

COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING AGENDA

February 6, 2026, 12:00pm-2:30pm

Virtual Location: Microsoft Teams

Coast Mountain College serves six First Nations in Northwest British Columbia: Gitksan, Haida, Haisla, Nisga'a, Tsimshian and Wit'suwit'en and acknowledges the traditional territories its campuses reside on. We also collaborate with our close neighbors in the Tahltan Nation.

Board Members	Present	Regrets
A. Smith, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
B. Markert, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
C. Butcher, Board Chair – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
D. Allen, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
Dr. L. Waye, President & CEO	<input type="checkbox"/>	<input type="checkbox"/>
H. Anjaria, Support Staff Elect – August 31, 2028	<input type="checkbox"/>	<input type="checkbox"/>
K. Anaka, Student Representative Elect – August 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
M. Burrows, Education Council Chair – April 25, 2026	<input type="checkbox"/>	<input type="checkbox"/>
M. Horner, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
M. Mehr, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
N. Jamieson, Order-in-Council – July 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
P. Michell, First Nations Council Chair	<input type="checkbox"/>	<input type="checkbox"/>
R. Riesen, Faculty Elect – March 1, 2026	<input type="checkbox"/>	<input type="checkbox"/>
S. Sheeba, Student Representative Elect – August 31, 2026	<input type="checkbox"/>	<input type="checkbox"/>
T. MacMillan, Order-in-Council Member – July 31, 2027	<input type="checkbox"/>	<input type="checkbox"/>
T. Onuora, Order-in-Council – July 31, 2027	<input type="checkbox"/>	<input type="checkbox"/>

12:00pm-12:05pm	1.0 Call to Order, Territorial Acknowledgement and Introduction of Board Members	<i>For Action</i>
12:05pm-12:10pm	2.0 Adoption of the February 6, 2026, Board Regular Meeting Agenda On the motion proposed by _____ and seconded by _____ Proposed: That the February 6, 2026, Board Regular Meeting agenda be adopted as presented.	<i>For Action</i>
12:10pm-12:15pm	3.0 Adoption of the October 31, 2025, Board Regular Meeting Minutes	<i>For Action</i>

	<p>On the motion proposed by _____ and seconded by _____</p> <p>Proposed: That the October 31, 2025, Board Regular Meeting minutes be adopted as presented.</p>	
<i>New Business</i>		
12:15pm–12:45pm	<p>4.0 President’s Presentation and Report to the Board – President & CEO, Dr. L. Waye</p> <p><i>Please see the corresponding report on pages 13-31 of the meeting package for additional information.</i></p>	<i>For Information</i>
12:45pm–12:55pm	<p>5.0 Chair’s Report to the Board – Board Chair, C. Butcher</p> <p>5.1 Key Decisions and Directions from the Closed Door meeting Please note, as this meeting was held in camera, not all decisions or directions are reported in this section. Only information deemed appropriate for disclosure by the Board Chair is included.</p>	<p><i>For Information</i></p> <p><i>For Information</i></p>
12:55pm–1:00pm	<p>6.0 Appointment of the Education Council Board Representative</p> <p>Each year an Order-in-Council Board member is appointed as the Education Council Board representative. The appointed Board member will serve in a non-voting capacity on the Education Council.</p> <p>Term: March 2026 to March 2027</p> <p>Proposed: That the appointed Order-in-Council board member serve on the Education Council.</p>	<i>For Action</i>
1:00pm–1:15pm	<p>7.0 Amended International Student Plan – Executive Director, External Relations, H. Bastin</p> <p>On the motion proposed by _____ and seconded by _____</p> <p>Proposed: That the amended International Student Plan be adopted as presented.</p> <p><i>Please see the corresponding report on pages 32-48 of the meeting package for additional information.</i></p>	<i>For Action</i>
1:15pm–1:30pm	8.0 Risk Report – Vice-President Corporate Services & CFO	<i>For Information</i>

1:30pm–1:40pm	9.0 Finance & Audit Committee Report to the Board – M. Mehr	<i>For Information</i>
1:40pm–2:10pm	<p>10.0 Policy Review Committee Report to the Board – D. Allen</p> <p>10.1 Adoption of the CMTN Board Governance Handbook</p> <p>On the motion proposed by the Policy Review Committee Chair and seconded by _____</p> <p>Proposed: That the CMTN Board Governance Handbook be adopted as presented.</p> <p><i>Please see the corresponding briefing note on pages 49-114 of the meeting package for additional information.</i></p> <p>10.2 Retraction of the Out of Date Board Policy Documents</p> <p>On the motion proposed by the Policy Review Committee Chair and seconded by _____</p> <p>Proposed: That the out of date Board policy documents be retracted from the CMTN website.</p> <p><i>Please see the corresponding briefing note on pages 115-116 of the meeting package for additional information.</i></p> <p>10.3 Adoption of the Freedom of Information and Protection of Privacy Policy (ADM-003)</p> <p>On the motion proposed by the Policy Review Committee Chair and seconded by _____</p> <p>Proposed: That the Freedom of Information and Protection of Privacy policy (ADM-003) be adopted as presented.</p> <p><i>Please see the corresponding briefing note on pages 117-124 of the meeting package for additional information.</i></p> <p>10.4 Adoption of the Granting of Credentials Policy (EDU-019)</p>	<p><i>For Information</i></p> <p><i>For Action</i></p> <p><i>For Action</i></p> <p><i>For Action</i></p> <p><i>For Action</i></p> <p><i>For Action</i></p>

	<p>On the motion proposed by the Policy Review Committee Chair and seconded by _____</p> <p>Proposed: That the Granting of Credentials policy (EDU-019) be adopted as presented.</p> <p><i>Please see the corresponding briefing note on pages 125-130 of the meeting package for additional information.</i></p>	
2:10pm-2:20pm	11.0 First Nations Council Report to the Board – P. Michell	<i>For Information</i>
2:20pm-2:30pm	12.0 Education Council Report to the Board – M. Burrows	<i>For Information</i>
2:30pm	<p>13.0 Meeting Adjournment</p> <p>On completion of the agenda, or time for adjournment, the Board Chair may declare the meeting adjourned.</p> <p><i>Please note that a Board only post-meeting evaluation survey will be distributed to FNC Chair, EdCo Chair, OIC and elected Board members.</i></p>	<i>For Adjournment</i>



COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING MINUTES

October 31, 2025, 11:45am-1:45pm

Virtual Location: Microsoft Teams

Coast Mountain College serves six First Nations in Northwest British Columbia: Gitksan, Haida, Haisla, Nisga'a, Tsimshian and Wit'suwit'en and acknowledges the traditional territories its campuses reside on. We also collaborate with our close neighbors in the Tahltan Nation.

Attendance

A. Smith, Order-in-Council – July 31, 2026
B. Gibson, First Nations Council Vice-Chair
B. Markert, Order-in-Council – July 31, 2026
C. Butcher, Board Chair – July 31, 2026
D. Allen, Order-in-Council – July 31, 2026
Dr. L. Waye, President & CEO
H. Anjaria, Staff Elect – August 31, 2028
K. Anaka, Student Representative Elect – August 31, 2026
M. Burrows, Education Council Chair – April 25, 2026
M. Horner, Order-in-Council – July 31, 2026
M. Mehr, Order-in-Council – July 31, 2026
N. Jamieson, Order-in-Council – July 31, 2026
P. Michell, First Nations Council Chair
R. Riesen, Faculty Elect – March 1, 2026
S. Sheeba, Student Representative Elect – August 31, 2026
T. MacMillan, Order-in-Council – July 31, 2027
T. Onuora, Order-in-Council – July 31, 2027

Guests

A. Kang, Director, President's Office
Dr. T. Kunkel, Vice President, Academic, Students & International
M. Doyle, Vice President, Corporate Services & CFO

1.0 Call to Order, Territorial Acknowledgement and Introduction of Board Members	<i>For Action</i>
The Board Chair, C. Butcher called the meeting to order at 11:45am.	
2.0 Adoption of the October 31, 2025, Board Regular Meeting Agenda	<i>Motion Carried</i>
On the motion made by M. Horner and seconded by H. Anjaria	

Motion: That the October 31, 2025, Board Regular Meeting agenda be adopted as presented.	
3.0 Adoption of the September 5, 2025, Board Regular Meeting Minutes On the motion made by H. Anjaria and seconded by B. Markert Motion: That the September 5, 2025, Board Regular Meeting minutes be adopted as presented.	<i>Motion Carried</i>
<p style="text-align: center;"><i>New Business</i></p>	
4.0 Appointment of the Education Council Board Representative Each year an Order-in-Council Board member is appointed as the Education Council Board representative. The appointed Board member will serve in a non-voting capacity on the Education Council. Proposed: That the appointed Order-in-Council board member serve on the Education Council (EdCo). The Board Chair, C. Butcher will continue to serve on EdCo until the seat can be filled. The Board Chair, C. Butcher requested to postpone this agenda item to the February 6, 2026 Board meeting.	<i>Item Postponed</i>
5.0 Chair's Report to the Board – Board Chair, C. Butcher The Board Chair, C. Butcher provided a verbal report to the Board. <ul style="list-style-type: none"> • C. Butcher is working with Dr. L. Wayne and A. Kang on the transition of duties for the Board Chair role. • The Board Chair term of appointment shall continue until July 31, 2026. 	<i>For Information</i>
6.0 President's Report to the Board – President & CEO, Dr. L. Wayne Dr. L. Wayne presented a report to the Board. Past Ten Months: <ul style="list-style-type: none"> • January - Post-Secondary Education and Future Skills (PSFS) cancellation of the successful Contact North BC project (2020-2025). • Winter - Ongoing federal changes to international student study visas, favouring universities and limiting numbers. • Spring - PSFS cancellation of our student housing requests, with the possible exception of Phase 2 housing at the Terrace campus 	<i>For Information</i>

<ul style="list-style-type: none"> • Spring - Premier tells media all public post-secondary institutions must present a balanced budget for FY 2026/2027 <p>College Budget:</p> <ul style="list-style-type: none"> • October 20 Townhall announcement <ul style="list-style-type: none"> ○ We will stop actively recruiting international students as of March 31 ○ We will close the Hazelton Campus as of June 30 ○ We will reduce each of the four employee groups at CMTN by approximately 20% by March 31 <p>Going Forward – Goals:</p> <ul style="list-style-type: none"> • A focus on domestic and Indigenous student recruitment <ul style="list-style-type: none"> ○ Fall 2025 saw a 13% increase in domestic enrolment, with a 30% increase in learners who self-identify as Indigenous • A focus on having three robust campuses: <ul style="list-style-type: none"> ○ Prince Rupert, Smithers, and Terrace • Some positions removed from the budget, but adding others that align with our future focus • A focus on maintaining the student experience as best we can • On the path to presenting a balanced budget for 2026-2027 fiscal year <p>Going Forward - Asset Disposition:</p> <ul style="list-style-type: none"> • Kitimat campus • Houston campus • Hazelton campus • The proceeds from the sale of an asset go into retained earnings, earmarked for capital projects. The Ministry of Infrastructure and Ministry of Post-Secondary Education and Future Skills require an application for their use. 	
<p>7.0 Finance & Audit Committee Report to the Board – M. Mehr</p> <p>The Finance and Audit Committee Chair, M. Mehr provided a verbal report to the Board.</p> <ul style="list-style-type: none"> • The Finance and Audit Committee met on October 21, 2025. • The Five-Year Capital Plan was approved which noted a wish list of important projects. • The Q2 financial statement was presented. The numbers look really good compared to the budget. <p>7.1 CMTN Five Year Capital Plan – Vice-President, Corporate Services & CFO, M. Doyle</p> <p>On the motion made by the Finance and Audit Committee Chair and seconded by B. Markert</p>	<p><i>For Information</i></p> <p><i>For Action</i></p>

<p>Motion: That the CMTN Five Year Capital Plan be adopted as presented.</p> <p>M. Doyle presented the 5 Year Capital Plan 2026/2027-2030/2031.</p> <ul style="list-style-type: none"> • Terrace Campus Student Housing Phase 2 <ul style="list-style-type: none"> ○ CMTN is one of three shortlisted candidates being considered for potential student housing development. ○ Business case has been submitted and a \$1 million contribution will be made by CMTN. • Prince Rupert Campus Student Housing <ul style="list-style-type: none"> ○ This was identified as necessary due to low vacancy rates. • Smithers Campus Student Housing <ul style="list-style-type: none"> ○ This was identified as necessary due to low vacancy rates. • Waap Haawk Building Replacement <ul style="list-style-type: none"> ○ The building's core infrastructure is in poor condition. ○ Efforts are being made to maintain the facility, the current repairs are temporary and it is anticipated that further issues may arise over time. • Waap Sa'mn Vertical Expansion <ul style="list-style-type: none"> ○ Renovations have already been completed to the basement, first floor, and second floor, and there is a possibility of adding an additional floor. • Freda Diesing Indigenous Fine Arts Studio <ul style="list-style-type: none"> ○ Additional space is required, as CMTN is currently using a portable. The proposed new space would include an art gallery and additional work areas. • Heavy Mechanical Shop Ceiling Crane <ul style="list-style-type: none"> ○ This request is considered a lower priority at this time. • Waap Am'gam Renewal Phase 2 <ul style="list-style-type: none"> ○ Focus on completion of the Trades Building. • Terrace Campus Modular Boiler System <ul style="list-style-type: none"> ○ The 40-year-old boiler system is currently being maintained; however, a backup system is required and may be funded through routine capital. <p>M. Doyle noted that it is important to identify both high-priority items and lower-priority requests.</p>	
<p>8.0 Policy Review Committee Report to the Board – D. Allen</p>	<p><i>For Information</i></p>

<p>The Policy Review Committee Chair, D. Allen provided a verbal report to the Board.</p> <ul style="list-style-type: none"> • The Policy Review Committee met on October 22. • The committee reviewed the Board Governance Handbook. <p>8.1 Adoption of the CMTN Board Governance Handbook</p> <p>On the motion made by the Policy Review Committee Chair and seconded by H. Anjaria</p> <p>Motion: <i>That the CMTN Board Governance Handbook be adopted as presented.</i></p> <p>A. Kang presented the new CMTN Board Governance Handbook.</p> <ul style="list-style-type: none"> • The Board Governance Handbook has been comprehensively updated to consolidate governance resources, clarify Board roles and responsibilities, and reflect the current legislative, policy, and procedural framework of CMTN. <p>R. Riesen noted that in Section .1 the Education Council (EdCo) seat should be listed as a voting seat. The Board previously passed a motion giving the EdCo Chair voting rights.</p> <p>A. Kang noted that the <i>College and Institute</i> Act clearly defines that the EdCo seat is non-voting. However, she will look into pervious Board minutes and review when this took place.</p> <p>M. Burrows noted that the language in Section 1.2 about the campuses will need to be updated.</p> <p>D. Allen requested that the agenda item be tabled and noted that further review is required regarding the EdCo vote.</p>	<p><i>Item Tabled</i></p>
<p>8.2 Retraction of the Out of Date Board Policy Documents</p> <p>Proposed: <i>That the out of date Board policy documents be retracted from the CMTN website.</i></p> <p>The Policy Review Committee Chair, D. Allen requested that the agenda item be tabled.</p>	<p><i>Item Tabled</i></p>
<p>9.0 First Nations Council Report to the Board – P. Michell</p> <p>The First Nations Council (FNC) Chair, P. Michell provided a verbal report to the Board.</p> <ul style="list-style-type: none"> • FNC met on October 29 and 30 	<p><i>For Information</i></p>

<ul style="list-style-type: none"> The council reviewed the Stepping Stones document and hope to provide it to the Board soon. FNC is celebrating it's thirtieth anniversary. 	
<p>10.0 Education Council Report to the Board – M. Burrows</p> <p>The Education Council Chair, M, Burrows provided a verbal report to the Board.</p> <ul style="list-style-type: none"> Education Council approved the 2026 -2027 Academic Schedule. The annual Summary of Motions was approved. The Social Service Worker Certificate admissions requirements were updated and approved by. Council membership on standing committees is determined at the September meeting of each year. The four standing committees of EdCo (International Education, Education Policy, Articulation and Curriculum Committee, Academic Appeals) have been populated. The International Education Committee terms of reference were updated and approved. Action Items In-progress/Pending <ul style="list-style-type: none"> Updates to the Granting of Credentials Policy and Procedures is in progress. 	<i>For Information</i>
<p>11.0 Presentations</p> <p>11.1 Fall Semester Enrolment Number Update Presentation – Vice-President, Academic, Students & International, Dr. T. Kunkel</p> <p>Dr. T. Kunkel presented an enrolment report to the Board.</p> <ul style="list-style-type: none"> BC Public Service was recently on strike and the data is not up to date but hopefully it can be updated in the coming days. All international and domestic students without continuing education (CE) <ul style="list-style-type: none"> 2024-2024: 2512 2025-2026: 1550 (partial data and will change due to a data refresh) Domestic student numbers are increasing and international student numbers are decreasing. 	<p><i>For Information</i></p> <p><i>For Information</i></p>
<p>12.0 Amended CMTN IAPR – Vice-President, Academic, Students & International, Dr. T. Kunkel</p> <p>12.1 Adoption of the CMTN IAPR</p> <p>On the motion made by D. Allen and seconded by R, Riesen</p> <p>Motion: <i>That the CMTN IAPR be adopted as presented.</i></p> <p>Dr. Titi Kunkel presented a provided an IAPR presentation.</p>	<p><i>For Information</i></p> <p><i>Motion Carried</i></p>

