny Bradford | Bronwyn Krause |
| Audrey Repin | Ken Wyllie |
| Abhilash Bhasin | Liam Richardson |
| John Dutton | Kim Pham |
| Maggie Matear, President | |

## REGRETS:

| | |
|---|---|
| Sarah Lechthaler, EdCo Chair | Kris Salikin |
| Dave Briggeman | |

## LEADERSHIP TEAM MEMBERS:

Kerry Clarke, VP College Services/CFO
Lareena Rilkoff, Executive Director Finance & Risk
Brier Albano, Assoc. VP Student Success
Terri MacDonald, Director Selkirk Innovates
James Heth, Registrar

## GUESTS:

Jason Taylor, Chair Selkirk Technology Access Centre
Amed Naqvi, Selkirk College Board member July 31st

## OBSERVERS:

Ken Laing, SCFA
Gerald Lightburn, PPWC

## TOPIC

BOARD NOMINATIONS:
- **Board Chair**
  Danny Bradford nominated Margaret Sutherland. No further nominations were received. Margaret Sutherland was re-elected Chair by acclamation.
- **Board Vice Chair**
  Danny Bradford nominated Christy Anderson. No further nominations were received. Christy Anderson was re-elected Vice Chair by acclamation.

1. MEETING OPENING

   Elder Murhi Kencayd opened the meeting in a good way.

2. TERRITORIAL ACKNOWLEDGMENT

   Board Chair Margaret Sutherland provided a territorial acknowledgment.

3. ADDITIONS TO THE OPEN SESSION AGENDA OF JUNE 27, 2023

   There were no additions to the open session agenda of June 27, 2023.

4. ADOPTION OF THE OPEN SESSION AGENDA OF JUNE 27, 2023

   **Motion**: "To adopt the open session agenda of June 27 2023 as circulated."

   *Carried*

*Selkirk College acknowledges the traditional territories of the First Nations of the West Kootenay and Boundary regions: the Sinixt (Lakes), the Syilx (Okanagan), the Ktunaxa, and the Secwépemc (Shuswap) peoples.*

5. ADOPTION OF THE CONSENT AGENDA OF JUNE 27, 2023
    - Draft Open Session Board Minutes of May 23, 2023
    - Draft Audit Committee Minutes of May 12, 2023
    - Draft Finance Committee Minutes of May 12, 2023
    - Draft Policy Committee Minutes of June 19, 2023
    - Reviewed/Revised GP Policies & Supporting Docs
    - June Student Enrollment Dashboard
    - EdCo Report – June 2023
    - Draft Facilities Planning T. G. Minutes of June 20, 2023
    - Draft Finance Committee Minutes of June 26, 2023

    **Motion:** "To adopt the consent agenda of June 27, 2023 as circulated."

    *Carried*

6. PRESENTATION
    - Selkirk Innovates presenters: Terri MacDonald and Jason Taylor
    - Topics discussed:
        o Growth in Applied Research and Innovation at Selkirk College;
        o Key performance measure in the last four years;
        o Team and facilities;
        o Areas of expertise;
        o Training, micro-credentials and new programs;
        o Applied Research and Innovation Strategic Plan, Regional Technology and Innovation Plan
        o Research focus areas; and
        o Funders and Partners.
    Discussion ensued.

7. PRESIDENT'S REPORT
    - The circulated report was reviewed, no questions raised.

8. DRAFT INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT
    - The final plan will be submitted to the Ministry prior to the July due date.

    **Motion:** "To approve the draft 2023 Institutional Accountability Plan & Report as circulated."

    *Carried*

9. STRATEGIC PLAN
    - Board members appreciated the dashboard format;
    - Easily demonstrated achievement levels, making progress on most strategic directions; and
    - The dashboard will be updated three times a year.

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10. SPACE UTILIZATION REPORT
- The circulated briefing note provided the main points of the report:
  - An occupancy study of campus buildings over a two-week observation period gathered space usage data;
  - Classroom usage is an average of 16% across all campuses;
  - Computer labs usage is an average of 18%;
  - Library usage is an average of 16%; and
  - Office usage is an average of 32%.
- Selkirk College is responding to these findings by taking the following high-level actions:
  - Forming a committee from across the College led by the VP College Services to initiate the findings over a multi-year timeframe;
  - Reach-out to faculty reminding them of the importance of when their class is scheduled to be on-campus, they are on-campus;
  - Development of a space usage policy which clearly delineates the Colleges role in assigning office/classroom space; and
  - Development of a change management process to ensure that all changes are clearly communicated with accompanying rationale.
- The study, which is currently in draft form, is being reviewed to better reflect the findings from the multiple focus groups that met with the consultant. Once finalized the executive summary will be published more widely.

11. DRAFT 2023/24 BOARD CALENDAR

**Motion:** "To approve the 2023/24 Board calendar as circulated."

*Carried*

12. 2023 MANDATE LETTER

**Motion:** "To approve the 2023 Mandate letter as circulated."

*Carried*

13. BOARD POLICY GP 150 – TERMS OF REFERENCE OF BOARD COMMITTEES AND TASK GROUPS

- Current board sub-committee structure (6 committees): Finance, Audit, Development, Policy, Human Resources, Facilities Planning.
- Proposed sub-committee structure (3 committees):
  - Finance & Audit Committee;
  - Governance Committee (formerly Development Committee, and Policy Committee); and
  - Human Resources.
- Facilities planning briefs will be brought to regular board meetings in future.