<ul style="list-style-type: none"> • IAPR 2024/2025 – Report Overview <ul style="list-style-type: none"> ○ Annual Ministry report that is completed by all Public Post-Secondary Institutions. <ul style="list-style-type: none"> ▪ Mandate letter ▪ Ministry initiatives ▪ Strategic plan ▪ Ministry performance targets and results ○ Institutional Data <ul style="list-style-type: none"> ▪ Ministry data ▪ Institutional Research ▪ Department Action Plans • Highlight of changes to IAPR <ul style="list-style-type: none"> ○ Provided more detailed information about new marketing initiatives carried out to increase domestic student enrolment. ○ Targets, assessment and explanation added for Indigenous student spaces. ○ Assessment and explanation added to Student Spaces and Credentials awarded. ○ Updated Board Chair name on the Accountability Statement ○ Revised date on the Accountability Statement ○ Minor editorial changes. 	
<p>13.0 Mandate Letter Activities Update - Vice-President, Academic, Students & International, Dr. T. Kunkel</p> <p>Dr. T. Kunkel presents the Mandate Letter Activities updated</p> <ul style="list-style-type: none"> • What is the Mandate Letter <ul style="list-style-type: none"> ○ Letter from the Minister, Honorable Anne Kang ○ Issued to the Chair of the Board in June 2025 ○ Highlights provincial mandate for the year • Mandate Letter 2025/2026 <ul style="list-style-type: none"> ○ Data Security and Enterprise Risk ○ Climate Change Accountability ○ Advancing Indigenous Reconciliation ○ Explore and Implement Strategies ○ Policies and Programs • Timeline and Reporting & Department Action Plans <ul style="list-style-type: none"> ○ August to September 2025 – Academic year preparations ○ October 2025 – Set priorities and develop Department Action Plans (DAP) ○ November 2025 – DAP priorities presentation ○ March 2026 – DAP progress update ○ April 2026 – IAPR development ○ June 2026 – Report on outcomes 	<p><i>For Information</i></p>
<p>14.0 Meeting Adjournment</p>	<p><i>Meeting Adjournment</i></p>

On completion of the agenda, the Board Chair, C. Butcher declared the meeting adjourned at 1:15pm.

Please note that a Board only post-meeting evaluation survey will be distributed to FNC Chair, EdCo Chair, OIC and elected Board members. This survey is being conducted in addition to the OIC Board member-only discussion.





President's Board Report, for February 06, 2026

Laurie Waye, PhD

Submitted January 29, 2026

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2025 was a challenging year for Coast Mountain College (CMTN). Hard decisions were made, including reducing the number of positions across the college by 20%, closing the Hazelton campus, disposing of real estate assets, and ceasing international student recruitment activities. As well, intentional investments have been made that will yield benefits in the future, including adopting software to streamline HR processes and revisiting the college's model of the revenue-generating Workforce Training and Continuing Studies department. Additional investments include reworking positions to gain more efficiencies and adding new positions focused on student recruitment. Many of the reductions to non-employee budget items will continue through the upcoming fiscal year, including restrictions on travel and overtime.

The hard decisions, and the hard work to implement them, will pay off: the college will be able to present a balanced budget for fiscal year 26/27 (April – March). In addition, once the sale of the three campuses (Houston, Kitimat, and Hazelton) is complete, the proceeds will go to retained earnings, earmarked for future capital projects. At the time of writing, the proceeds from the sales (a predicted \$4.84M) should more than replenish what has been removed from retained earnings to cover the changes made in 2025 (\$3.5M).

1. Summary and key metrics

a. Budget

While Q3 numbers look strong, Q4 is annually the most expensive quarter for the college, with winter utility bills and international student tuition recruitment commissions needing to be paid. At the time of writing this report, the vast majority of money required for workforce planning adjustments – through layoffs, voluntary departures, and early retirement incentives – has been paid out to departing staff and faculty and will also be reflected in Q4. Because the budget had been conservatively estimated a year ago, I am confident we will stay within the \$3.5M deficit approval that the college had received from the Ministry of Post-Secondary Education and Future Skills by March 31st, and present a balanced budget for the upcoming fiscal year (2026/27).

In addition, despite the Ministry of Post-Secondary Education and Future Skills having less flexibility with spending, CMTN received notice of one-time funding for an Accelerated Practical Nursing program, which will run starting September 2026, at the Terrace campus. The province's generational investment in trades training will also help the CMTN budget, although how much and in what ways is not yet clear. These instances of good news are balanced by the less good news of a cut of approximately \$80,000 to the 2026/2027 provincial grant, due to the number of students registered in Adult Upgrading programming in November.



b. Student enrolment

CMTN has had an increase in domestic enrolment, particularly in Trades, healthcare programs, and Adult Upgrading. In fact, for Adult Upgrading, we had 229 registrations for the current semester, compared to 160 from a year ago at this time. We will see how it plays out with a cut to institutional funding for Adult Upgrading with an increase in enrolment.

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The following tables show the full-time equivalency (FTE) numbers for the current academic year, which is still underway (September 2025 – August 2026), and the past academic year. Of note, the number of domestic students has increased in both the fall and winter semesters, while the number of international students has, predictably, declined.

Table 1 shows information about the returning students and Table 2 has information about new students. Please note that the figures marked with an asterisk in the 2025/2026 data is incomplete, because the academic year is still underway.

Table 1

Returning International and Domestic Students without Continuing Education							
Academic Year	Fall		Winter		Spring		Total Distinct Student
	Domestic	International	Domestic	International	Domestic	International	
2024-2025	419	420	476	406	177	104	2002
2025-2026	520	276	510*	175*	15*	0*	1496*

Table 2

New International and Domestic Students without Continuing Education							
Academic Year	Fall		Winter		Spring		Total Distinct Student
	Domestic	International	Domestic	International	Domestic	International	
2024-2025	201	128	148	16	16	1	510
2025-2026	215	16	88*	2*	0*	0*	321*

Part of the new process for international students wanting to come to CMTN is to have the institution issue a Provincial Attestation Letter (PAL). Once a PAL has been issued, the student then applies to the Canadian federal government for a study permit. Our PAL allocation from the province for 2026 is 96, which is enough, based on 2025 application numbers. So far in January 2026, we have completed applications from Nigeria (8), India (1), and the Philippines (1). The program of most interest is Early Childhood Care and Education, with five applicants. The ten applications are to programs in Terrace (8), Prince Rupert (1), and Smithers (1).



c. Strategic plan

The current strategic plan was crafted in the fall of 2016 and launched in early 2017, for a ten-year period. The “big, hairy, audacious goal” (BHAG) for the strategic plan is to be the college of choice for experiential, place-based learning by 2027. So, are we there yet? Currently, a summary of the achievements made to reach our BHAG is being compiled, and that summary will also include which aspects of the strategic plan were set aside over the last decade. The strategic plan did not imagine:

- a dramatic increase, then decline, in international student numbers, or
- the COVID-19 pandemic of 2020-22, which forced us to pivot to online learning, or
- the steep economic downturn of the BC economy, which has spurred a review of government spending, leading to the sector sustainability review for post-secondary institutions.

And yet, we have made great progress toward our goal and look forward to sharing with the Board of Governors the highlights of that progress at our June meeting. We are planning to release a more detailed review of the strategic plan in the fall, alongside the launch of our next round of strategic planning, which will involve consultation with students, staff and faculty, community groups, industry partners, First Nations, and other partners.

2. Key discussions and decisions

The Sector Sustainability Review was launched by the Minister of Post-Secondary Education and Future Skills, the Hon. Jessie Sunner, to understand how public post-secondary institutions in BC can be more sustainably operated.¹ While the financial health of institutions has been an ongoing issue for a number of years, the loss of international student tuition revenue has brought provincial focus to the problem, and solutions are being discussed to address program duplication, streamline and share services, and work more efficiently within our budgets.² The CMTN submission, approved by Board Chair CJ Butcher, can be found in Appendix A, and was submitted by the deadline of January 23.

As part of the interview process, I joined the other college presidents to meet with the consultant, Don Avison, in December, and with the Northern Post-Secondary Collaborative (NPSC), in January. Of note, Don Avison was complimentary of the work of the NPSC and asked for more information on a number of points of discussion; for example, he asked for a briefing note on the collaboration between the College of New Caledonia, LNG-Canada, and Coast Mountain College to teach the Class 4 Power Engineering program. The consultant’s report will be submitted by March 15 and it is expected that the information will be shared with the BC post-secondary leaders later in the spring.

3. Key financials

The asset disposition process is continuing along the timelines I had developed. Kitimat (appraised value, \$1.95M) and Hazelton (appraised value, \$1.32M) campuses had a deadline of January 2nd to express interest in the purchase of the property. There is one interested proponent for the Kitimat campus, the District of Kitimat. There are two interested proponents for the Hazelton campus, Gitanmaax and Gitxsan Laxyp. CMTN has now handed over those files to the Ministry of Infrastructure for the next step in the process, which is to negotiate a deal. The Houston (appraised value, \$1.57M) campus deadline is February

¹ <https://news.gov.bc.ca/releases/2025PSFS0056-001159>

² https://news.gov.bc.ca/files/ReviewofSectorSustainability_TermsofReference.pdf



20th, and there is already one interested proponent. Once that deadline has passed, the proponent(s) can be named publicly.

Through this process, Yvonne Koerner, AVP Corporate Services, and I have logged 149 emails, phone calls, and meetings online and in-person with community groups, First Nations, Northern Health, and School Districts 54 and 82. It has been an enormous amount of work for the two of us but the results will include:

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- Reduced staff levels at the Hazelton campus,
- Reduced ongoing maintenance costs and utility bills,
- Reduced need of CMTN facilities staff to maintain and oversee repairs at these campuses,
- Approximately \$4.84M added to CMTN's retained earnings, and
- Facilities that are serving community members in new and different ways, owned by a local broader, public sector entity.

4. CEO concerns

CMTN is well positioned to increase training, both in number of programs and number of people, for the four major infrastructure projects of national significance that the federal government has noted and the numerous provincial projects, noted in the section below. CMTN is getting ready to step up to support the people of this region to get the training they need for these well-paying jobs. Being ready, however, will require an investment, and that investment will need to be self-funded by the college.

As well, there will be additional positive pressure put on the college. There is an increase in military spending and preparation, with reservist numbers expected to more than quadruple across Canada and with an enhanced focus on the Rangers in northern Canada; 4 CRPG, the 4th Canadian Ranger Patrol Group, has ten of its patrols located in the college catchment area. I am actively building relationships and knowledge to understand how the college can support the increased federal focus on sovereignty and welcome Canadian Armed Forces participation in our classrooms and work spaces.

Of course, the broader politics of United States (US) threats to the economy of Canada and BC are a big concern. Increased tariffs will challenge the economy in ways that may have further negative impacts on the post-secondary sector. The dependence on US software may also prove a concern. The increase of fake news and rewritten "truths" with the rise of AI south of the border are problematic because they will inevitably seep over into Canada. There are just a handful of the many current and potential concerns that may impact CMTN.

5. Future plans and trends

The province's announcement about doubling trades training funding by 2028, with investment starting April 1, 2026, means that CMTN is poised to grow its trades training capacity and to stabilize the costs of its trades programs. This is the first significant investment in trades training made by the province in the last 20 years and we will be expected to demonstrate value from this investment.

Coupled with the federal wish for projects to move forward in northwest BC, there is an opportunity to apply to the Ministry of Infrastructure once again for approval for Phase 2 of student housing in Terrace to support training and education needs. There is a federal stream for applications for infrastructure projects that are of national significance or support projects of national significance; this program would

see the \$31M ask be paid for by the federal government (\$15M) and by the provincial government (\$15M), with CMTN paying \$1M. VP Corporate Services, Michael Doyle, and I are working on this re-application to this specific funding stream.

On November 17, 2025, the province released its [Look West](#)³ strategy. This strategy is the industrial and economic roadmap for the next ten years. In it, there are three pillars in which CMTN has a role to play. A fuller, graphic description of the three pillars can be found in Appendix B. The following table lists the roles that CMTN can play.

Pillar	Description	CMTN Role
Strengthening our workforce	Doubling investment in trades training to \$214M annually by 2028-2029 Building on funded tech spaces	Increasing our construction trades training offerings to ensure no local waitlist; replace outdated equipment Currently running the IT Diploma with government one-time funding
Delivering major projects faster	Supply of critical minerals North Coast Transmission Line Natural gas	At least three major projects in our area will launch or expand in 2026 and beyond; we will position CMTN to be the local trainer, and partner with the Northern Post-Secondary Collaborative to bring in additional training that we can't provide
Diversifying markets and growing targeted sectors	Prince Rupert Port Authority Second Terminal AltaGas REEF facility expansion at the Port of Prince Rupert	CMTN will determine which training programs it can offer and partner with the Northern Post-Secondary Collaborative for those it can't, and if needed, look to other BC public post-secondary institutions to deliver the training needed

In order to be ready to train for these many opportunities, and to ensure that CMTN has an additional income stream, Dr. Titi Kunkel, VP Academic, Students, and International is leading a review of the Workforce Training and Continuing Studies (WTCS) department, using an external consultant. The consultant, Brenda Munroe, has helped Northern Lights College and the College of New Caledonia re-vamp their WTCS departments to grow their revenue and offer more programming throughout the region.

6. Disappointments

It is excellent news that the provincial government is increasing trades funding. With this funding, CMTN may be able to break even on the trades seats it offers. The shortfall of funding has been approximately 25-35% per seat taught and there has not been additional funds to refresh teaching equipment and tools.

³ <https://www2.gov.bc.ca/gov/content/employment-business/look-west-strategy>



With the three-year lift that starts April 1, 2026, CMTN should not have to subsidize trades training at the apprenticeship levels. However, CMTN, like all public post-secondary institutions in BC, is engaging in budget planning for the upcoming fiscal year, and the lack of clarity around which levels of trades training will see a funding lift per seat, whether that applies to in-progress programs as of April 1, and whether the funding includes tools and equipment, makes it challenging to budget. Therefore, we must leave the trades funding lift out of the budget to be conservative. Any extra money can be used to refresh teaching tools and equipment and offer sections of waitlisted trades programs.

As well the \$80,000 decrease in base funding due to Adult Upgrading registration numbers that were reported in November (as opposed to this quarter) is disappointing. There is a concern that this will be the first of other enrolment-related cuts to our base budget, although this should become clear in the next two months.

7. Achievements

a. President & CEO achievements

I was asked to provide a speech at the trades training funding increase announcement on behalf of the Skilled Trades Training Council and as the president of CMTN. In the green room, I met with The Honourable David Eby, Premier of BC, and The Honourable Jessie Sunner, Minister of Post-Secondary Education and Future Skills. I also had the opportunity to network with other key political figures at that event.

With the help of the Executive Director of External Relations, Heather Bastin, I nominated Dr. Titi Kunkel for the BCBusiness Women of the Year award, in the categories of leader, changemaker, and community builder. Throughout 2025, Titi has brought an economic and strategic lens to the college's budget rethink, and greatly influenced the "invest" and "grow" parts of the Invest, Trim, Grow strategy.

As well, I have been nominated by Lieutenant-Colonel Vincent Couturier of the 4th Canadian Rangers Patrol Group (4 CRPG) for the volunteer role of Honorary Lieutenant-Colonel. I am humbled by this nomination and await the results of what is a lengthy vetting process at the federal level. While these honorary roles used to be held by wealthy elites, there has been a shift to nominating community members who can add benefits, e.g. familiarity with public sector work. 4 CRPG spans BC, Alberta, Saskatchewan, and Manitoba to offer the "eyes and ears" in remote and rural areas, to protect Canadian coastlines and land.

b. Institutional achievements

The college has recently engaged in numerous student recruitment activities, including:

- CMTN faculty and student recruitment attended the Kitsumkalum Youth Heath Fair Fun night on January 13 to share information about CMTN healthcare programs with young people and their families
- A group of 23 adult learners from the Kyah Wiget Education Society attended the Terrace campus for a tour and lunch
- The Centre of Training Excellence in Mining (CTEM) and CMTN hosted a group of high school students from the region at the Terrace campus

- CMTN's student recruitment team participated in an online webinar about studying healthcare careers in rural communities
- Hyeyoung Kang, Manager of Student Recruitment, met with the Smithers Chamber of Commerce and Smithers Secondary School to build relationships and develop strategies to support student success

CMTN has hired a half-time student counsellor, who will support students at all campuses. This is a great addition to the already robust student health and wellness services offered at CMTN, led by the Director of Student Health Services, Shannon Doyle.