Motion: "To approve Board Policy GP 150 – Terms of reference of Board Committees and Task Groups as circulated."

*Carried*

14. CHAIR'S REPORT
- The Board Chair attended/participated in the following:
  - Four sub-committee meetings;
  - President's annual evaluation; and
  - Student ceramic show.

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15. MEMBERS' REPORT:
    - ATCO Lumber Products hosted a mill tour for Millwright/Machinist program students;
    - Presented Board of Governor scholarships at multiple regional high school graduation ceremonies;
    - Toured the Grand Forks campus; and
    - End of term (last board meeting) for Scott Weatherford and Audrey Repin. The Board Chair thanked both Scott and Audrey for their significate service to the board over their terms.

16. CLOSED SESSION

Motion: "To move into the closed session."

*Carried*

BOARD OF GOVERNORS                    Tuesday June 27, 2023                    Page 4 of 4

*Selkirk College acknowledges the traditional territories of the First Nations of the West Kootenay and Boundary regions: the Sinixt (Lakes), the Syilx (Okanagan), the Ktunaxa, and the Secwépemc (Shuswap) peoples.*

## MINUTES

**Committee Members:**
- Christy Anderson, Committee Chair
- Margaret Sutherland
- Debbie Bird
- Bronwyn Krause
- Maggie Matear, President

**Regrets:**
- Kris Salikin
- Scott Weatherford
- Dave Briggeman

1. TERRITORIAL ACKNOWLEDGEMENT

   Committee Chair, Christy Anderson opened the meeting with a territorial acknowledgment.

2. ADDITIONS TO THE AGENDA OF JUNE 23, 2023

   There were no additions to the agenda of June 23, 2023.

3. ADOPTION OF THE AGENDA OF JUNE 23, 2023

   The agenda of June 23, 2023 was adopted as circulated.

4. ADOPTION OF THE MINUTES OF JANUARY 17, 2023

   The minutes of January 17, 2023 were adopted as circulated.

5. NEW BUSINESS:

   a. Review Board Committees

      Current Board Committees/Task Group: Finance, Audit, Development, HR, Policy, Facilities Planning

      Proposed Committees: Finance/Audit, Governance (formerly Development and Policy), HR.

      The proposed changes were approved by the Committee and will be brought to the Board for approve at the June meeting.

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b.  Draft Fall 2023 Board retreat details:
- Date: September 8th and 9th
- Location: Mir Centre
- Agenda: Strategic Planning Session 2025-2029 (Maggie M to facilitate), defining relationship parameters between the foundation and college boards (Kathy Butler to facilitate), SOFI review and approval, risk register review, review and develop president's goals and objectives, review and develop board's goals and objectives
- Invite elder to provide opening each day.

c.  Spring retreat

Tentatively scheduled for April. The Board will be surveyed to help determine the April date. Topic: draft strategic plan/directions review.

d.  Review 2022/23 Board calendar

Reviewed and will be brought to the June Board meeting for approval.

e.  Selkirk College EDI Micro-credentials: Board participation
- The Development Committee would like board members to have the opportunity (optional) to complete a module(s) when the credentials are available.
- Pilot offering has been completed with the City of Nelson.
- Work continues to develop credential framework and content.
- Anticipate the EDI modules being offered online and in-person and the tuition cost for board members to be covered as a PD expense.
- Board could be polled for input on group or individual delivery.
- The Development (Governance Committee) will be kept updated.

f.  Board succession planning

Changes to the list of appointed board members:
- Danny's and Ken's appointments to be renewed.
- New board member, Amed Naqvi appointed this July.
- Scott and Audrey concluding their time on the Board in July and June 2023.
- Two appointed positions to fill in the fall.
- John and Margaret to extend their term by an additional seventh year, leaving in 2025.

ACTION: President's Office to update the competency matrix:
- Total scores
- Include a preamble and definition of skills
- Add demographic and geographic background

ACTION: Board to complete the enhanced version of the matrix as a group this fall.

Board members with names of potential candidates should submit them to the Board Chair. Please remember EDI requirements when submitting names.

g. Board presentation topics 2023/24:
- Rural Pre-Med program
- Law & Justice Studies
- International Education (in advance of tuition bylaw)
- Work Integrated Learning opportunities for students
- KSA
- College lands and how they are managed and used for learning
- SAS – What are the challenges, what is working well

h. Board informal meet-ups 2023/24:
- Pre-meeting tours
- 60 - 30 mins prior to regular meetings
- Every second meeting (in non-winter months)
- Examples: STAC, student housing

i. Policy

Committee recommends revised GP polies go to the Board for approval at the June meeting.