8. External Engagements

This list covers the period of October 22, 2025 until January 29, 2026 and focuses on my external engagements and activities.

Date	Event
October 27	Met with CEO Jason Wong of Gitanmaax regarding the future use of the Hazelton campus
October 28	Met with UNBC Provost Michel Beaulieu regarding the proposed sale of the UNBC Terrace campus and potential impacts on CMTN staff and faculty
October 28	Met with Ali Prince and Griffin Ryall of the Ministry of Infrastructure for updates on the Houston, Kitimat, and Hazelton campuses
October 30	Attended the all-day First Nations Council Strategic Planning Session along with Ali McDougall
November 4	Attended the Extraordinary Board meeting for the CMTN Foundation Board regarding the potential sale of one of its assets
November 4	Met with Dr. Greg Stone of BC Colleges in preparation for PSFS meetings in Victoria in November and December
November 5	Attended the Colleges and Institutes Canada webinar for post-secondary executives regarding the federal budget and opportunities for colleges
November 5	Interviewed by Neil Lilley, consultant, as part of the Post-Secondary Employers Association (PSEA) strategic planning process
November 7	Participated in the BC Colleges Executive call as Past Chair
November 12	Met with Assistant Deputy Minister Chris Rathbone of PSFS in Victoria
November 13	Met with Lieutenant-Colonel R.V. Couturier, Commanding Officer at the 4 th Canadian Rangers Patrol Group, at Work Point in Metchosin regarding potential partnership opportunities with Coast Mountain College
November 14	Gave a televised speech as part of the BC government's announcement of doubling trades-training funding by 2028, as a representative of the Skilled Trades Training Council and as the President & CEO of a rural institution. Spoke with The Honourable David Eby, Premier of BC as well as The Honourable Jessie Sunner, Minister of Post-Secondary Education and Future Skills. I invited



	Minister Sunner to come for a northern tour of post-secondary institutions, on behalf of the Northern Post-Secondary Collaborative.
November 14	Met with the BC Colleges Executive for a strategy session for Budget Day 2026 in Victoria as well as for the series of upcoming meetings in Victoria
November 19	Attended the CMTN Foundation Investment Committee meeting and quarterly meeting
November 19	Drove to Hazelton with Ali McDougall (Indigenous Relations) and Heather Bastin (Executive Director, External Relations) to meet with Mayors Julie Maitland and Gail Lowry, Councilors Dr. Christine Anoneuvo and Brenda Barrett, and Regional District Kitimat Stikine Chair Cyra Yunkws to hear community concerns about the closure of the Hazelton campus
November 20	Took part in the Major Donor Dinner of the CMTN Foundation, both as a major donor, and as a speaker
November 21	Met with the Coast Mountain College Students Union, with staff member Bushra Ansari and Board members, along with Dr. Titi Kunkel
November 21	Joined the online meeting of the 25 post-secondary presidents with Minister Jessie Sunner regarding sector sustainability and the province's plan to hire a consultant to provide a path forward by spring 2026
November 26	Attended a two-hour strategic planning session for First Nations Council
December 2	Joined the BC Colleges Executive meeting with staff from the Ministry of Infrastructure, in Victoria: Deputy Minister Bobbi Plecas and Assistant Deputy Minister Jason Butler
December 2	Attended the BC Colleges Executive meeting with Assistant Deputy Minister Kim Horn (Finance) of PSFS, Assistant Deputy Minister Tony Loughran, and Assistant Deputy Minister Chris Rathbone, in Victoria
December 2	Joined BC Colleges Executive meeting with Minister Jessie Sunner's Chief of Staff, Eric Peters
December 2	Attended BC Colleges Executive meeting with Ministry of Jobs and Economic Growth, Assistant Deputy Minister Nathaniel Nankivell
December 3	Engaged in a full-day working session with the college Presidents and Vice President Academics, in Vancouver
December 4	Engaged in a full-day BC Colleges meeting in Vancouver, including a two-hour meeting with Don Avison, the former Deputy Minister, hired to engage in the sector sustainability study
December 9	Met with the Coast Mountain College Students Union, with staff member Bushra Ansari, along with Dr. Titi Kunkel
December 11	Interviewed by researchers from NDIT regarding support for camp workers and their families
December 11	Attended CIGan webinar for presidents to hear about the main areas of focus for the Prime Minister and his office, to understand how to align college activities to those areas of focus
December 16	Attended CIGan webinar for presidents to hear about federal infrastructure spending to support the development of the projects of national interest, four of which are located in or very near the CMTN catchment area



December 18	With VPA Dr. Titi Kunkel, met with the Post-Secondary Employers Association for an update
December 19	Met with James Woodworth, Teri Muldon, and Gregory Wass of Gitanmaax regarding Gitanmaax interest in the purchase of the Hazelton campus
January 6	Met with NPSC to prepare for meeting with consultant Don Avison
January 6	Met with Dr. Deanna Nyce, CEO of Wilp Wilxo'oskwhl Nisga'a (WWN) Institute, to discuss a renewal of the federated alliance agreement between our two institutions
January 7	Met with Mayor Sean Bujtas to update him on college activities in Terrace, including the plans for Phase 2 of student housing
January 9	Met with the BC Colleges Executive to plan out BC Colleges Day and the MLA meet-and-greet in Victoria in March
January 12	Met with BC Colleges presidents to review the draft submission for the Sector Sustainability Review
January 15	Met with the consultant for the Sector Sustainability Review, Don Avison, for the second time, as part of the Northern Post-Secondary Collaborative
January 16	Attended the Skilled Trades Training Council board of directors meeting. This board is comprised of the presidents of the 15 public post-secondary institutions that offer Trades training. In attendance were Post-Secondary Education and Future Skills Minister Jessie Sunner, Deputy Minister Trevor Hughes, and Assistant Deputy Minister Joanna White
January 20	Along with Dr. Titi Kunkel, met with the Student Union to ensure timely resolution to shared issues
January 21	Along with AVP Corporate Services, Yvonne Koerner, met with District of Kitimat CAO Warren Waycheshen regarding interest in purchasing the Kitimat campus
January 22	Attended the Northern Post-Secondary Collaborative quarterly meeting
January 23	Attended the three-hour First Nations Council meeting, to continue with strategic planning
January 28	Along with AVP Corporate Services, Yvonne Koerner, met with Ali Prince, Executive Director, and Griffin Ryall, Director, of the Ministry of Infrastructure for further guidance on the asset disposition process for all three properties
January 29	Attended a PSEA meeting with other college Presidents and Vice President Academics



Appendix A: CMTN institutional submission for the Sector Sustainability Review

CMTN Submission for the Sector Sustainability Review
Submitted January 23, 2026

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Coast Mountain College (CMTN) serves Indigenous and rural communities in northwest BC through three campuses, two mobile training units, dual credit partnerships in high schools, and through collaborations in remote communities. This geographic region is home to four major infrastructure projects recently announced by the federal government as nation-building projects. In addition, the provincial government is tracking industry investment in multiple sectors including mining, renewable energy, shipping, LNG and manufacturing and the related secondary infrastructure. As a result of this federal and provincial focus, the north coast of BC will have a major role in the economic development and stabilization of both the province and the country.

This submission to the Sector Sustainability Review is a companion document to those submitted by BC Colleges and the Northern Post-Secondary Collaborative.

Over the past two years, CMTN leadership has made powerful and effective changes to make the institution sustainable in the near and long term. As of April 1, 2026, CMTN will be on budget and expects no operational deficit for the years to come. To create the many small and big changes to the college's budget that were required, I sought input from employees through my Invest, Trim, Grow initiative, and had substantial response from all employee groups and all campuses. These suggestions helped the executive make informed decisions that will recreate the college into a more focused, more sustainable institution. As well, with the provincial approval to sell assets now in place, CMTN is in the asset disposition process of two previously-closed campuses which have been leased to non-profits for many years. Maintenance for these leased buildings was a burden for the college and selling them will relieve that. The college also looked at existing campus utilization and decided to close and sell a third campus that was fully staffed but virtually unused by the community. The college has established through multiple program successes that it is better able to serve this particular community and its surrounding area through leasing space on demand, partnering with community groups to share space, and using our two mobile training units that travel to the places where training is requested. All these changes have been achieved in one round of cuts in fall 2025.

We are now set for 2026 to be a year of good news stories, highlighting our growth and collaboration, with a focus on our core business. For a start, we have increased domestic enrolment, particularly in Trades, Healthcare, and Adult Upgrading programs.



Strategic collaboration

In this geographically distinct area, CMTN collaborates closely with both industry partners and other BC public postsecondary institutions for the benefit of local communities and the specific needs and economic opportunities of this region. For example, CMTN is currently running the Vancouver Island University (VIU) Information Technology diploma, which allows CMTN to provide much-needed training and expertise in the region. Drawing on the expertise of other BC institutions is both cost-efficient and can be strategically aligned as local needs change. Similarly, the college has co-offered cohorts of Power Engineering with the College of New Caledonia and LNG-Canada to meet that industry's immediate need for local, qualified employees. CMTN is now working with Selkirk College to replicate its successful distributed model teaching the Pharmacy Technician diploma; CMTN is aiming to be the northern hub of this program, in collaboration with Northern Health and the two other northern colleges.

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CMTN is an active member of the Northern Post-Secondary Collaborative (NPSC), which has seen wins including a successful marketing campaign to drive northern learners toward training for careers in healthcare – with an increase in enrolment in health and allied health programming across the region. Ongoing projects with the NPSC include championing dual credit in collaboration with School Districts and working with small and medium-sized enterprises in forestry and mining to train workers for these sectors.

Efficient and nimble

CMTN strives to be efficient and nimble in response to community and industry training needs. In addition to the examples provided above, CMTN led the five-year successful pilot of Contact North BC, a model based in Ontario, which saw partnerships with 19 communities, most of them Indigenous, in a shared accountability model. One of the highlights of the project was the development and offering of Electrical Levels 1 and 2 through a synchronous, instructor-led, hybrid approach in which students first learned theory in their communities, as a cohort, then came to the Terrace campus for an intensive hands-on component, leveraging summer vacancies in student housing. This pilot was discontinued due to a lack of ongoing funding but while in operation, provided efficient access to all online BC public post-secondary courses and programs, to learners in internet-connected, staffed learning centres.

There are some obstacles to CMTN's economic efficiency, due to unfunded mandates, whether they are institutional or through new or changed legislated requirements. The asks by the provincial government have grown since the pandemic, whether it be through the annual mandate letter, or through periodic asks received by email, such as overdose prevention training or revisions to policy. While all of these asks make the institution and student experience better, at this time they must be funded through the already-stretched base budget. Changed or new legislation also adds a burden to this small institution; the Freedom of Information and Protection of Privacy Act (FOIPPA) and the Public Interest Disclosure Act (PIDA)



have requirements for institutional staffing, and while CMTN has not had to hire new staff to ensure legislative compliance, current roles have had to absorb this extra work at the cost of other priorities.

These unfunded mandates are in addition to the increased need for student support and guidance. The cultural shift following the pandemic and societal concerns around safety and mental health, as well as our commitments to reconciliation through access and culturally sensitive learning/assessment, are creating an increased need to support student success in school and in their transition to work. This is especially evident in smaller institutions and rural communities where there are fewer social and health resources, generally. In locations like Northwest BC, the post-secondary system takes on more support work than might be seen in larger urban centres. It is important that local learners are trained for the well-paying, skilled work of northwest BC, and CMTN cannot do that without investing in student learning and wellness support.

Shared resources

As a northern institution, CMTN leadership knows that its future lies in strategic collaboration and is interested in pursuing further efficiencies in areas such as expanded procurement opportunities through BCNet, e.g., purchasing Trades-teaching supplies; technology, such as a single ERP license (i.e., Colleague) for colleges; and, optional shared curriculum through a BC Campus repository or institutional agreements.

Response to the Terms of Reference

The Terms of Reference for the Sector Sustainability Review⁴ focus on duplication of programming, reducing low enrolled spaces and programs, competition within the post-secondary sector, and the tension between the rising costs of operation and demand for student supports, with the need to source new funding outside of the provincial government and international student tuition revenues.

CMTN has done the work to close low-enrolled spaces through the closure of the Hazelton campus, and is in the process of reviewing which programs have too little local demand to be viable. Unlike other areas of the province, there is little overlap with other post-secondary institutions in terms of program offerings, because of our remote location and the challenges associated with online learning for many of the in-demand careers in the area, e.g. Healthcare, Trades. Furthermore, reducing operational costs by approximately \$3.5M gives CMTN the flexibility within the base budget to invest in technology to improve workplace efficiencies and to explore new program opportunities in collaboration with other institutions. One of these

⁴ https://news.gov.bc.ca/files/ReviewofSectorSustainability_TermsofReference.pdf



opportunities for growth is through reworking our Continuing Studies department to offer a quick response to industry and community need, while making a profit.

In conclusion

Thank you so much for the opportunity to provide input in the Sector Sustainability Review. CMTN is very supportive of this review and welcomes the direction and suggestions provided in the final report. Of primary concern is that the people of northwest BC continue to receive high-quality, accessible training for the in-demand, well-paid careers in their local communities, to help support the nation-building projects in this area.

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With gratitude,

Laurie Wayne, PhD, ICD.D
President & CEO
Coast Mountain College



Appendix B

Look West Strategy, pp. 4-9; orange highlighting is mine





1

Strengthening Our Workforce

3-Year Target

Investing in Skills Training



SKILLED WORKERS

BUILDING FROM STRENGTH

50,000 apprentices
21,800 apprentice seats
4,000 tech spaces
Investments in micro-credentials and work-integrated learning

IN PROGRESS

- Doubling the investment in trades training to \$214 million annually by 2028-29
- Investing in highly qualified professionals training

GOALS

1. Skilled trades workforce needed to build major projects over the next decade
2. Specialized highly qualified professionals needed for strategic sectors and economic diversification
3. Maximize access to external talent

2

Delivering Major Projects Faster

10-Year Target

Securing \$200 billion in Major Project Investment by Meeting and Beating Permitting Timelines



ENERGY



CRITICAL MINERALS

BUILDING FROM STRENGTH

18 B.C. priority projects, including four critical mineral mines, 10 renewable energy projects
Supply of critical minerals
North Coast Transmission Line to power northern industries
Natural gas and liquids
Highland Valley Copper Mine Expansion

IN PROGRESS

- Eskay Creek
- Red Chris Expansion
- Mt. Milligan Expansion
- BC Hydro Calls for Power
- LNG and Natural Gas projects

GOALS

1. By 2032 we will have:
 - four new mines or expansions in operation
 - three new natural gas projects
 - eight new renewable energy projects operational
2. Continue to build our manufacturing supply chain to serve major projects
3. By 2030: 50% reduction in water and land authorizations timeline



3

Diversifying Markets and Growing Targeted Sectors

10-Year Target

Securing 35% of Federal Defence Vessel Contracts



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BUILDING FROM STRENGTH

Largest maritime sector
\$7.2 billion in output
34,250 workers
Shipyards specializing in shipbuilding, maintenance, repair and overhaul
Seaspan as strategic partner

IN PROGRESS

- Projects building B.C.'s maritime supply chain
- Advocacy for additional joint supply ships, corvettes, submarine support work and ice breakers

GOALS

1. Build a ship recycling industry with First Nations
2. Grow B.C.'s maintenance, repair and overhaul sector by 50%
3. Integrate our advanced technologies into the maritime supply chain
4. Grow the maritime workforce

10-Year Target

Boosting Life Sciences Economic Impact by 75% and Doubling Employment to 40,000



BUILDING FROM STRENGTH

Fastest-growing life sciences sector in Canada
2,000 companies
20,000 workers
\$1.7 billion in leveraged investment

IN PROGRESS

- Research funding
- Commercialization projects for health sector
- Advanced biomanufacturing capabilities
- Infrastructure investments, including wetlabs and training facilities

GOALS

1. Make B.C. a leader in biodefence by creating an advanced mRNA and Lipid Nanoparticles Hub
2. Grow B.C.'s expertise in nuclear medicine
3. Expand clinical trials infrastructure and capacity
4. Grow the pool of capital available to B.C.'s life-sciences companies
5. Double employment to 40,000
6. Leverage anonymized health data to help B.C. companies grow



3

Diversifying Markets and Growing Targeted Sectors

continued from page 6

10-Year Target

Growing Economic Value of Tech Sectors by 75% and Doubling Employment to 400,000



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BUILDING FROM STRENGTH

Birthplace of quantum
Leaders in quantum annealing and spin qubit technologies
600 AI companies with majority generating revenue

IN PROGRESS

- Quantum cybersecurity capacity building
- Funding AI and quantum computing use cases
- Process to enable electricity infrastructure to support AI sector

GOALS

1. Advance B.C.'s expertise in quantum computing
2. Lead Canada in developing and testing quantum and AI use cases for commercial and government purposes
3. Double the size of the AI and quantum sectors
4. Create K-12 AI advisory committee

10-Year Target

Expanding Manufacturing and Maintenance, Repair and Overhaul Sub-Sectors



BUILDING FROM STRENGTH

\$2.5-billion industry
16,300 jobs

IN PROGRESS

- Projects building B.C.'s aerospace supply chain, including funding for COTA Aviation specializing in Canada's defence and commercial aerospace sectors
- Advocacy for aerospace defence procurements

GOALS

1. Build aerospace manufacturing clusters to support defence procurements
2. Grow the maintenance, repair and overhaul sector through talent investment
3. Build B.C.'s aerospace supply chain by supporting commercialization and de-risking adoption of B.C. products



3

Diversifying Markets and Growing Targeted Sectors

continued from page 7

10-Year Target

Tripling the Amount of B.C. Wood Used in Construction



BUILDING FROM STRENGTH

\$25-billion industry

Leader in mass timber and built environment

More than 410 buildings completed and 60 in planning, which is 20 times more per capita than the rest of North America

IN PROGRESS

- Funding for Kalesnikoff Mass Timber to grow its operations in Castlegar and Ron Anderson & Sons in Chemainus to use innovative technologies to diversify product lines
- Policy and regulatory changes to create domestic markets/ accelerate adoption

GOALS

1. Leverage Build Canada Housing funding and tools to utilize B.C. wood
2. Boost value-added products and speed throughput by factory construction
3. Streamline processes, policy and regulations to enable use of B.C. products
4. Apply digital tools and innovation to increase productivity

10-Year Target

Doubling Throughput and Exports to Non-U.S. Markets



BUILDING FROM STRENGTH

The Port of Vancouver is Canada's largest and moves as much cargo as Canada's next five largest ports combined

The Port of Prince Rupert is the **third** busiest port in Canada

YVR is **second** amongst Canadian airports for cargo

B.C. ports offer the fastest transit times to Asia

The transportation and warehousing sector provides 156,000 jobs through 8,700 businesses

IN PROGRESS

- Projects building B.C.'s transportation and logistic supply chain
- **Prince Rupert Port Authority Second Terminal**
- Clean energy in transport
- **AltaGas REEF facility expansion at the Port of Prince Rupert**
- Expanding into new markets in Asia and Europe

GOALS

1. Aim to double throughput
2. Optimize existing networks through innovation
3. Target actions to remove bottlenecks
4. Eliminate inter-provincial trade barriers
5. Develop an industrial land strategy



3

Diversifying Markets and Growing Targeted Sectors

continued from page 8

10-Year Target

Growing Agriculture and Food Exports by 25%, and Expanding Non-U.S. Market Exports by 25%



AGRICULTURE &
FOOD PROCESSING

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BUILDING FROM STRENGTH

\$19-billion industry

\$6 billion in exports

74,000 jobs

IN PROGRESS

- Vitalus and Punjab Milk Foods expansions spur milk protein sector
- Greenhouse sector expansion in both capacity and types of commodities grown
- Project AgriGuard, a large-scale food byproduct rendering facility, will increase domestic and international rendering and export capacity

GOALS

1. Create new opportunities for agriculture, agritech and the food-processing sector
2. Leverage **17%** increase in dairy production to spur new milk and plant protein value-added manufacturing sector
3. Increase greenhouse production
4. Create an environment that reduces costs, supports scale and improves affordability





DECISION-MAKING BRIEFING NOTE

Presented to the Board of Governors

DATE: January 20, 2026

File No.: N/A

DECISION TO BE MADE: To approve the amended International Education Student Plan.

CURRENT STATUS

- The previous iteration of this plan was approved by the Board at the February 2025 meeting.
- Since that time, our approach to International Education has changed as part of the budget alignment activities undertaken in 2025.
- In order to follow the Ministry's Education Quality Assurance (EQA) requirements for colleges offering international education, we have updated the plan to reflect the new approach.
- The proposed changes to the plan were presented for Information at Education Council on November 28. No feedback was received from Education Council about the updates.

ANALYSIS/CAUTIONARY NOTES

Page Number	What has changed
1	President's Accountability Statement Paragraph 3 – updated the 50 th anniversary to be in past tense
4	In the section called "Institutional Integrity: Regional Representatives" section was removed, due to the discontinuation of our three regional representative model of recruitment. This was replaced with "Institutional Integrity: International Student Recruitment" text explaining the new limited scope of our international student recruitment activities.
5	The section called "Agent Management Plans" has been revised to explain the dissolution of our contracts with agents effective on January 31, 2026
6	Previously there were four primary goals. These have been revised to three primary goals with the removal of the original Goal 1: Increasing Classroom Diversity at Coast Mountain College." The diversity goal was related to our regional representatives. With our new model and a much smaller number of international students, this is no longer a primary goal. The removal of this goal does not change the fact that all students from all backgrounds and identities are welcome at Coast Mountain College, as mentioned now in the introduction to the goal "Continued commitment to student success for Inbound International Students."
7	The recently created position Student Counselor has been added to the list of key services and support

8	The number of international entrance awards has been reduced from 14 to three available awards and they are open to any new international students from any country.
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OPTIONS/RECOMMENDATION

- Recommend that the Board approve the updated International Education Strategic Plan with the changes noted here.

CONCLUSION/NEXT STEPS

- If approved, the revised plan will be sent to the Ministry of Post-Secondary Education and Future Skills for their EQA document files.
- The new plan will also be publicly available on our website per EQA guidelines.

APPENDICES

- International Education Strategic Plan: for Academic years 2024/25 through 2027/28 – Updated January 15, 2026

CONTACT: Heather Bastin 250-635-6511 ext. 5494

Date	Author's Name and Role	Presented To	Approved (Y/N)
January 20, 2026	Heather Bastin, Executive Director, External Relations	Board of Governors	



coast
mountain
college

International Education Strategic Plan

For Academic Years 2024/25 through 2027/28
Updated January 15, 2026



Coast Mountain College (CMTN) respectfully acknowledges the unceded traditional territories of the Haida, Ts'msyen, Nisga'a, Haisla, Gitksan and Wit'suwit'en Nations where students, staff, and faculty are privileged to work, learn and live.

CMTN also acknowledges our close neighbours of the Tahltan Nation.

We are grateful to learn from our Indigenous partners and respectfully seek to build lasting relationships with the communities we serve.

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President's Accountability Statement

At Coast Mountain College (CMTN), we cultivate safe, supportive learning environments for all students. We understand that student health and wellbeing are integral to student academic success and we offer extensive wrap-around support services for all our students.

The College's mission statement— "we create adventurous pathways to transform lives."—defines our core purpose and the ways in which we show up daily for our students, employees, and the communities we serve. We are committed to delivering quality training and education, informed by the values outlined in our institutional strategic plan: adventure, transformation, and integrity. These are the guiding principles that help us make decisions and determine priorities in our work, including our international education activities.

Coast Mountain College celebrated its 50th anniversary in 2025. This marks half a century of serving Northwest BC and building economic prosperity in our region. We are proud of our history. It has only been in the last few years that we have started hosting international students in our classrooms, but we are excited about the opportunities that come with this interest in our institution and our region as well as the global opportunities that we can provide to local citizens.

The following plan provides an overview of our approach to international education as well as four key goals to enhance equitable access to education and sustainable growth of the College and our communities.

I thank our Education Council and our First Nations Council who will be instrumental in meeting our goals, along with all the faculty, staff, and students of the Coast Mountain College community who work to uphold our values and commitments.

Sincerely,

Dr. Laurie Waye

President and CEO, Coast Mountain College



Overview

History of International Education at Coast Mountain College

Coast Mountain College (CMTN) began its international education program in 2017. In 2018, an external consultant developed the first international education strategic plan for the college. Since then, CMTN has progressed significantly in its international education journey. Many of the recommendations from that original document were achieved; others no longer apply.

The College revisited that plan in 2024 and the Board of Governors approved a new plan in April 2024. The new plan is being updated in January 2025 to add additional details recommended by BC's Ministry of Post-Secondary Education and Future Skills (PSFS), to support a more uniform approach to international education planning and accountability across the sector in British Columbia.

Underscoring the international education strategic plan (IESP) are the broader *Coast Mountain College Institutional Strategic Plan*, mandates from the provincial government, and the College's core values of adventure, transformation, and integrity, as well as the institutional goal to become the college of choice for experiential, place-based learning by 2027.

Key Programs Enrolling International Students

Coast Mountain College is funded to provide education and training to the residents of Northwest BC and this is its primary focus. The College is continuously developing programs to meet the needs of the community and is committed to maintaining access to programming and program seats for domestic students first. When seats are not filled, space is available for international students who wish to experience living and learning in the northwest. A set number of program seats are designated for domestic students who complete applications by the registration deadline and meet the academic criteria of their programs. These will not be filled by international students until the registration deadline is met.

All eligible programs are open to interested international students. In accordance with the 2024 policy updates from Immigration, Refugees, and Citizenship Canada (IRCC), international students who applied for their study permit after November 1, 2024 and who wish to apply to IRCC for a post-graduation work permit (PGWP) are now limited in the programs they can consider. This has shifted international student interests away from programs such as management and human resources, and towards science, technology, health, human services and allied health, and trades programs.

Indigenization with Internationalization at Coast Mountain College

Although the Colleges and Institutes Act outlines a bi-cameral governance structure with clear roles for the Board of Governors and the Education Council (EdCo), the College has a quasi tri-cameral governance system that includes a First Nations Council (FNC). The Board provides long-term direction to the College and works in partnership with both the EdCo and FNC, leading to more inclusive perspectives in policies.

First Nations Council (FNC), founded in 1996, provides Coast Mountain College with a process of direct consultation with First Nations communities in the region to receive strategic and operational feedback on many issues including student supports, community education needs, and college programs.

The Education Council (EdCo) is the advisory body to the Board on educational policy. The Council acts as an overarching body to assist the College in achieving its mission of being a post-secondary institution dedicated to excellence in teaching and learning. In addition, the articulation and curriculum committee (ACC) of EdCo is a major



contributor to curriculum quality assurance, ensures that steps are taken to Indigenize programs and courses before they receive EdCo approval.

As part of CMTN's ongoing commitment to Truth and Reconciliation, the College has outlined some important ways in which it weaves together Indigenization and internationalization:

- Orientation activities and materials are provided to inform and educate international students about the diverse Indigenous Peoples of this region, their histories, and the effects of colonization.
- CMTN works with its advisors to deliver programs and courses that include Indigenous content and share Indigenous worldviews as part of the curriculum, with regular updates, reviews, and amendments.
- First Nations access coordinators at all campuses provide cultural activities to create awareness and increase understanding. A location-based approach to Indigenization means that students experience the specific cultural traditions of the territory and region where their home campus is situated.
- Elders from the communities served by CMTN are invited to attend on-campus events and participate in key student activities such as orientation and convocation ceremonies, feasts, and workshops.
- International students are provided opportunities to share their own experiences with colonization and de-colonization in their home countries, where applicable.
- The College provides many opportunities for international students to share their culture and learn about others. CMTN's student leaders-in-action plan events for Diwali, Onam, Thanksgiving, Christmas, Orange Shirt Day, National Indigenous Peoples' Day, Hoobiye, and others.

Institutional Integrity

Institutional and Community Sustainability

A balanced international education plan considers many factors, including the housing and service capacity of local communities, the sustainability of CMTN campuses, and the mandate for CMTN staff and faculty to offer high quality, accessible, local education and training opportunities.

Program alignment with labour market demand is also very important. CMTN has a thoughtful mix of programs and continues to develop more options in high-demand sectors, including health, trades, and technology, to benefit the region with highly employable graduates.

Coast Mountain College welcomes international students at three of its campuses, all of which are situated in small, friendly communities that offer a range of services such as settlement agencies, places of worship, international food stores, and active cultural community associations. The College continues to build cross-cultural connections by engaging students in community volunteer opportunities and work-integrated learning activities to support local businesses and to foster networking and future opportunities.

Enrolment Management

At each recruitment cycle, key administrators establish target numbers of international applications for each program area, based on the estimated number of seats that will be unclaimed by domestic students, institutional PAL¹

¹ Provincial Attestation Letter – The provincial government determines how many PALs the college can issue to prospective or transferring international students each year.



allocations, and recent study permit approval rates from different countries. These target numbers are shared with the admissions team and the in-country representatives. When the target number of applications is reached for a particular program, that program is closed to new international applications. This strategy supports both diversity in the classrooms and maintains CMTN's international student enrolment at a level that the College and its local communities can support and accommodate.

Projected International Enrolment at CMTN

International enrolment projections are difficult to make given that past data cannot inform future data in a rapidly changing international education sector. While it is important for northwest communities and CMTN to continue welcoming international students, the proportion of international students within the overall student population is expected to decrease significantly each year for the next three years, as current students graduate and fewer new students apply. CMTN is committed to monitoring its international student enrolment to ensure that no more than 30% of these are international students. The actual numbers will likely be lower than this.

Transparent Tuition Fee System

Coast Mountain College publishes current fees on each program page of its website. The fee tables provide a transparent breakdown of the tuition for two semesters (one academic year) as well as lab fees, student union fees, health and dental insurance, and descriptions of these costs. Estimates are also provided for books, supplies, and field school fees, where applicable. Tuition and fees are in effect from August 1 to July 31 of the current academic year.

Each August, CMTN raises tuition fees by the standard 2% for both domestic and international students. In the event that a larger increase is considered for international students, this proposal would require approval of the Board of Governors and would grandparent the standard 2% increase for any current students for a period of one year so that all students would have extended notice of future fee increases.

Fees are also printed on the letters of acceptance (LOAs) sent to international applicants so they are aware of what they can expect before choosing to proceed with their applications.

CMTN has a payment and refund policy that stipulates when fees are due and the refund process to be followed when a student withdraws from their studies or is denied a study permit by IRCC. The policy is publicly available on the CMTN website.

International Student Recruitment

After 10 years of actively recruiting or advertising to prospective students overseas, CMTN has ceased these activities, indefinitely, to focus more resources on domestic recruitment. This means that CMTN will not have regional representatives after March 31, 2026, or active agent agreements after January 31, 2026.

Prospective international students can still find out about Coast Mountain College by visiting our website or emailing international@coastmountaincollege.ca and are still welcome to apply available programs. There will, however, be no active recruitment or advertising overseas beyond the following:

- Participation in BCCIE-led online recruitment information sessions for international grade 12 students already in Canada.
- Working with School Districts in our catchment area, when the opportunity exists, to assist international high school students if they wish to transition to Coast Mountain College.
- Reaching out to BC offshore schools to offer information and webinars about Coast Mountain College.



- Joint partnerships with institutions in other countries where a transfer agreement has been established and there are reciprocal outbound and inbound opportunities for students from both institutions.
- Possible future special projects such as an English language summer program or a special international trades cohort, if/when there is demand for such a program.

Agent Management Plans

As of January 31, 2026, Coast Mountain College will have dissolved all ongoing agreements with our agent network. Any applications received after this date are not eligible for commission payments. This change has been made clear to our agent network through letters and agent support. CMTN does not anticipate receiving any agent-referred student applications after that date. If we decide to renew relationships in the future, they will be under a contract that meets the requirements for EQA at that time.



Strategic Direction and Planning

This strategic plan consists of three primary goals: student success, community alignment, and expanded opportunities for people living in Northwest BC. Operational plans to support these strategic goals set and monitored by the relevant departments and the CMTN global strategy committee.

Goal 1: Continued Commitment to Student Success for Inbound International Students

Students from all backgrounds and identities are welcome at Coast Mountain College. At CMTN, we understand that every learner's educational journey is unique and that each person has different opportunities and challenges. Each year we refine our services and processes to better meet the needs of all students and we are committed to this ongoing journey.

A Student-Centred Approach

CMTN academic advisors are available to meet one-on-one with students to put together individual education plans to support student success and wellbeing. When required, this may mean referring students to financial aid, learner assistant specialists, accessibility services, the CARE team, or health supports. It could mean a short-term reduction in course load or a planned break from studies for family or medical reasons. Each student's needs are different and CMTN strives to provide the individual attention and support that is possible at a small college.

Key Services and Supports

Each year, CMTN refines its services and supports to better meet the needs of all students, and the college is committed to this ongoing journey.

Health and wellbeing are key determinants in student success and CMTN shapes student services with this in mind. Indigenous, domestic, and international students are all able to benefit from these supports.