j. Self-management survey
- Add to the June 27th closed session agenda and provide time at the meeting for all to complete.
- Used as aggregated data for review and set new goals.
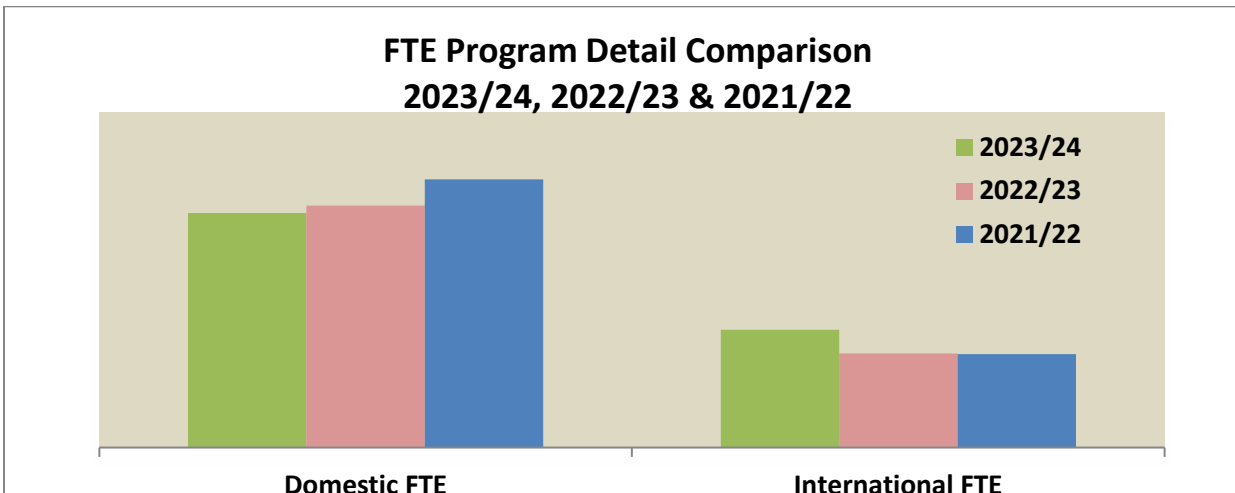- Include a section for comments.

6. ADJOURNMENT

The meeting was adjourned at 12:13 pm.


:ch

# Dashboard Report – October 2023

## Monthly FTE Data (Full Time Equivalent Student)

| SUMMARY | 2023/24 | % of Total FTE | 2022/23 | 2021/22 | 2020/21 | 2019/20 |
|---|---|---|---|---|---|---|
| Domestic FTE | 837.9 | 67% | 865.3 | 958.2 | 854.5 | 1,051.4 |
| International FTE | 420.4 | 33% | 336.3 | 333.9 | 339.0 | 463.7 |
| **TOTAL FTE** | **1,258.3** | **100%** | **1,201.6** | **1,292.1** | **1,193.5** | **1,515.1** |



FTE Program Detail Comparison
2023/24, 2022/23 & 2021/22



Domestic FTEs, 2023/24, 2022/23, and 2021/22



International FTEs, 2023/24, 2022/23, and 2021/22
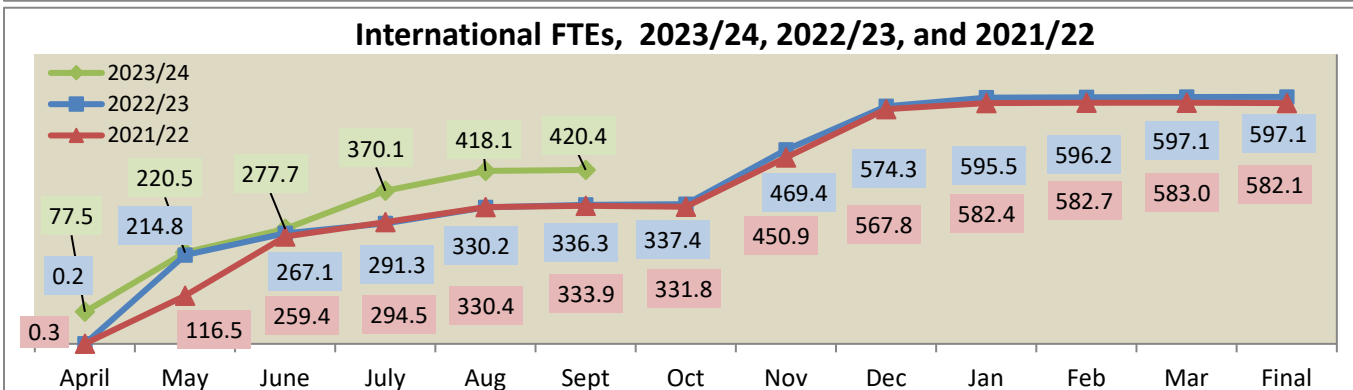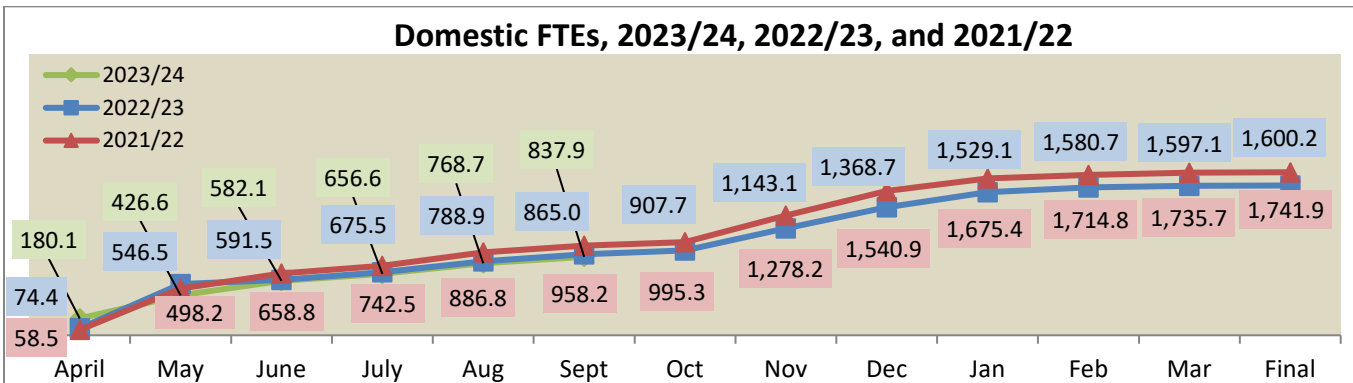
**Monthly FTE Data by School – October 3, 2023 and October 3, 2022 Comparison**