Annual student surveys and faculty reporting help the student services team to set incremental goals for improving services and measuring success. In addition, increased retention and timely program completion rates for international students are priorities for Coast Mountain College and will be assessed regularly, as compared to the baseline metrics calculated for the 2023/24 academic year.

Current services and opportunities that are available to CMTN students include:

- pre-departure information sessions online (for those coming from abroad)
- in-person orientation events at the start of each semester
- organized community outings and campus events led by the student engagement team
- on-campus workshops to address student issues (e.g., budgets, safety, stress management, immigration info, employment)
- learning assistance specialists
- accessibility coordinators
- academic advising and education planning
- international advising (RCIC/RISIA qualified staff)
- director of student health services (a registered pharmacist can provide prescriptions for minor ailments, referrals to counselling services and medical care, and substance use supports)



- *Green Shield* and *Guard.me* health insurance access
- campus food banks and breakfast clubs
- emergency grocery cards
- emergency bursaries
- qualified counsellor available on staff and counselling referrals available
- work-integrated learning opportunities
- early alert referral system (EARS) for students who are struggling
- peer tutoring programs
- Peer Writing Centre
- WriteAway online writing support service
- dedicated librarians, technicians, and clerks to support access to quality resources and foster research skills and information literacy.
- “Library of Things” that can be borrowed with a CMTN library card (e.g., bikes, small household appliances, games, sports equipment, laptops, photography and video equipment)
- “Ask a Librarian” service available through the CMTN website
- on-campus recreation options (e.g., table tennis, basketball hoop, pool table)
- student housing on campus in Terrace
- rental housing link information website and partnership with Skeena Diversity (Terrace)
- free access for students to on-campus fitness centre (Terrace).

In addition to these supports provided by CMTN, external social service providers regularly visit campuses to keep students informed of the many community services that are available to them off campus. Some organizations that periodically set up information tables and share information include Skeena Diversity and other settlement organizations, Foundry and other youth wellness organizations, Service Canada, RCMP, Elections Canada, Elections BC, Work BC, and BC Transit.

Information Sources

The CMTN website carries up-to-date information for international students. This is where students can find housing options, both on and off campus, as well information about the region, transportation options, typical costs of rental accommodation, residential tenancy rights, and the kinds of considerations that students should think about when choosing accommodation, as well as employment information.

In addition to these resources, CMTN reaches out to its international students through social media channels. Students who follow CMTN International on Facebook or Instagram can find frequent updates about important information that is helpful in navigating the student journey in Canada. Topics covered include how to dress for cold weather, how to apply for a social insurance number, relevant CMTN policies, and other subjects of interest to international students. We share similar stories in an e-newsletter called Elevate which prospective students and continuing students can subscribe to through our website. The newsletter includes updates on important dates, program information, upcoming events, employment outlook, and other news relevant to international students.



Many student groups have created WhatsApp and Facebook communities to share relevant information, experiences, and resources. The College also has international student ambassador volunteers who share videos, photos, and experiences on their own social media channels, allowing current and prospective students to reach out and ask questions and understand what the Coast Mountain College experience is all about.

Financial Aid

Finances can be a challenge for all students. The CMTN Foundation and the College's financial aid office work hard to support students who need extra funds to complete their training. The CMTN Foundation routinely adds new awards and bursaries to the list of opportunities available, including some that are specified for international students. As of 2025, the CMTN Foundation offers eight awards and bursaries that are open to international students each year, totalling more than \$13,000. In addition, CMTN now offers up to 3 international entrance awards per year (\$5,000 per award) for new international students from any country, whether they are currently on-shore or off-shore. These are in addition to the emergency bursaries, emergency grocery cards, and food bank services available through the financial aid and student engagement offices.

Student Preparation

Well-prepared incoming students are very likely to succeed in their studies. This includes financial preparedness, to manage the high cost of living in Canada, academic preparedness, including registering in a program that aligns closely with their previous training and future goals, and sufficient English language skills to succeed at the College level.

Coast Mountain College entry requirements, such as a minimum IELTS score of 6.0 and a tuition deposit of \$9,000, help ensure that students are both academically and financially prepared for studies at CMTN and are highly committed.

CMTN will continue to review and adjust processes for thorough application evaluation. The managing leads will provide ongoing access to training for the admissions team, academic advisors, and in-country representatives so they can keep incoming students informed and well set up for success from the day they arrive at Coast Mountain College.



Goal 2: Program Alignment to Meet Local Labour Market Needs in Northwest BC

CMTN remains focused on programs that provide clear pathways to further education and/or meaningful careers in Northwest BC and aims to support this through increased community connection and understanding.

Over the period of this international education strategic plan, CMTN is committed to:

- increasing program options in high labour market demand sectors based on the regional labour market outlook published by WorkBC and feedback from industry contacts
- maintaining international program availability across the region at the Prince Rupert, Smithers, and Terrace campuses to support regional sustainability
- creating or updating pathway documents to show program outcomes, including further study options and/or careers
- updating admission and evaluation processes to reduce barriers for international students entering key program areas.

To support these aims CMTN has established program advisory groups that include industry specialists who provide advice on local training needs. In addition, the College holds regular regional education advisory committee meetings for all its regions, to share information and hear from community organizations about how the College can support shared goals.

Many members of the CMTN management team are also board members for local organizations, including the local chambers of commerce and Rotary clubs, which meet regularly with business owners and managers in the communities CMTN serves. These members bring additional insights to the attention of the executive when there is a potential opportunity for CMTN to support community needs through education and training.

Coast Mountain College hosts two career fairs per year, where students and community members can network with local employers to learn more about opportunities and apply for work in their fields. Leading up to these fairs, the work-integrated learning team provides student workshops on resume writing, interview skills, and networking skills to help students prepare for their next steps. We also have employment resources and links on our website to help students prepare for employment and find meaningful work.



Goal 3: Expanding CMTN's Outbound International Education Program to Better Serve Local Students and Faculty

CMTN has the strategic goal of becoming the college of choice for experiential, place-based learning (EPBL) by 2027. To support this goal, the College seeks out international education partnerships, locally and globally, to support the exchange of knowledge and culture.

Thoughtful Partnerships to Support Specific Goals

CMTN forms partnerships with post-secondary institutions that will appeal to its local students and its faculty. These partnerships can support EPBL professional development for faculty, EPBL learning opportunities for students, and the possibility of special projects and field schools.

International Partnerships, Agreements, and Memorandums of Understanding

CMTN is a founding member of the Western Canada Mobility Network (WCMN), a consortium of seven post-secondary institutions seeking to provide expanded study-abroad opportunities for students. Such programs allow students from one institution to join other institutions in study-abroad opportunities. Successful outbound student opportunities have already begun.

CMTN is actively involved in the Global Skills Opportunity Consortium (GSOC) of 10 different post-secondary institutions, which also provides expanded study-abroad opportunities for students. Like the WCMN programs, the GSOC programs allow students from one institution to join other institutions in study-abroad opportunities.

The manager of community and inclusion is responsible for reviewing existing international transfer pathways and partnership agreements to evaluate their benefits and renew the ones that best align with CMTN's goals, outbound activities, and local interest. This work is ongoing.

Accessibility of Outbound International Education Opportunities

CMTN is creating and revising documents to help domestic students more easily access and participate in outbound international education opportunities. These "one-pagers" will provide a user-friendly checklist to prepare for international travel and will feature direct links to Global Affairs Canada, passport regulations, and other critical information.

The College is actively engaged as a participant to develop study-abroad field schools through its consortium partners. Often, through such consortiums, travel bursaries are available to participating students to lower the cost of international travel. For example, one study-abroad opportunity to Mexico featured a \$2,500 bursary, and another proposed study-abroad field school opportunity to New Zealand (ECCE) will offer a similar bursary to participating students.

To support CMTN's core aim of experiential, place-based learning, instructors can apply to the CMTN Foundation for funds to support field school opportunities abroad. These applications are reviewed by the CMTN Foundation Board on a case-by-case basis. In 2024, a field school for hairstylist students provided a subsidized opportunity to attend a training conference in Anaheim, California. Similarly, a university credit field school in Japan is planned for 2025 which will qualify for a subsidy through the CMTN Foundation. Additional opportunities are expected in the future.

All international field school proposals are presented by the dean to President's Council for review and approval. These presentations include learning outcomes, itineraries, equity, diversity, and inclusion measures, detailed budgets, and risk assessments.



CMTN continues to work with its partners to provide study-abroad opportunities to all students regardless of possible barriers while also working internally to promote rich international student experiences.

Conclusion

This high-level overview and three key goals make up the revised international education strategic plan for Coast Mountain College. A dedicated team of administrators, support staff, and faculty will be working to achieve these goals over the next three years. This strategic plan will be reviewed annually by the CMTN global strategy committee. Detailed progress on these goals and the activities that support them will be reported annually in our institutional accountability report and plan to the Ministry of Post-Secondary Education and Future Skills. If you have any questions about this strategy document, please contact Heather Bastin, Executive Director of External Relations at hbastin@coastmountaincollege.ca or phone 250-635-6511 Ext. 5494.





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DECISION-MAKING BRIEFING NOTE

Presented to the Board of Governors

DATE: January 12, 2026

File No.: N/A

DECISION TO BE MADE: To approve Coast Mountain College Board Governance Handbook

CURRENT STATUS

- The Board Governance Handbook has been comprehensively updated to consolidate governance resources, clarify Board roles and responsibilities, and reflect the current legislative, policy, and procedural framework of Coast Mountain College (CMTN).
- The revised Handbook replaces earlier governance materials and integrates new sections that align with governance best practices, and internal policy modernization efforts. The draft has been developed by the Director, President's Office.

ANALYSIS/CAUTIONARY NOTES

- The updated Board Governance Handbook serves as a foundational resource for all members of the CMTN Board of Governors. It promotes transparency, accountability, and consistency in governance by:
 - Consolidating all governance materials into one structured document, including mandates, terms of reference, and procedural guidelines.
 - Clarifying roles and responsibilities for the Board, Chair, Vice-Chair, President, and Committees, reducing ambiguity and duplication across previous versions.
 - Providing detailed procedural sections on Board and Committee meetings, decision-making, confidentiality, conflict of interest, and complaints processes.
 - Reflecting alignment with Ministry of Post-Secondary Education and Future Skills directives, including the use of mandate letters and strengthened linkages with external organizations.
 - Adding new appendices, such as the Governance Authority Matrix, Code of Conduct, and Conflict of Interest Guidelines, for easy reference and compliance assurance.
 - This update also supports onboarding and training for new Board Members, providing a consistent reference point that aligns with the College's values, legislative obligations, and evolving governance expectations.

OPTIONS/RECOMMENDATION

The Board endorses the Board Governance Handbook for immediate implementation and distribution. Digital copies will be made available to all members.

Advantages:

- Ensures all members have access to current governance resources.
- Promotes compliance with legislative and policy requirements.
- Supports Board renewal, consistency, and transparency.
- Enhances institutional governance accountability.

CONCLUSION/NEXT STEPS

- If any changes are required by the board, I will action them.
- Upon final approval, the document will be published to the CMTN website, and the college community will be formally notified.

CONTACT: Aman Kang, Director, President's Office (akang@coastmountaincollege.ca)

Date	Author's Name and Role	Presented To	Approved (Y/N)
October 22, 2025	A. Kang, Director, President's Office	Policy Review Committee	Y
October 31, 2025	A. Kang, Director, President's Office	Board of Governors	N
February 6, 2026	A. Kang, Director, President's Office	Board of Governors	

Coast Mountain College Board Governance Handbook

October 2025



DRAFT

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1 Overview of Handbook

1.1 Introduction

This document defines and describes the respective roles, responsibilities, and terms of reference of the Board of Governors of Coast Mountain College (CMTN), the committees of the Board, and the Members of the Board.

1.2 About Coast Mountain College

Coast Mountain College, previously Northwest Community College (NWCC), is an accredited post-secondary institution that serves the rich and diverse communities and learners of BC's beautiful Northwest region.

Established in 1975 in Terrace, BC, CMTN has three robust campuses serving 34 communities, 21 of which are First Nations communities. The College provides students with innovative programs that lead to sustainable careers for people in the North. Our campuses are located in Prince Rupert, Smithers, and Terrace.

CMTN offers college access programs, small class sizes, health and human services programs, online programs, university credit programs, and trades foundation and apprenticeship programs. CMTN also offers innovative and flexible mobile training, reaching communities beyond its campuses.

CMTN aims to be the college of choice for experiential, place-based learning, allowing students to learn both in the classroom and in the spectacular outdoor spaces that are so unique to this part of Canada.



2 Acknowledgements

2.1 Territorial Acknowledgement

Coast Mountain College respectfully acknowledges the unceded traditional territories of the Haida, Ts'msyen, Nisga'a, Haisla, Gitksan, and Wit'suwit'en Nations where students, staff, and faculty are privileged to work, learn, and live.

CMTN also acknowledges our close neighbours of the Tahltan Nation.

We are grateful to learn from our Indigenous partners and respectfully seek to build lasting relationships with the communities we serve.

2.2 North Island College Acknowledgement

Coast Mountain College gratefully acknowledges North Island College's willingness to allow us to base this handbook on their previously published *North Island College Board Governance Manual*, Version 2, which was approved in 2023. Their outstanding trailblazing effort has gone a long way toward facilitating the development of this document.



3 Definitions

In this handbook the terms used are as defined below:

Term	Definition
Act	The College and Institute Act of British Columbia
Board	The Board of Governors of Coast Mountain College.
Board Chair	The individual elected by the Members of the Board to serve as Chair of the Board of Governors of Coast Mountain College.
Board Executive Committee	The committee that assists the Board by fulfilling its obligations and responsibilities relating to the oversight of the President, acts in the place of the Board between regularly scheduled Board meetings and performs the other responsibilities that are delegated or assigned to it by the Board.
Board Member or Member	An individual Appointed by order-in-council, elected, or serving in an ex-officio position on the Board of Governors of Coast Mountain College.
Board-Only Meeting	A meeting of the Board that is only attended by Members of the Board and attendees invited by the Board Chair.
Board Vice-Chair	The individual elected by the Members of the Board to serve as Vice-Chair of the Board of Coast Mountain College.
Closed Door Meeting	A meeting of the Board that, due to the confidential nature of the discussion, is closed to any member of the College Community or public.
College Administration	Employees employed by Coast Mountain College who are excluded from a bargaining unit.
College Community	The internal CMTN community and the communities external to CMTN. Internally, community includes students, employees, Elders, and alumni. External communities include First Nations, Indigenous communities, local businesses, non-governmental organizations and groups, schools and educational centres, and all levels of government.
Crown Agencies and Board Resourcing Office (CABRO)	The government agency that oversees the recruitment and recommendation of candidates for order-in-council appointments to Crown corporations, agencies, boards and commissions, and provides public sector governance advice and training.
Declaration Act (DRIPA)	The Declaration on the Rights of Indigenous Peoples Act , also known as DRIPA.
Education Council (EdCo)	The Coast Mountain College Education Council as authorized under the Act .
Extraordinary Meeting	A meeting of the Board called by the Board Chair to address matters pertinent to the Board when delaying until the next regular meeting is not feasible.



Term	Definition
Faculty	Any employee employed by Coast Mountain College and represented by Canadian Union of Public Employees (CUPE) Local 2409, Federation of Post-Secondary Educators of BC (FPSE) Local 11, or BC General Employees' Union (BCGEU) Local 712.
Finance and Audit Committee	A standing committee of the Board that assists the Board in fulfilling its obligations and responsibilities relating to financial and audit oversight, including but not limited to, the College's operating and capital budgeting process, financial reporting, the internal and external audit processes, the system of internal controls, financial risk management and statutory obligations under the Act .
First Nations Council (FNC)	The body that helps shape CMTN's cultural and educational relevancy to Indigenous communities and learners.
Government	The Government of the Province of British Columbia.
Leadership Team	The senior administration responsible for executive decisions at Coast Mountain College. Leadership Team is chaired by the President and includes Vice Presidents, Associate Vice-Presidents, and senior direct reports to the President.
Minister/Ministry	The Minister and Ministry within the Government of the Province of British Columbia that is responsible for colleges, institutes, and agencies.
Policy Review Committee	A standing committee of the Board that provides advice on the development of policies and procedures, and provides a forum for regular policy and procedure review.
President & CEO	The individual appointed by the Board to act as the President and chief executive officer (CEO) of Coast Mountain College.
Public Sector Employers' Council (PSEC)	The Government agency responsible for strategic coordination of labour relations, total compensation planning and human resource management for the broader provincial public sector.
Regular Meeting	A meeting of the Board that is open to the public and the College community.
Support Staff	Any employee employed by Coast Mountain College and represented by BC General Employees' Union (BCGEU) Local 712.
The College	Coast Mountain College (CMTN).



4 College Governance Framework

Coast Mountain College is a public post-secondary institution and is governed by the [College and Institute Act](#) (the “Act”).

In accordance with the Act, the Board of Governors is responsible for managing, administering, and controlling the property, revenue, expenditures, business, and affairs of CMTN¹. The Board oversees the conduct of the business and affairs of the College and appoints and provides direction to the President, who is responsible for the day-to-day operations. Therefore, the Board’s role is one of governance and oversight of the overall direction and performance of the College.

In accordance with the Act, the Board may make bylaws for the orderly conduct of its affairs² (“Bylaws”).

The Act states that the Board must establish and update bylaws that cover:

- fees and charges to be paid to the institution by students
- duties of Members of the board or committees of the board in conflict-of-interest situations
- powers, duties, and benefits of the president as chief executive officer of the institution
- reimbursement by the institution to Members of its board for travelling and out of pocket expenses necessarily incurred by them in the discharge of their duties.

The Board of Governors [Bylaws](#) are available on the CMTN website.

4.1 Mandate Letters – Directions from the Minister

Within the Government of the Province of British Columbia, responsibility for colleges, institutes, and agencies lies with the Minister for Post-Secondary Education and Future Skills (“Minister”).

Directives from the Minister come to the College in the form of an [annual mandate letter](#) that outlines key strategic priorities for the upcoming fiscal year. All Board Members are required to review the mandate letter annually to confirm their commitment to the key strategic priorities. By Board resolution, the mandate letter is approved, after which the Chair of the Board signs it on behalf of the Board and authorizes its publication on both the Ministry and College websites.

4.2 The Board, the Education Council and the First Nations Council

CMTN operates under a unique governance system wherein the Board of Governors (BoG) works in partnership with both the [Education Council](#) (EdCo) and [First Nations Council](#) (FNC).

Together, these three bodies operate, according to provincial legislation, to represent the people of the Northwest region in determining appropriate organizational performance. In broad terms, EdCo’s roles and responsibilities cover academic governance, FNC’s roles cover Indigenization, while the Board’s role is one of stewardship and ensuring that the College fulfills its mandate.

The Board approaches its task in a manner which emphasizes strategic leadership more than administrative detail, the clear distinction of Board and staff roles, future rather than past or present, and proactivity.

¹ *College and Institute Act*, s. 19(1)(b).

² *College and Institute Act*, s 19(1)(a).



In accordance with the Act, the Board may seek advice from the Education Council. When the Board wishes to obtain such advice, it will do so by bringing a motion before the Board requesting that a specific matter be referred to the Education Council for consideration and advice. The Education Council will review the referred matter and provide its advice to the Board.

The Board has joint approval powers with EdCo over matters specified in the Act, and both EdCo and FNC advise the Board on the development of educational policy for other matters. The EdCo Chair is a non-voting Member of the Board and is the primary representative of EdCo to the Board³. In addition, the Act provides that the Board may appoint a Member of the Board to be a non-voting member of EdCo to serve for one year⁴.

The FNC Chair also has a seat on the Board and provides direction for the Indigenization of curricula and other College initiatives, such as the raising of totem poles on each campus, the involvement of Traditional Territorial Chiefs and Matriarchs in College celebrations, and the use of Indigenous place names for buildings and the College boat, Na Malsga Aks.

[Crown Agencies and Board Resourcing and Development Office \(CABRO\)](#) is responsible for establishing guidelines for appointments and monitoring the process. The Ministry of Post-Secondary Education and Future Skills recommends the appointment of a candidate to the Lieutenant Governor in Council. For information on how to apply for a Board position see the [Crown Agencies and Board Resourcing and Development Office](#) website.

4.2.1 Governance Authority Matrix

The Governance Authority Matrix (Appendix A) sets out in chart form the respective rights and responsibilities of the interested parties, Board, Committees, and the President with respect to key items of governance as established by the Act and CMTN's policy documents.

4.3 Indigenous Governance

The [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#) establishes the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the Province's framework for reconciliation, as called for by the Truth and Reconciliation Commission's [Calls to Action](#). The *Declaration Act* aims to create a path forward that respects the human rights of Indigenous⁵ Peoples while introducing better transparency and predictability in the work non-Indigenous people do with Indigenous people.

4.3.1 First Nations Council

In 1996 the Board of Governors created a First Nations Council to provide a process of direct consultation with First Nations communities in the College region, with the intended outcome that feedback would provide direction in the strategic and operational planning of the College through a policy framework. Communication links have been implemented through the regular reports to the Board from the Chair of First Nations Council.

The FNC Chair is elected by the members of the Council and has a seat on the College Board. When the FNC Chair is unable to attend Board meetings, the FNC Vice-Chair attends in their place. FNC Chairs are elected for a two-year term. All policies and bylaws that govern the affairs of the Board apply equally to FNC members in the same manner as other Members of the Board.

³ *College and Institute Act*, s. 9(1) and s. 13.

⁴ *College and Institute Act*, s.15(5).

⁵ Definition of Indigenous -The term Indigenous is inclusive of the First Nations, Métis and Inuit Peoples served by Coast Mountain College.



The FNC's focus is to develop policy recommendations based upon the educational issues and strategies of First Nations Communities to increase student success rates in the Northwest region. FNC policy recommendations focus on student advocacy, program promotion, curriculum design, cultural issues and content, program and education service evaluation, and assist CMTN in improving its relationships with First Nations communities.

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5 The Board

5.1 Board Composition

The composition of the Board under Part 3, Article 9 of the Act includes⁶:

- eight or more persons Appointed by the Lieutenant Governor in Council (order-in-council Appointed Board Members)
- one person on the faculty of the institution, elected by the faculty members
- two students of the institution, elected by the students
- one support staff of the institution, elected by the support staff
- the President (non-voting)
- the Chair of the Education Council (non-voting)

In addition, the Chair of the First Nations Council is a member of the CMTN Board of Governors.

In alignment with Coast Mountain College's ongoing commitment to reconciliation, and in honour of the Truth and Reconciliation Commission's 94 Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the College took a significant governance step in 2012 by adding the Chair of the First Nations Council to the Board of Governors' composition.

In June 2023, the Board further strengthened this commitment by passing a resolution to elevate the position from a non-voting to a voting seat. While this voting seat now formally participates in Board decisions, it is important to note that under the current provisions of the College and Institute Act, the vote cannot serve as a tiebreaker.

In the event of a tie, voting will pause to allow for further discussion among Members, followed by either a revote within the same meeting or a postponement of the decision to a future meeting. This approach reinforces the Board's dedication to respectful dialogue, consensus building, and inclusive decision-making rooted in reconciliation.

Elected and Appointed Board Members share the same duties and responsibilities. Each College Board Member has one vote on the Board. The President and the Chair of EdCo are non-voting members.

Appointed Board Members are normally selected as representatives of communities within the College's service region.

5.2 Board Members' Terms

Board Members hold office for terms of varying lengths. Faculty and staff are elected for three-year terms and may be re-elected. Students are elected for one-year terms and may be re-elected⁷. In the spirit of ensuring effective Board renewal, faculty and staff who have served six consecutive years are encouraged to wait at least one year before seeking re-election.

⁶ *College and Institute Act*, s. 9(1) and s. 13.

⁷ *College and Institute Act*, s. 11(1) and (2).



Board Members appointed by order-in-council serve as community representatives from the regions served by the College for an initial term that is typically one to three years. While members generally do not hold office for more than six consecutive years, in some situations it may be appropriate that Members serve for more than six years⁸.

5.3 Terms of Reference for Student Representatives

A student elected to the Board must be in good standing⁹ for a period consistent with the appointment. If an elected student fails to maintain good standing, the position will be declared vacant, triggering a by-election. Through annual student elections, two students representing different regions and programs are elected from the student body to serve on the College Board.

Students are elected for a one-year term, from October 1st through to September 30th. All policies and bylaws that govern the Board apply equally to student representatives in the same manner as other Members of the Board. Student representatives are Members of the Board with rights to participate in all Board activities and discussions, including moving motions and voting, except where there is a potential or real conflict of interest.

5.4 Succession and Appointment Process

5.4.1 Responsibility

The Board Chair, Board Members, and President all play key roles in identifying the needs of the Board and potential candidates to fill those needs. Appointments are ultimately made by the Province through the [Crown Agencies and Board Resourcing Office \(CABRO\)](#).

5.4.2 Identifying Required Skills and Experience

Together with the President, the Board Chair leads a process to identify specific skills and experience desired in new Board Members to fill upcoming vacancies.

To identify the desired skills and experience, the Board Chair develops and analyzes a Board skills and experience matrix to determine:

- the optimal attributes desired for the Board as a whole
- the skills, background, and experience of continuing Members
- the “priority needs” (i.e., attributes that should be added and/or strengthened on the Board) to be filled in the appointment of new Board Members.

5.4.2.1 Specific Skills and Experience

Board Members, as a group, should possess the combined skills and experience relevant to CMTN’s strategic goals and the Board’s oversight responsibilities. The specific skills and experience sought may change from time to time in keeping with changes to CMTN’s internal and external opportunities, challenges, and strategic plan.

⁸ Pursuant to Crown Agencies and Board Resourcing Office policy, under normal circumstances Board Members are appointed for a term of one to three years and eligible for reappointment for a maximum term of six consecutive years.

⁹ Having a minimum course load of 60% with no severe academic sanctions, enrolment restrictions, conduct sanctions, or outstanding fees and/or fines.



5.4.2.2 Board Leadership

For the Board to be effective, it is important that some Members have the necessary skills, experience, and desire to fill key leadership positions, including Board Chair and Committee Chairs.

5.4.2.3 Diversity

To ensure the Board includes a broad and deep range of perspectives and skills, consideration is given to bringing together a diverse group of Board Members with the goal of creating robust Board dynamics, fulsome Board discussions, and ensuring different points of view are brought to issues. Diversity, in this context, is defined as having varied backgrounds, perspectives, problem-solving approaches, and experience. The Board should ideally reflect the cultural, sexual, and gender diversity relevant to the communities served by CMTN.

5.4.3 Appointed Board Member Recruitment

Led by the Board Chair in consultation with the President, the Board Chair identifies individuals qualified to stand for re-appointment and/or searches proactively to identify individuals to become new Board Members, consistent with any qualifications, expertise, and characteristics approved by the Board. All Board Members are encouraged to identify individuals who meet the desired skills and experience for the Board Chairs consideration.

5.5 Board Member Position Descriptions

5.5.1 Personal Attributes

All Board Members must be committed to supporting CMTN's mission and vision and possess the following personal attributes:

- sound judgement, objectivity, and an independent perspective
- strategic orientation and vision
- focus on sustainable improvement and continuous engagement
- professionalism, integrity, and accountability
- respectful, with the ability to actively participate while working as a team
- willingness to consider diverse opinions and new ideas
- commitment to being informed about CMTN, its partners, and the environment in which it operates
- commitment to participating in Board orientation and ongoing education and learning
- willingness to leverage expertise and experience for the benefit of CMTN.

5.5.2 Core Values

Board Members observe aspects of the core values of CMTN relevant to Board governance, in particular the provisions related to purpose, vision, and integrity.

- Our Core Purpose – We create adventurous pathways to transform lives.
- Our Vision – By 2027, we will be the college of choice for experiential, place-based learning¹⁰.

¹⁰ This vision is also described as CMTNs 'Big Hairy Audacious Goal!'



5.5.3 Board Expectations

The Board expects of itself and its Members ethical and businesslike conduct. This includes proper use of authority and appropriate decorum in group and individual behaviour when acting as Board Members.

To distinguish a Board Member's own unique responsibilities from the work of staff, the Board will concentrate its efforts on linking the College organization:

- with the people of the CMTN region
- with governance in the college and institute system in British Columbia
- with government
- provincially, nationally, and internationally.

The Board in its commitment to excellence in governing will:

- operate in all ways mindful of its responsibilities under the *BC College and Institute Act* and governing legislation
- strive for continuous improvement.

If the Board has reasonably determined that a Member has breached its code of conduct, it may petition the Minister to revoke the appointment of the Member.

5.5.4 Duties and Responsibilities

Board Membership involves a significant time commitment. In carrying out their responsibilities, each Board Member is required to actively engage in the Board's work by:

- exemplifying ethical behaviour as per Section III.3, Board Code of Conduct in *CMTN Board of Governors Bylaw*
- participating in the orientation program for new Board Members and the ongoing professional development (for the Board or for an individual Board Member) and other Board processes, such as evaluations of the Board's performance
- consistently attending meetings of the Board and Committee(s) on which they serve
- being prepared and well-informed about relevant issues (by reading materials or otherwise)
- devoting the necessary time and attention to be able to make informed decisions on issues that come before the Board, bringing their own experience, judgment, and influence to bear constructively on issues
- advising the Board Chair and President in advance of introducing significant and previously unknown information
- working with CMTN's First Nations Council (FNC) to ensure an effective link between the Board and the FNC and to receive regular reports from the FNC Chair or Vice-Chair
- monitoring and discussing the Board's process and performance at each meeting, ensuring consistency with the mandate letter
- understanding the difference between governing and managing, focusing inquiries on issues related to strategy, policy, implementation, and results rather than issues relating to the day-to-day management of CMTN
- analyzing issues from many perspectives, considering the impact of decisions on CMTN's internal and external environments (e.g., students, faculty, support staff, government[s], broader community, First Nations and Indigenous communities)



- creating and maintaining a cooperative and supportive relationship with its President
- being available as a resource to the Board and the President
- maintaining clear distinctions between Board and President roles
- attending CMTN events and activities
- supporting the work of the CMTN Foundation
- supporting Board decisions in a positive manner.

5.5.5 Governance Commitment

The Board will:

- work diligently to ensure the College has a strategic plan, is enacting the strategic goals and outcomes established for the College, and is operating in alignment with the mission, vision, values, and outcomes of CMTN
- appoint the President and determine their term of office and remuneration
- govern CMTN in accordance with their fiduciary obligations to act honestly and in good faith in the best interest of the College
- demonstrate governance in keeping with the CMTN values and operating principles (Section 4.00).
- represent the interest of the Board as a whole.

The Board will not intrude on the prerogative and responsibilities of management unless in exceptional circumstances such as:

- the departure of the President with no clearly acceptable successor available
- extraordinary circumstances, including serious financial difficulties.

5.5.6 Communication

Board Members are expected to:

- interact with fellow Board Members and the College Community in a respectful and constructive manner
- positively represent CMTN within the community
- participate fully, respectfully, and frankly in Board deliberations and ask probing questions when appropriate.

Board Members may be approached by members of the community, employees, or students regarding College affairs. All such matters must be handled according to the Board Member communication protocol contained in the Board's Code of Conduct and Conflict of Interest sections of the *CMTN Board of Governors Bylaw* in Appendix C.

5.5.7 Independence

Board Members are expected to:

- speak and act independently while remaining a team player
- express points of view for the Board's consideration even when they may seem contrary to other opinions previously expressed.



5.5.8 Committee Work

Board Members are expected to:

- participate on at least one standing Committee and become knowledgeable about the purpose and goals of the Committee
- understand the process of Committee work and the role of any individuals supporting the Committee.

5.5.9 Relationship with CMTN Employees

Board Members must respect the organizational structure of CMTN. The Board acts collectively and no Board Member has the authority to direct any CMTN employee.

Requests for information should be directed through the Board Chair to the President. Board Members may direct questions or issues regarding CMTN's performance through Board and Committee meetings, or through the Board Chair to the President. Board Members may contact the Director of the President's Office for general information.

5.5.10 Education Council Chair Board Member

The Chair of the Education Council (EdCo) serves on the Board as an ex officio Member¹¹ and is not entitled to vote. When serving on the Board, the Chair of EdCo is expected to:

- bring forward resolutions and advice presented to the Board on behalf of EdCo
- provide insight on the views of EdCo in relation to issues under discussion by the Board
- provide insight into the systems of governance and functioning of EdCo
- deliver the advice of EdCo as and when formally requested by the Board.

5.5.11 First Nations Council Board Member

The Chair of the First Nations Council serves on the Board as a Member of the Board. When serving on the Board, the Chair of the FNC is expected to:

- provide insight on the views of FNC in relation to issues under discussion by the Board
- provide advice in decision-making processes and policies
- provide insight into the systems of governance and functioning of FNC
- share information about the College with FNC.

5.5.12 Board Members Elected by Constituencies

Elected Board Members bring the knowledge and perspective of their constituencies. However, they may not act as if delegated by the group they represent and may not be bound in any way by mandates given to them by others. As noted by the Act, all Board Members are responsible for acting in the best interests of CMTN.¹²

¹¹ 9 *Ex officio* means that the individual serves on the Board by reason of their position as Chair of Education Council.

¹² College and Institute Act, s. 8.2.



5.5.13 Meeting Attendance

Meeting attendance records are publicly disclosed in meeting minutes. Pursuant to the Act, unless excused by Board resolution, any Board Member who fails to attend three consecutive regular meetings of the Board, without notice, will be deemed to have vacated their position and will no longer be considered a Board Member.¹³

5.5.14 Resignation and Removal

A Board Member's resignation becomes effective at the time the Board Chair and Director of the President's Office receive a written resignation, or at the time specified in the resignation, whichever is later.