| SUMMARY BY SCHOOL | Domestic | | | International | | |
|---|---|---|---|---|---|---|
| | 2023/24 | 2022/23 | 2021/22 | 2023/24 | 2022/23 | 2021/22 |
| Academic Upgrading & Development | 144.2 | 116.6 | 132.4 | 8.1 | 5.9 | 10.4 |
| Business | 31.1 | 30.6 | 41.7 | 140.2 | 104.0 | 119.1 |
| Community Ed. & Workplace Training | 61.4 | 91.5 | 70.3 | 1.5 | 0.8 | 1.6 |
| Environment and Geomatics | 77.4 | 76.2 | 84.8 | 4.5 | 6.6 | 3.7 |
| Health and Human Services | 191.2 | 184.4 | 220.3 | 43.4 | 34.7 | 41.8 |
| Hospitality and Tourism | 26.6 | 40.6 | 43.2 | 114.2 | 91.8 | 79.5 |
| Industry and Trades Training | 147.5 | 159.6 | 180.0 | 0.0 | 0.0 | 0.5 |
| International Education & Development | 7.3 | 4.7 | 5.8 | 29.3 | 26.1 | 14.9 |
| School of the Arts | 59.0 | 55.3 | 71.1 | 12.8 | 11.4 | 10.8 |
| University Arts and Sciences | 92.2 | 105.7 | 108.6 | 66.6 | 55.0 | 51.7 |
| **Total** | **837.9** | **865.3** | **958.2** | **420.5** | **336.3** | **333.9** |

*difference due to rounding

Application reporting resumes in November.

**HEADCOUNT, STUDENTS WHERE FROM**
*as of October 3, 2023*

| | Headcount |
|---|---|
| **PROVINCE** | |
| Alberta | 69 |
| British Columbia | 1,326 |
| Manitoba | 7 |
| New Brunswick | 1 |
| Nova Scotia | 2 |
| Ontario | 25 |
| Prince Edward Island | 1 |
| Quebec | 3 |
| Saskatchewan | 13 |
| Yukon | 4 |
| **Sum Province** | **1,451** |
| **COUNTRY** | |
| Australia | 1 |
| Bangladesh | 3 |
| Bolivia | 1 |
| Brazil | 3 |
| Canada | 3 |
| Chile | 2 |
| China | 38 |
| Columbia | 6 |
| Costa Rica | 1 |
| Ecuador | 5 |
| El Salvador | 1 |
| Germany | 2 |
| Ghana | 3 |
| Guatemala | 1 |
| Honduras | 1 |
| Hong Kong | 11 |
| India | 391 |
| Iraq | 1 |
| Jamaica | 7 |
| Japan | 19 |
| Jordan | 1 |
| Korea, Republic of | 25 |
| Malaysia | 1 |
| Mauritius | 3 |
| Mexico | 16 |
| Mongolia | 2 |
| Morocco | 1 |
| Myanmar | 2 |
| Nepal | 4 |
| Nigeria | 48 |
| Pakistan | 1 |
| Paraguay | 1 |
| Peru | 12 |
| Philippines | 113 |
| Singapore | 1 |
| Spain | 1 |
| Sri Lanka | 3 |
| Taiwan | 3 |
| Thailand | 3 |
| Turkey | 1 |
| Ukraine | 1 |
| United Kingdom | 6 |
| United States | 5 |
| Unknown | 1 |
| Uzbekistan | 1 |
| Viet Nam | 6 |
| **Sum Country** | **762** |
| **GRAND TOTAL** | **2,213** |

**Notes:**
Headcount by province excludes:
BCEL
CCID
CEWT EXT
ED2GO
FSG
ICE
LIR
SPEC

Headcount by province: pulling from mailing address currently in the student record (SRS). Student may have updated their address to current BC address, which may make the stats for BC overrepresented.

**Sources:**
SRS, Potluck Report, Permanent Address City
Oracle, Program Enrollments fall_winter, Intern'l country

# Selkirk College Education Council (EdCo) Chair Report
For Selkirk College Board of Governors
By Sarah Lechthaler – October 16, 2023

## Aug/Sept/Oct 2023

**Admissions & Standards (A&S) Committee:** attended October 10, 2023

**Circle for Inclusive Indigenous Education (CIIE):** sent regrets for October 16, 2023

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

**Curriculum Committee:** attended by EdCo Vice Chair, Darcy Falkenhagen

**Selkirk College Board of Governor's Retreat:** attended September 8 & 9, 2023

**Education and Students Committee:** attended August 23, 2023

**Education Council:** October meeting cancelled with only one agenda item. Meeting replaced with orientation of new members focused on "how to prepare for an EdCo meeting"

**Picking up the Pieces documentary viewing & planning**: attended October 4, 2023

Picking Up the Pieces | CBC Books

The Witness Blanket exhibit will be at the Touchstones Museum mid-August until mid-October 2024. Educators at the College are planning ways to include this exhibit and other Indigenous content into course programming, team building & professional development activities.

**Orange Shirt Day event at COINS**: attended October 30, 2023

Circle of Indigenous Nations Society (coinations.net)

**What's happening at EdCo this year?**

- Darcy Falkenhagen, Vice Chair EdCo is attending Policy Review Committee and Curriculum Committee as my designate.
- Darcy Falkenhagen is also leading the EdCo Bylaw Review Taskforce & the Onboarding Task Force. Bylaw Review takes place every 2 years with revisions voted on at the June 2024 AGM. The Onboarding Taskforce was struck at the June 2023 AGM with the plan of revising the documents and process guiding the orientation of new members.
- Systems Review Taskforce has been extended for this academic year with the goal to align sub-committee processes with the revised Policy 8100 (will be Policy 8101 & 8102 when they are finalized this winter).
- Adding the process of having an Elder open the meeting in a good way (planning to start this with November meeting).

![Selkirk College]

# President's Report for September - October 2023

**Communication and Relationship Building:**
- Attended the Union of BC Municipalities (UBCM) Conference with other BC College Presidents
- Kootenay Art Gallery rebranding consultation
- Lunch with BC Innovation Commissioner
- Attended City of Nelson's Organics launch event
- Met with Kootenay Columbia College of Integrative Health Sciences
- Held Campus Conversations & Connection events for staff on four campuses
- Presented to the Lower Columbia Community Development Society Team (LCCDT Society)
- Met with regional municipal CAOs
- Met with West Kootenay and Boundary MLAs
- CICan President's Advisory Committee on Sustainability

**Student Focus:**
- Participated in Get Connected events in Trail, Castlegar and Nelson
- IDP webinar on International Student Trends
- Met with Student Union
- 3 Coffee in the Pit sessions

**Indigenization, Equity, Diversity and Inclusiveness:**
- Met with Ktunaxa Nation Council CAO
- Spoke at two ceremonies to raise and lower the Truth & Reconciliation flag on campus
- Attended screening of *Picking Up the Pieces: The Making of the Witness Blanket*

**Strategy, Creativity and Innovation:**
- Recorded a podcast for the Teaching & Learning Centre
- Attended (via zoom) BCNet's cyber security forum
- Hosted two-day regional partners meetings with Community Colleges of Spokane colleagues

**Leadership and Professionalism:**
- Two-day and monthly BC Colleges Council of Presidents meetings
- Skilled Trades Training Consortium meetings

- Post Secondary Employers' Association (PSEA) AGM
- CICan Directors orientation meeting
- CICan virtual Directors meeting

**Board Relations:**
- Two-day Selkirk College Board of Governors Retreat
- Updated Board orientation presentation
- Board orientation meeting for new members
- 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 dimensions:

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

**Progress** indicators:  On track [green]  Somewhat delayed or barrier exists [yellow]  Substantially delayed or may not be achieved [red]  Complete [black]

| Objective and Demonstration / Measurement | Strategic Alignment | Outcome or achievement indicator | President's Comments Comments/ Factors affecting performance | Quarter 2 | 3 | 4 | 1 | Board Rating 1-3 |
|---|---|---|---|---|---|---|---|---|
| 1. Oversee and monitor Strategic Plan implementation | 1-5 | Strategic plan dashboard | Collaborative work with leadership team | 🟩 | 🟩 | | | |
| 2. Oversee launch of new strategic planning process | 1-7 | Process launch events | Board visioning session, developing Steering Comm | 🟩 | 🟩 | | | |
| 3. Continue/strengthen engagement with First Nations | 1,2,3,7 | 1 renewed MOU | Met with ONA, KN, updating of ONA MOU underway | 🟩 | 🟩 | | | |
| 4. Continue/strengthen engagement with key stakeholders | 1,2,3,7 | Minimum 2 per month | 2 CAOs, 2 MLAs, Innovation Commissioner, CCSpokane | 🟩 | 🟩 | | | |
| 5. Support Indigenization and EDI plan goals | 1,2,4 | LT performance goals | Collaborative work with Leadership team | 🟩 | 🟩 | | | |
| 6. Activate infrastructure consolidation plans (KSA, ARIC) | 5 | Formalized plans | Fit analysis and Gantt charts under development | 🟩 | 🟩 | | | |
| 7. Oversee Institutional Accountability goals | 1,2,6 | IAPR accepted by AEST | Collaborative work with Leadership team | 🟩 | 🟩 | | | |
| 8. Prudent budget management at fiscal year-end 23/24 | 6 | Financial reports | Budget process underway earlier this year | 🟩 | 🟩 | | | |
| 9. Maintain national/provincial relationships and networks | 7 | 3+ committee roles | CICAN Board, CICAN Sustainability, TTBC Treasurer | 🟩 | 🟩 | | | |
| 10. Maintain legitimacy as new President thru engagement | 3,4,7 | 4+ blogs, 16+ events | October Blog, 2 Campus Convos, 3 Get Connected, 3 Pit Coffees | 🟩 | 🟩 | | | |

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

| STRATEGIC PLAN DASHBOARD | Year 22 | 23-24 | | 24-25 | | Responsibility |
|---|---|---|---|---|---|---|
| | Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | | | |

## 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 |

Briefing Note

| Date: October 16, 2023 | Prepared by: Donna Drover, Director of Facilities & Business Services |
|---|---|

| Subject: Selkirk College – Five-Year Capital Plan Capital Requirements Overview |
|---|

## Purpose:

The purpose of this briefing note is to provide a high-level overview of Selkirk College's capital requirements, as described in the Five-Year Capital Plan.