Pursuant to the Act, the Lieutenant Governor in Council may, on a resolution passed by at least a two-thirds majority vote of the Board, remove a Board Member from the Board if the Board is satisfied that the individual should be removed for just cause.¹⁴

5.5.15 End of Term

Upon their term ending, Board Members must return any printed documentation, meeting materials, or reports in their possession to CMTN and delete any electronic records.

The duty of confidentiality continues after an individual ceases to be a Board Member.

5.5.16 Board Vacancy

The Board may declare a vacancy on the board when:

- a Member resigns or passes away
- a Member, other than the President, fails to attend three consecutive meetings without the Board Chair's permission, which may be given retroactively
- a Membership is terminated when an elected or Appointed Member becomes incapable of acting as a member to the appointing or electing body and has provided written notice to terminate. (Reference [Board Resourcing and Development Office of the Premier, Province of British Columbia](#)).

When an elected or Appointed Member's position is vacant the Board, through the Chair, must notify the body of the elected or appointed vacancy, and request that the vacancy be filled for the remainder of the term.

When the Board has reasonably determined that a Member has breached the Board of Governors' code of conduct, it may petition the Minister to revoke the appointment of the Member.

5.6 Board Chair Position Description

5.6.1 Election and Term

The Board Chair is elected from the Appointed Board Members. The Chair may continue to serve in this capacity for the duration of their appointment term that is in effect at the time of election. An Appointed Board Member who has served as Chair may be re-elected to serve consecutive terms, provided that their appointment to the Board remains active.

¹³ College and Institute Act, s. 59(7).

¹⁴ College and Institute Act, s. 11(3).



New Board Members should spend at least one year on the Board before being considered for the position, first, of Vice Chair and then Chair.

5.6.2 Role

The Board Chair leads the Board in all aspects of its work and is responsible for effectively managing the affairs of the Board. The Chair is accountable to the Board, acts as a direct liaison between the Board and the President, represents the Board internally and externally, and is the sole spokesperson on behalf of the Board.

5.6.3 Responsibilities

The role of the Chair is primarily to ensure the integrity of the Board's governance process and the establishment and monitoring of CMTN's organizational performance with significant influence on the organization's viability and success. Except as they may delegate otherwise, the Board Chair represents the Board at all official functions sponsored by the Board and at all functions at which the Board is to be formally represented. The Chair may also serve as an ex-officio Member of Board Committees where they are not appointed as a full Member.

The Board of Governors' sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer, titled President & CEO.

5.6.3.1 Working with the President & CEO

The Chair, along with the Board Executive Committee, is designated to work with the President. The Chair and the President will ensure that regular ongoing communication occurs between the two parties. Only motions passed by the Board of Governors are binding on the President. Accordingly, decisions or instructions of individual Board Members, or committees are not binding on the President. The Board of Governors acting as a body can employ, terminate, discipline, direct, or change the conditions of employment of the President.

The President is the Board of Governors' only link to operational achievement and conduct. Authority and accountability of staff are considered the authority and accountability of the President. Accordingly, the Board of Governors will view the President's performance as identical to organizational performance, so that organizational accomplishment of the Board's stated Ends and compliance with the Executive Limitations/Key Performance Indicators will be viewed as successful President's performance.

The Board Chair also:

- fosters a respectful, constructive relationship between the Board and the President
- acts as a sounding board and counselor for the President, including helping to identify problems and ensuring the President is aware of issues of the Board and communities
- works with the President to ensure effective relations with the Government and interested parties according to Board policy and legal/statutory requirements
- subject to Board approval and together with the President, executes on behalf of the Board all contracts and instruments which commit the Board and College to its responsibilities, obligations, duties, and liabilities
- liaises with the [Public Sector Employers' Council \(PSEC\) Secretariat](#) during the presidential appointment process and if required, during the annual compensation review
- seeks to ensure that the President presents to the Board all information necessary to allow the Board to effectively discharge its responsibilities



- assists the Board, in collaboration with the President, in developing Board Member criteria and potential candidates to be recommended to the Government for appointment
- reviews the President's development and succession plan annually.

5.6.3.2 Board Operations

The Board Chair:

- in concert with the President and Board Executive Committee, develops and sets Board meeting agendas, through a process facilitated by the Director of the President's Office
- calls meetings of the Board, except as otherwise provided for
- presides over and conducts meetings of the Board in an efficient, effective, and focused manner, ensuring that the Board meets its obligations and responsibilities according to Board policy and legal/statutory requirements
- after consultation with Board Members, recommends to the Board, the members for each Committee, and appoints each Committee Chair
- oversees conflict of interest issues
- ensures that the Board performance improvement process is implemented each year
- signs documents on behalf of the Board, as authorized by the Board
- serves as an ex-officio Member of Board Committees when not appointed as a full Member
- oversees any remuneration, benefits, and expenses paid to Board Members within the guidelines established by the Provincial Government
- approves the President's business-related expenses in accordance with [FIN-001, Travel Expenses Policy](#) and [FIN-001P, Travel Expenses Procedure](#).

5.6.3.3 Board Effectiveness

The Board Chair:

- provides leadership to the Board in fulfilling its governance responsibilities as set out in the mandate letter
- ensures that the Board has cohesion of direction and purpose at a policy and strategic level
- maintains an appropriate boundary between the Board's and President's responsibilities
- liaises with Committee Chairs to ensure coordination between the work of the Committees and the Board
- encourages all Board Members to participate and to contribute to deliberations
- facilitates Board deliberations in a way that promotes robust dialogue, questioning, and the candid expression of each Board Member's opinion with respect and collegiality
- builds consensus and develops teamwork within the Board
- fosters an environment of ethical and responsible decision-making by the Board Members
- makes themselves available to individual Board Members for questions, counsel, and discussions relating to CMTN
- keeps the Board updated on all significant developments at CMTN, both at and between meetings.



5.6.3.4 Board Appointments and Reappointments

The Board Chair plays a lead role in liaising with CABRO with respect to Appointed Board Members. Throughout the recruitment and appointment process, the Board Chair consults with CABRO on the background, experience and skills required on the Board, potential Appointed Board Member candidates, and feedback on the performance of incumbent Board Members.

In relation to any current Appointed Board Member who is eligible for reappointment, the Board Chair provides CABRO with an assessment of the Board Member's performance during the preceding term, based on the Board Chair's personal assessment and any feedback provided through a Board Member evaluation process (when applicable).

At least six months before the expiry of a Board Member's term, the Board Chair:

- inquires whether a Board Member wishes to continue serving CMTN for another term
- provides notice to CABRO that the term of the Board Member is about to expire
- inquires with the serving Board Member to confirm their desire for reappointment
- provides a written request for a new appointment to fill such vacancy
- provides CABRO with the Board's analysis of the needs to be filled in a new appointment
- provides the names and biographical information of any individuals recommended by the Board to fill the vacancy.

5.6.3.5 College Relations

The Board Chair:

- participates in convocation and other events organized by the College
- except as they may delegate to the Board Vice-Chair otherwise, represents the Board at all official functions sponsored by the Board or at all functions at which the Board is to be formally represented.

5.6.3.6 Government Relations

The Board Chair, in collaboration with the President, serves as the principal interface between the Board and the Ministry.

5.7 Board Chair Succession Planning

This section should be read in conjunction with Section 5.6, Board Chair Position Description.

The President and the Director of the President's Office will develop and maintain a Board Chair succession plan that identifies qualified and available candidates. This plan is intended to ensure the stability, continuity, effectiveness, and ongoing renewal of the Board Chair position.

5.8 Board Vice-Chair Position Description

The role of the Vice-Chair is primarily to ensure the integrity of the Board's governance process and the establishment and monitoring of CMTN's organizational performance, with significant influence on the organization's viability and success.



5.8.1 Election and Term

The Board elects one (or two where circumstances warrant) Vice-Chair(s) from among the Appointed Board Members to serve a one-year term. A Vice-Chair must have served on the Board for a minimum of one year before election. The Vice-Chair may continue to serve in this capacity for the duration of their appointment term that is in effect at the time of election. An Appointed Board Member who has served as Vice-Chair may be re-elected to serve consecutive terms, provided that their appointment to the Board remains active.

5.8.2 Role and Responsibilities

The Vice-Chair is responsible for supporting the Board Chair in carrying out the Chair's responsibilities and assisting the Board Chair in coordinating and providing leadership to the Board.

The Vice-Chair:

- performs the Board Chair's responsibilities in the Chair's absence, or at the request of the Chair, followed by the Finance and Audit Committee Chair
 - in the event of a long-term absence or the inability of both the Chair and Vice-Chair, the Board may elect another Appointed Board Member to act as Chair for such time as the Board may set
- acts as an advisor and support to the Board Chair
- assumes leadership responsibilities for key initiatives or activities, as assigned
- serves as a Member of the Board Executive Committee
- ensures that the Board performance improvement process relating to the Chair is implemented each year, in accordance with Board policies
- along with the Chair, assumes responsibility for Board orientation
- performs such other duties as may be assigned by the Board.

While there is no presumption that a Vice-Chair will become the Board Chair, consideration will be given to the experience gained by individuals who have served as Vice-Chair when planning for Board Chair succession.

5.9 President Job Description

5.9.1 Appointment and Accountability

The President is appointed by the Board.¹⁵ The President reports to the Board and is accountable to the Board for the performance of the College, the achievement of its strategic objectives, and compliance with applicable legislation and policies.

5.9.2 Role

The President is the chief executive officer (CEO) of CMTN tasked with the overall responsibility for the general management of, and control over, the business, activities, and other affairs of CMTN, in accordance with the strategies, plans, and policies approved by the Board. The President fulfills this responsibility by leading and managing CMTN through the development and implementation of strategies and policies, as well as by overseeing the human, financial, and technological resources to ensure efficient and effective operations.

¹⁵ College and Institute Act, s. 36(1).



The President also enters into agreements to further CMTN's purposes, including agreements to develop and deliver joint programs (as per the BC [College and Institute Act](#)).

5.9.3 Guiding Principles

The Board encourages and expects the President to incorporate the following values and principles as part of the administration of CMTN:

- be respectful in all interactions and in their personal and professional behaviour
- represent an ethical institution that acts with integrity
- work toward growth, continual learning, and collaboration with students, the College Community, and outside communities
- honour the culture and tradition of Indigenous and First Nations communities on whose territory CMTN operates
- work to resolve historical injustices and inequities and continue an ongoing dialogue free of racism and discrimination.

5.9.4 Duties and Responsibilities

The President is responsible for:

- leading and managing CMTN within the parameters approved by the Board, including the delegation of authority
- working with the Board to develop and recommend the strategic plan and reporting on its outcomes in keeping with CMTN's vision and mandate
- recommending to the Board corresponding annual operational plans and annual budgets
- developing and implementing operational policies to guide CMTN within the framework of the vision and strategic goals approved by the Board
- directing and monitoring CMTN's activities in a manner that ensures the assets of CMTN are safeguarded and optimized
- ensuring the integrity of CMTN's internal control and management systems
- identifying and reporting to the Board on principal risks of CMTN and ensuring the implementation of systems to manage these risks
- ensuring CMTN maintains a high level of ethical conduct and complies with all legislative requirements
- developing CMTN's overall organizational structure
- providing Board Members with exposure to CMTN's key Members of the College Administration
- keeping the Board aware of any student or employee suspensions and/or appeals
- acting as official spokesperson for CMTN and overseeing CMTN's relationships with CMTN's key partners and interested groups, and
- supporting the Board Chair and the Board to carry out the Board's governance responsibilities, including the timely provision of relevant information.



5.9.5 Compensation

The Board establishes the President's compensation in accordance with the framework established by the Province, through the PSEC Secretariat, and guidelines established by the Post-Secondary Employers' Association (PSEA).

5.9.6 Evaluation

The Board Chair conducts an annual formal evaluation of the President's performance to assess progress toward strategic objectives and overall leadership effectiveness. A President Evaluation Working Group, established by the Board Chair, coordinates the evaluation process and compiles the findings. The results of the evaluation are communicated to, and discussed with, the President by the Board Chair.



6 Board Terms of Reference

6.1 Role

Pursuant to the Act, the Board of Governors is responsible for managing, administering, and controlling the property, revenue, expenditures, business, and affairs of CMTN¹⁶. The Board delegates to the President responsibility for the day-to-day operations of the College. Therefore, the Board's role is one of governance and oversight of the overall direction and performance of the College.

6.2 Delegation of Authority to the President

The Board is responsible for appointing the President as the chief executive officer of CMTN and defining the President's duties and tenure of office.

In delegating responsibility to the President for the day-to-day operations of the College, the Board requires regular reporting from the President. This includes monitoring and evaluating the President's performance and overseeing Presidential succession planning, including plans to deal with a planned or emergency departure of the President.

6.3 Working Relationships

The Board is responsible for working with CMTN's Education Council (EdCo) through the President or their delegate (see [BC College and Institute Act](#)):

- ensuring that there is an effective link between the Board and EdCo
- receiving regular reports from EdCo.

The Board is responsible for working with CMTN's First Nations Council (FNC) through the President or their Delegate to:

- ensure that there is an effective link between the Board and FNC
- receive regular reports from FNC.

6.4 Organizational Stewardship Responsibilities

6.4.1 Strategy

The Board approves a strategic plan for the College. In consultation with students, the Ministry, First Nations Council, Indigenous communities and organizations, employers, industry, business, not-for-profit organizations, alumni, employees, and the many demographic communities the College serves across the region, the President develops a strategic plan with input from, and for the approval of, the Board. The strategic plan is approved by the Board.

Although it is normally based on a five-year timeframe, the strategic plan is a dynamic document and is to be reviewed annually and updated as required to address new opportunities and challenges for CMTN. The Board ensures that the President regularly reports on CMTN's performance against key performance measures and updates the Board on any required actions.

¹⁶ *College and Institute Act*, s. 19(1)(b).



6.4.2 Risk Management

The Board ensures that the College has a risk management program that identifies material, financial, operational, strategic, and other risks and implements systems to manage those risks.

6.4.3 Financial Oversight

The Board is responsible for fulfilling its obligations and responsibilities relating to financial and audit oversight.

6.4.4 People and Culture Oversight

The Board ensures that the President develops an overall organizational structure for the College inclusive of continuity planning for key leadership positions consistent with the future leadership needs of CMTN.

The Board also ensures CMTN's collective bargaining, compensation and workplace health and safety philosophies follow Government guidelines. The Board promotes a culture of equity, diversity, and inclusion at CMTN.

6.4.5 Engagement and Consultation

The Board ensures that the President effectively communicates with government(s), First Nations, faculty, staff, students, and the general public, and ensures that processes are in place for receiving feedback.

This requires transparency, open communication, completeness of information, and accountability. The Board ensures that the President reports on the unique needs of each group and provides strategies on how and when to communicate with them, and how CMTN will use any input received from each group.

6.4.6 Monitoring and Reporting

The Board is responsible for:

- monitoring CMTN's performance against the objectives set out in the strategic plan, other plans, and agreed-upon key performance measures, and approving revisions to the plans as required
- ensuring CMTN's financial position is reported fairly and in accordance with public sector accounting and reporting standards
- ensuring that CMTN is in compliance with all applicable laws and directives from the Government
- approving for submission CMTN's:
 - annual audited financial statements to the Government
 - annual audited enrolment reports to the Government
 - institutional accountability plan and report to the Government
- submitting budgets, financial statements, reports, and any other information that the Minister considers necessary to carry out the Minister's responsibilities in relation to the College¹⁷.

¹⁷ *College and Institute Act*, s. 19(5)(a).



6.4.7 Material Issues and Resources

The Board is responsible for approving financial or other commitments outside of an approved budget or outside the ordinary course of business that may have a significant impact on CMTN.

6.4.8 Code of Conduct and Ethics

The Board is responsible for:

- establishing and updating, as required, the *Board of Governors' Bylaws*, which includes the duties of Board Members and/or its Committees in conflict-of-interest situations
- approving and following a Code of Conduct policy for all CMTN employees.

6.4.9 Reliance on the President

In carrying out its responsibilities, the Board reasonably relies on the President to provide it with current, accurate, and complete information.

6.4.10 External Advisors

In carrying out its responsibilities, the Board is entitled to retain and rely on external advisors (e.g., professional service firms or consultants) to fulfill its mandate. The Board Chair may consider internal resources, Board budget and procurement practices, and other factors, and may consult with the President upon considering whether or not to retain external advisors.

6.5 Board Orientation and Professional Development

The Board Chair ensures that an orientation program for new Board Members has been developed. This program ensures that each new Board Member fully understands CMTN's governance structure and the expectations of individual Board Member roles, responsibilities, and performance expectations, as well as CMTN's mandate letter, mission, values, strategic plan, risk register, operations, and working environment.