## High-Level Overview of Capital Requirements:

Selkirk College, situated in the picturesque West Kootenay region of British Columbia, is a dynamic and active rural community college that serves the West Kootenay and Boundary Region. The College's primary mission revolves around offering pertinent programs and services to students, contributing to the regional workforce and economic development through innovative education and skills training that aligns with employers' and industries' requirements. Moreover, Selkirk College is dedicated to attracting and retaining students from Indigenous, domestic, and international backgrounds. The college encompasses six campuses in total:

- Castlegar Campus (Main Campus)
- Tenth Street Campus (Nelson)
- Victoria Street Campus (Nelson)
- Silver King Campus (Nelson)
- Trail Campus
- Grand Forks Campus

The six campuses, together with two learning centres in Kaslo and Nakusp, educate more than 2,700 full-time students (FTEs) and almost 12,000 students each year.

The Selkirk College Five-Year Capital Plan aligns with the Ministry of Advanced Education and Future Skills institutional strategic goals and objectives. Specifically, priority projects focus on:

- Lasting reconciliation with Indigenous Peoples in British Columbia by fostering access and success in post-secondary education and training;
- Supporting learners to achieve their full potential with accessible, affordable and equitable education and training opportunities;

- Ensuring a high quality and relevant post- secondary education and skills training system that provides the services people count on for good paying jobs and opportunities to reach their full potential;
- Reducing deferred maintenance, FCI and energy consumption and green-house gas emissions; and
- Improving learning outcomes for students.

The College understands that the Ministry of Advanced Education and Future Skills has implemented a cost sharing policy and the College is confident that together with community, federal and industry donations, it will successfully contribute 5% of the total project capital costs. Furthermore, the College will be responsible for any incremental operating costs.

PRIORITY 1 - STUDENT HOUSING: TRAIL CAMPUS

In alignment with the Ministry of Advanced Education and Future Skills' commitment to bolstering the development of 8,000 new student housing units as part of Homes for BC, our government's 10-year housing plan, this project takes on paramount importance. The increasing demand for student housing, coupled with the recent transfer of ownership of the Trail Campus to Selkirk College, necessitates an urgent response to provide our students with more affordable on-campus accommodation.

To address this pressing requirement, the College is embarking on the construction of a new student housing facility in the City of Trail, BC. This purpose-built facility will boast 26 beds and will be strategically located in close proximity to the downtown campus, ensuring convenient accommodation and easy access to education for our students.

By undertaking this project, we demonstrate our unwavering commitment to supporting the Ministry's vision and dedication to improving the overall educational experience for students. The new student housing facility will play a vital role in fostering a conducive learning environment, promoting student engagement, and facilitating academic success, and will help to alleviate housing challenges, and enrich the higher education landscape in British Columbia.

PRIORITY 2 - WASTE WATER TREATMENT FACILITY

The waste water treatment facility on our Castlegar campus is nearing the end of its expected service life. To ensure uninterrupted campus operations and minimize the risk of equipment failure, we are proposing a complete replacement for this project.

As a crucial aspect of this initiative, we will upgrade to a more advanced system that not only meets the College's requirements but also aligns with the standards and codes mandated by the Ministry of Environment. This comprehensive undertaking will not only entail replacing equipment but also involve significant improvements to the existing building that houses the treatment facility, as it too is approaching the end of its functional life.

PRIORITY 3 – HEALTH SCIENCES EXPANSION

This project focuses on the health science building, which has received minimal repairs and renovations over the years. The building's deteriorating condition poses health and safety risks to both students and staff, leading to higher operating costs and creating a subpar learning environment that hampers student outcomes. To rectify this situation, a comprehensive renewal project is planned for the Monashee building,

encompassing an area of 838 square meters. The aim is to significantly improve the building's Facility Condition Index (FCI) from its current value of 0.042* to less than 0.05. Through this renewal and expansion initiative, all Priority 1, 2, and 3 requirements identified by VFA will be thoroughly addressed:

- Health and safety issues;
- Updating the building and systems to align with current building codes; and
- Updating mechanical and electrical systems to reduce energy consumption and improve performance.

In addition to the renewal efforts, a substantial expansion of this wing is necessary. The construction of a new building at the wing's end will serve two important purposes: firstly, it will ensure compliance with accreditation requirements concerning adequate space. Secondly, it will create improved study spaces for students, along with additional office areas and study zones. These enhancements are crucial to meet the accreditation requirements for the nursing program.

PRIORITY 4 – TENTH STREET STUDENT HOUSING
In alignment with the Ministry of Advanced Education and Future Skills' commitment to bolstering the development of 8,000 new student housing units as part of Homes for BC, our government's 10-year housing plan, this project takes on paramount importance. The increasing demand for student housing, coupled with the anticipated transfer of ownership of the Tenth Street Campus to Selkirk College, necessitates an urgent response to provide our students with more affordable on-campus accommodation.

To address this pressing requirement, Selkirk College would like to construct a new 200 bed, 62,689 sq. ft. student housing facility in the City of Nelson. This facility will be located at the Tenth St campus, which is a short distance to the Nelson downtown core, providing ease of access, and serve as a means of livelihood for our students as they pursue their path to their education at Selkirk. Having such a facility would definitely benefit the students by ensuring convenient accommodation and easy access to education for our students.

By undertaking this project, we demonstrate our unwavering commitment to supporting the Ministry's vision and dedication to improving the overall educational experience for students. The new student housing facility will play a vital role in fostering a conducive learning environment, promoting student engagement, and facilitating academic success, and will help to alleviate housing challenges, and enrich the higher education landscape in British Columbia.

Briefing Note

| Date: October 16, 2023 | Prepared by: Donna Drover, Director of Facilities & Business Services |
|---|---|

| Subject: Board Update - Facilities Routine Capital and Capital Projects |
|---|

## Routine Capital Facilities Planning and Project Submissions:

All routine capital projects submitted for this fiscal year have received approval from the Ministry. The planning process for our submissions commences in late November, when we call upon supervisors, deans and chairs to propose projects for the upcoming fiscal year. These projects are subsequently assessed based on the following criteria:

1. Alignment with Selkirk College Strategic Plan, EDI Plan, Sustainability Plan, and Indigenization Plan.
2. Consistency with the Campus Master Plan.
3. Enhancement of the student experience.
4. Prioritization of facility management and budget considerations.
5. Adherence to campus standardization.
6. Emphasis on health, safety, and compliance priorities.

The Facilities and IT departments then supply preliminary cost estimates for the proposed projects and convene with the Facilities Planning Committee to endorse the list of projects for submission.

In the current fiscal year, we received more than 70 project submissions for evaluation, with 27 of them receiving endorsement from the committee and approval from the Ministry. These approved projects encompass a diverse range, including classroom renovations and enhancements, electrical system upgrades, linear infrastructure improvements, accessibility enhancements, exterior wayfinding improvements, fire alarm system upgrades, and enhancements to our IT infrastructure.

## Capital Projects Status Updates:

Student Housing

Construction has progressed swiftly throughout the summer months, but, as is occasionally the case in construction, unforeseen challenges have arisen. Towards the end of August, heavy rainfall caused a water leak at the Castlegar construction site, resulting in substantial damage that requires remediation and restoration. Fortunately, the remedial work is already underway and is expected to be covered by our project insurance. Despite this setback, we eagerly anticipate welcoming students to the Silver King Student Housing in the winter of 2024 and the Castlegar Student Housing in September 2024.

## Castlegar Campus Water System

Due to staffing changes at WSA (the College's engineer) and the City of Castlegar, challenges have emerged with the IH permitting process. We're currently in critical path discussions with the Ministry of Transportation, Interior Health, and the City of Castlegar to ensure a successful project completion in December 2023.

To minimize the impact of these challenges we have continued with the process of clearing the alignment, which includes the removal of trees and vegetation. To minimize the impact on the natural environment, our facilities team has collaborated with the grounds committee to incorporate best practices into the project.

The contractor is required to create an Environmental Management Plan and follow procedures to reduce the spread of invasive species. They are also conducting work outside of the migratory bird nesting period. After completion, the cleared land will be reseeded with an Interior Native Dryland Seed Mix to reduce erosion and support native birds, insects, and animals.

The estimated construction cost for this project falls within the assigned budget of $1.9 million.

## Trail Campus

November 7, 2023, marks the one-year anniversary of the ownership transfer of the Trail campus.

Since then, we have held initial stakeholder engagement meetings and initiated medium- and long-term renovation work. The scope of this work encompasses substantial upgrades to the structured cabling network across the campus, classroom renovations, potential window replacements, as well as improvements to accessibility and entry points. In early September, the college issued a request for proposals for a project architect, but only received a single late submission. The scarcity of available contractors in our local region has presented a considerable challenge for many of our projects. Currently, we are conducting a review of the project to explore alternative strategies that might yield more success.

## Tenth Street Outdoor Indigenous Gathering Space

In 2023, Selkirk College, in collaboration with the City of Nelson, constructed the Tenth Street Outdoor Indigenous Gathering Space with the support of a Time Immemorial grant administered by the First Peoples' Cultural Foundation and Heritage BC.

This space serves multiple purposes:

- Promoting truth and reconciliation.
- Providing a welcoming space for Indigenous and diverse communities to protect, learn about, share, and revitalize various aspects of cultural heritage, including oral history, traditional craft making, social practices, and cultural traditions.
- Facilitating gatherings that encourage the sharing of traditional knowledge, thereby enhancing community dialogue and promoting cross-cultural awareness.

First Peak Contracting initiated construction in July and completed it in August. An awakening and official launch of the space are currently in the planning stages, with involvement from our Elders on campus and our Nation partners.

Castlegar Cafeteria Upgrades and Renovations

In response to feedback from our student engagement survey regarding the Castlegar campus cafeteria, we are pleased to announce a partnership between Columbia Basin Trust and the college to initiate the first phase of a cafeteria renovation project. Phase 1 includes:

- Fresh paint and the installation of energy-efficient LED lighting.
- Brand-new furniture to create a more inviting café atmosphere.
- Introduction of tectum sound panels and distinctive birch panels for enhanced aesthetics.
- The addition of extra power receptacles, equipped with USB and lightning charging ports.

We anticipate the completion of Phase 1 by the end of November. Simultaneously, we have enlisted the services of an independent Kitchen Consultant to commence the planning process for Phase 2, scheduled for the summer of 2024.

# President's Performance Evaluation Template
## July 1, 2023 – June 30, 2024

**Motion to approve:** September 2023 ☐         **Annual Review:** June 2024 ☐

Part 1: Behavioural Competencies
Part 2: Objectives
Part 3: Professional Development

## PART 1 – Behavioural Competencies

*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:** | | | | |

| | Board Rating | | | |
|---|---|---|---|---|
| **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:** | | | | |

| | | | | |
|---|---|---|---|---|
| **Teambuilding and Effective Relationship Building** | S | P | N | |
| Sample behaviours: Builds a strong, collaborative and engaged executive team; Models and facilitates effective teambuilding behaviours; Builds collaborative and cross-functional partnerships that benefit the College; Promotes equity, diversity and inclusivity, and Indigenization and Reconciliation | | | | |
| **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. Learner Success
2. Excellence in Education
3. Community Development
4. Healthy Workplace
5. Modernization
6. Other – Government and Board Accountability
7. Other – Leadership and 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 Q2 | Q3 | Q4 | Board Rating 1-3 |
|---|---|---|---|---|---|---|---|
| 1. Oversee and monitor Strategic Plan implementation | 1-5 | Strategic plan dashboard | | | | | |
| 2. Oversee launch of new strategic planning process | 1-7 | Process launch events | | | | | |
| 3. Continue/strengthen engagement with First Nations | 1,2,3,7 | 1 renewed MOU | | | | | |
| 4. Continue/strengthen engagement with key stakeholders | 1,2,3,7 | Minimum 2 per month | | | | | |
| 5. Support achievement of Indigenization and EDI plan goals | 1,2,4 | LT performance goals | | | | | |
| 6. Activate infrastructure consolidation plans (KSA, ARIC) | 5 | Formalized plans | | | | | |
| 7. Oversee achievement of Institutional Accountability goals | 1,2,6 | IAPR accepted by AEST | | | | | |
| 8. Prudent budget management at fiscal year-end 23/24 | 6 | Financial reports | | | | | |
| 9. Maintain national/provincial relationships and networks | 7 | 3+ committee roles | | | | | |
| 10. Maintain legitimacy as new President through engagement | 3,4,7 | 4+ blogs, 16+ events | | | | | |

## Part 3 – President and CEO Professional Development Plan

**Current Goals, 2023-24**

| 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' Institute 2024 | Certificate of Completion | July 2024 | |
| Improve knowledge of implementing Indigenization initiatives, decolonization and TRC commitments | IndigenEYZE Kinshift workshop series – April/May 2024 | Certificate of Completion | May 2024 | |
| Build skillsets essential for leading organizational change | UBC -Leading Change https://www.sauder.ubc.ca/programs/executive-education/programs-certificates/programs/leading-change | Certificate of Completion | March 2024 | |

**Future Goals 2024-25**

| Goal | Proposed PD Activities | Outcome or achievement indicator | Target Date | Achieved Yes/No/Partial |
|---|---|---|---|---|
| Build understanding of strategic leadership, analytics and governance | Institute of Corporate Directors Certification | Designation, ICD.D | 2026 | |
| | To be completed in conjunction with year-end performance evaluation | | | |
| | | | | |

**President's Comments**

**Board Comments**

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**Merit Increase**

☐ Approved ☐ Not Approved ☐ Not Applicable

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| | | |
|---|---|---|
| Chair's Signature | President's Signature | Date |

# Selkirk College

## Board Committee Membership 2023/24

| | Audit/Finance | Governance | Human Resources |
|---|---|---|---|
| | *ToR pending*<br>*Appointed and student Board members only.*<br><br>*5 meetings a year* | *ToR pending* | *No fewer than 3 appointed & not more than 5 appointed members ( no elected students or employees)*<br><br>*3 meetings a year* |
| Margaret Sutherland, Chair | Yes | Yes | Yes |
| Christy Andeson, Vice Chair | Yes | Yes | |
| Danny Bradford | Yes | | Yes |
| John Dutton | | | Yes |
| Kris Salikin | | | Yes |
| Debbie Bird | | | Yes |
| Ken Wyllie | Yes | Yes | |
| Amed Naqvi | Yes | | |
| Bronwyn Krause (PPWC Elected) | | Yes | |
| Kim Pham (SCFA Elected) | | Yes | |
| Sarah Lechthaler (EdCo Chair) | | Yes | |
| Abhilash Bhasin | | | |
| Student member TBC | | | |
| Chair | | Christy Anderson | |

# Selkirk College

# DRAFT 2023 -2024 Board Committee Calendar

Finance/Audit Committee
- Tuesday, October 24, 2023 from 10:00 am – 11:00 am
- Friday, January 19, 2024 from 9:00 – 10:00 am
- Thursday, March 21, 2024 from 10:00 – 11:00 am
- Monday, May 13, 2024 from 3:00 – 4:00 pm
- Thursday, June 27, 2024 from 10:00 – 11:00 am

Governance Committee (formerly the Development Committee and the Policy Committee)
- Thursday, October 26, 2023 from 2:00 – 3:30 pm
- Tuesday, January 16, 2024 from 9:00 am – 10:30 am
- Tuesday, May 7, 2024 from 9:00 am – 10:30 am

HR Committee
- Tuesday, December 9, 2023 from 2:00 – 3:00 pm
- Tuesday, March 5, 2024 from 9:00 – 10:00 am
- Thursday June 6, 2024 from 2:00 – 3:00 pm