6.6 Board Evaluation

6.6.1 Process

The Board is committed to annual Board evaluation, the purpose of which is to provide Board Members with an opportunity to assess the overall effectiveness of the Board, and to identify opportunities for development and improvement.



7 Meeting Practices

7.1 Board Meeting Guidelines

Under the Act, the Board can pass resolutions it considers necessary or advisable for the management and conduct of the Board's affairs, including resolutions for the calling and holding of meetings of the Board, and the procedures to be followed at meetings¹⁸.

7.2 Meeting Frequency, Special Meetings, and Notice

Annually, the Board holds a minimum of four regular Board meetings, and one joint meeting with the CMTN First Nations Council.

An extraordinary meeting can be convened by the Board Chair or at the request of any of the other Board Members to deal with emergent issues. At least 48 hours' notice is given of extraordinary Board meetings, as much as practicable, and should specify the nature of the business to be transacted.

The Board's calendar is normally determined in advance of the upcoming academic year but may be reasonably amended to accommodate scheduling challenges and ensure quorum.

7.3 Location

Board meetings rotate between the different CMTN's campuses. Meetings are held in person and/or by videoconference, as practicable in the circumstances. In-person meetings may be held at any of CMTN's campuses or at other locations within the College region at the discretion of the Board Chair.

Meetings held using electronic media are governed by rules of meeting procedure as outlined in the following sections. Electronic media may include telephone, virtual meetings, and email.

7.4 Board Meetings

Board meetings or parts thereof may be designated as regular, closed-door, or in-camera.

No taping, videoing, or other means of recording sound or images is permitted during any portion of a Board meeting.

7.4.1 Regular Meetings

The Board will conduct its business in regular sessions whenever possible. This allows members of the College Community and public to witness the operations and decision-making processes of the Board while fostering institutional transparency and public accountability.

Members of the public and the College Community (including students, employees, and alumni) are welcome to attend the regular sessions of the Board as observers, subject to capacity in the room in which the meeting is held. They may not participate in discussions at a Board meeting.

All regular session discussions, presentations, actions, documents, motions, and resolutions are public. Regular meeting agenda and approved minutes are posted on the CMTN website.

¹⁸ *College and Institute Act*, s. 59(5)(b).



7.4.2 Closed-Door Meetings

Members of the public and the College Community (including students, employees, and alumni) are excused from the closed-door sessions of meetings of the Board.

College administration may be invited to participate in closed-door meetings or parts thereof by the Chair in consultation with the President.

Closed-door sessions will consider only the following matters, subject to the provisions of current legislation:

- the conduct, discipline, and suspension relating to students
- matters relating to the acquisition, disposition, or security of real property, where it is in the interest of the College to maintain confidentiality or to protect the privacy of an individual
- personnel matters including collective bargaining
- matters of a contractual or financial nature where it is in the interest of the College to maintain confidentiality
- matters where Board liability and legal opinions respecting the liability or interest of the Board may arise.

All closed-door meeting discussions, actions, documentation, motions, and resolutions will be kept in confidence by Board Members and meeting attendees. Board Members and meeting attendees joining closed-door meetings by teleconference or videoconference must join from private space to maintain confidentiality. Printed documentation related to closed-door meetings should be returned to the Director of the President's Office for confidential and secure shredding.

7.4.3 Board-Only Discussion

The purpose of Board-only discussion is to provide Board Members with an opportunity to meet without the President or College employees to discuss matters including:

- sensitive matters within the jurisdiction of the Board (for example, the President's appointment, performance, evaluation, or compensation)
- meeting with certain external advisors or consultants and safeguarding the independence of those individuals
- matters and functioning related to internal Board governance.

All Board-only meeting discussions and materials will be kept in strict confidence by Board Members and any attendees. Board Members and meeting attendees joining Board-only meetings by videoconference must join from a private space to maintain confidentiality.

7.5 Agenda

Agendas are developed through a process facilitated by the Director of the President's Office, in consultation with the Board Chair, Board Executive Committee, and President. Board meeting agendas are approved by the Board Executive Committee.

Under normal circumstances, the agenda and supporting materials are distributed to Board Members at least one week in advance of the meeting.

Board Members who wish to suggest items for discussion at Board meetings and additions to the agenda should contact the Board Chair at least two weeks before the Board meeting. The Board Chair and/or Board Executive Committee may exercise their discretion regarding whether or not to include the suggested item on an upcoming Board meeting agenda.



7.6 Presentations at Board Meetings

Employees, students, and members of the public may request permission to present to the Board during a regular meeting. Presentations must be relevant to areas of Board governance. A person or persons, including constituency groups or representatives (a “delegation”) wishing to address the Board at a regular Board meeting must make a request to the Director of the President’s Office in writing at least two weeks before the meeting for approval by the Board Chair.

Before being allocated a time to present to the Board, the delegation must provide a written submission (maximum two pages) outlining the delegation’s position and listing the persons who will be attending as part of the delegation.

Delegations will be permitted at the discretion of the Board Chair, in consultation with the President. The Board Chair will decide the amount of time to be allocated on the meeting agenda and there may be a limit on the number of individuals able to appear at a given Board meeting.

Board Members will not enter into debate with the individuals or delegation upon the completion of their presentation. Board Members may ask questions for clarification and to obtain additional, relevant information.

No individual or delegation will:

- speak on any subject other than the one for which they have received approval to address the Board
- go over their allotted time on the agenda
- breach confidentiality or provide any third-party personal information, without specific, written consent
- speak disrespectfully to or of any person
- use offensive words or language
- disobey the rules of procedure or a decision of the Board Chair.

The Board Chair may curtail any individual or delegation or debate during a delegation for disorder or any other breach of Board procedures. When the Chair rules that the delegation is concluded, the person or persons appearing must immediately withdraw.

7.7 Forums for Public Input

The Board may convene public forums to receive public input around specific topics or with an open agenda.

7.8 Procedures at Board Meetings

The following points describe general procedures regarding the conduct of meetings:

- A majority of Board Members constitutes a quorum for Board meetings.
- Wherever possible, decision making will be achieved by consensus: this means that each voting Board Member agrees in principle and is willing to support a decision. If, for any reason, consensus cannot be reached, resolutions will be passed by a majority vote of voting members in attendance.
- Each Board Member, except the President and the Chair of the Education Council, has one vote.
- A resolution in writing, signed by all Board Members, is as effective as if it had been passed at a Board meeting properly called and constituted.



- Unless otherwise provided for in the resolution, a resolution passed at a Board meeting becomes effective immediately upon being passed.

7.9 Minutes

The Director of the President's Office or designate ensures that the minutes of each Board meeting are prepared in a timely manner.

7.10 Board Deliberations and Confidentiality

The details of any matter discussed in closed-door or Board-only sessions of the Board must be held in strict confidence by all. By resolution of the Board, any of the matters discussed at a closed or Board-only session or meeting may be brought forward for discussion at an open meeting.



8 Board Committees

8.1 Committee Operating Guidelines

The Board has the power to appoint the Committees it considers necessary¹⁹. The provisions below set out the operating guidelines applicable to all standing Committees, unless otherwise expressly provided for in a Committee's terms of reference.

The Board may also, from time to time, establish task forces, advisory committees, or other temporary working groups to address time limited projects such as the selection of a President.

8.2 Purpose

The purpose of a Board Committee is to provide in-depth discussions and recommendations for key areas of Board responsibility and to help the Board fulfill its duties.

8.3 Board Committee Principles

Board Committees will be assigned, as required, to minimally interfere with the wholeness of the Board's role and responsibilities. Board Committees are to help the Board fulfill its role and responsibilities, not to help or advise the College staff. Board Committees speak and/or act for the Board when formally given such authority for specific and time-limited purposes.

8.4 Board Committee Structure

A committee is a Board Committee if its existence and charge come from the Board, regardless of whether or not Board Members sit on the committee.

The Board will establish the following committees:

- Board Executive Committee
- Finance and Audit Committee
- Policy Review Committee
- Risk Committee.

The Board may strike ad hoc committees for a specific task and limited time, as required. Committee members will be selected with due regard for their specialized skills and expertise.

The chairs of each Committee will be an Appointed Board Member. In addition, the Board Chair and President receive meeting notices and may participate in any Committee meeting. Committees are encouraged to elect a Vice-Chair from amongst their membership to undertake and discharge duties of the Committee Chair in the Chair's absence.

In determining and approving the composition of all Committees, consideration will be given to the skills and experience of each Board Member, their preference (where possible) and minimizing the potential for conflict-of-interest.

¹⁹ 17 College and Institute Act, s. 19(1)(c).



8.5 Committee Members' Terms

Each Committee Member is appointed for a term of one year. Re-appointments are permitted and membership is reviewed annually.

8.6 Accountability

Committees are accountable to the Board.

No Committee has the power or authority to act for the Board unless specifically authorized by the Board through the applicable terms of reference or otherwise (e.g., through resolution of the Board).

A Committee can periodically make recommendations to the Board in respect of the subject matter of which it was created to advise. The Board takes into consideration, but is not bound by, Committee recommendations.

8.7 Frequency

Committees meet prior to each Board meeting. Additional meetings may be held as deemed necessary by the Committee Chair.

8.8 Notice

A schedule of Committee meetings may be set in advance and notice of upcoming regular meetings of each Committee is given at the previous regular Committee meeting or as otherwise required. Wherever possible, at least 48 hours' notice is given of special Committee meetings.

8.9 Location

Committee meetings are held by videoconference.

8.10 Guests

Guests, advisors, and other resource persons may be invited by the Committee to attend a Committee meeting for a specified purpose.

8.11 Committee Meetings

Committee meetings are closed to the public.

No taping, videoing, or any other form of recording of sound or images is permitted during any portion of a Committee meeting.

8.12 Agenda and Materials

Committee meeting agendas are developed through a process facilitated by the Director of the President's Office, in dialogue with the Committee Chair and the President or a member of the College Administration responsible for providing support to the Committee. The Committee Chair is responsible for approving the agenda for each meeting of that Committee.

Typically, the agendas and supporting materials are distributed to Committee Members at least one week in advance of a meeting, or as soon as practicable in the circumstances.



Committee Members who wish to suggest items for discussion at Committee meetings and additions to the agenda should contact the Committee Chair and Director of the President's Office at least two weeks in advance of the meeting. The Committee Chair may exercise their discretion as to whether or not to include the suggested item on an upcoming Committee meeting agenda.

8.13 Quorum

The quorum for a Committee meeting is a simple majority of members.

8.14 Decision-Making

Wherever possible, decision-making will be achieved by consensus: this means that each voting Committee Member agrees in principle and is willing to support a decision. If for any reason consensus cannot be reached, resolutions will be passed by a majority vote of voting Committee Members in attendance.

8.15 Reporting

The Director of the President's Office or designate ensures that reports of each Committee meeting are prepared in a timely manner. At the next Board meeting, the Committee Chair provides verbal or written report that summarizes Committee work since it last reported, including what the Committee is bringing forward for discussion or approval.



9 Board Executive Committee

9.1 Purpose

The Board Executive Committee assists the Board in fulfilling its obligations and responsibilities relating to the oversight of the President, acts in the place of the Board between regularly scheduled Board meetings, and performs the other responsibilities that are delegated or assigned to it by the Board.

While the Committee has authority to act on behalf of the Board, its powers are to be used only as necessary and appropriate on urgent matters that cannot and should not be delayed until the Board's next regular meeting or until an extraordinary meeting of the Board can be called. Any such action must be reported back to the full Board.

9.2 Composition

The Board Executive Committee is comprised of the Chair, Vice-Chair, Finance Committee Chair, one Appointed Board Member, and the President as Ex-Officio (non-voting). The Board Chair serves as the Board Executive Committee Chair.

9.3 Responsibilities

The Board Executive Committee is responsible for:

- approving proposed agendas for Board of Governors' meetings
- addressing matters that require immediate attention, in the event of an emergency between Board meetings
- making decisions on behalf of the Board in specific matters delegated to it by the Board of Governors
- ensuring appropriate Board orientation and ongoing professional development
- overseeing the recruitment, appraisal, and compensation of the President
- reviewing and making recommendations concerning matters not assigned to other committees, in keeping with Board Policies.

9.4 Quorum

The majority of the members of the Committee will constitute quorum.

9.5 Meetings

The Committee will meet prior to each Board meeting; additional meetings will be arranged as needed.

9.6 Reporting to the Board

The Board Executive Committee Chair will provide verbal or written reports of its proceedings to the Board of Governors at the next Board meeting.

9.7 President Matters

In relation to matters pertaining to the President, the Board Executive Committee:

- reviews and recommends for approval to the Board, the appointment of the President



- reviews the President's annual goals and objectives and makes recommendations to the Board for approval.

9.8 People and Culture

In relation to the overall organization of the College, the Board Executive Committee:

- is advised of any changes to the Leadership Team and overall organizational structure developed by the President
- receives the President's reports regarding strategies for and updates on collective bargaining
- reviews the President's reports regarding material human resources-related matters.

9.9 Committee Support

The Director of the President's Office or designate serves as secretary to the Board Executive Committee.



10 Finance and Audit Committee

10.1 Purpose

The purpose of the Finance and Audit Committee is to assist the Board in fulfilling its obligations and responsibilities relating to financial and audit oversight, including but not limited to, the College's operating and capital budgeting process, financial reporting, the internal and external audit processes, the system of internal controls, financial risk management, and statutory obligations under the Act.

10.2 Composition

The Chair, who is appointed by the Board, must hold a current chartered professional accountant (CPA) designation and serves as a member of the Board Executive Committee. The normal term of office for appointed Members is one year, from September to August. The term can be renewed annually until the end of the Board Member's appointment.

The membership is comprised of no less than three Appointed Members. Resource persons will consist of the Vice-President Corporate Services & CFO, the Director of Finance, and the President.

10.3 Duties and Responsibilities

Subject to the powers and duties of the Board, the Finance and Audit Committee performs the following duties:

- financial planning
- financial reporting.

10.4 Financial Planning

The Finance and Audit Committee reviews and makes recommendations to the Board for approval with respect to:

- any changes in tuition fees and other assessed student fees after considering the recommendations, if any, of the Provincial Government with respect to tuition fee changes
- financial plans and budgets forwarded to the Board for approval
- the appropriateness and validity of any material assumptions and estimates used in the preparation of such plans or budgets
- the consistency of the plans and budgets with policies, objectives, and initiatives approved by the Board
- the consistency of the financial plans and budgets with any other financial data
- any significant assumptions, forecasts, targets, or performance goals used by College Administration in the preparation of the financial plans and/or budgets
- ensuring that the Board receives, on a timely basis, meaningful financial information regarding CMTN's current financial status and up-to-date forecasts that are required to make decisions.



10.5 Financial Reporting

The Finance and Audit Committee:

- reviews all public reporting by CMTN to ensure that it represents a complete, accurate, and balanced picture of CMTN's performance and financial situation
- reviews the annual financial statements and reports, and recommends their approval or disapproval to the Board and provides an explanation if it cannot recommend approval
- reviews the quarterly financial statements and reports
- discusses with College Administration and the external auditor:
 - all proposed changes in accounting policies and practices
 - the import and presentation of all large risks or uncertainties
 - compliance with accounting standards
 - adjustments arising out of the audit process and related party transactions
 - all estimates or judgments of College Administration that may be related to financial reporting
 - significant financial reporting, record, or presentation issues discussed during the fiscal period and the manner of their resolution
- examines the audited annual financial statements in conjunction with the external auditor's reports, which may include determining whether the statements:
 - properly reflect the significant accounting policies selected
 - reflect estimates and other financial statements elements that are reasonable and consistent
 - adequately disclose all major transactions and issues
 - disclose all post-year-end significant events
 - are understandable, relevant, reliable, and comparable.

10.6 External Audit

The Finance and Audit Committee:

- recommends to the Board the appointment of the external auditor
- determines whether the performance of the external auditor is satisfactory, is effective, and meets the requirements of CMTN
- reviews all issues related to any change in external auditor and the planned steps for an orderly transition
- assesses and confirms the independence and objectivity of the external auditor
- reviews the terms of the external auditor's engagement, and the appropriateness and reasonableness of the proposed fees
- reviews and recommends to the Board for approval the amount of fees to be paid to the external auditor
- reviews the external auditor's audit plan with the external auditor and College Administration, and recommends to the Board for approval



- determines whether College Administration has provided full and open disclosure to the external auditor's inquiries
- reviews problems experienced by the external auditor in performing the audit, including any restrictions imposed by College Administration and all significant accounting issues on which there was a disagreement with College Administration
- reviews the post-audit opinion letter containing the recommendations of the external auditor and reviews the College Administration's response and subsequent follow-up to any significant identified weaknesses
- reviews and approves the provision of non-audit services provided by the external auditor.

The Finance and Audit Committee meets with the external auditor at least bi-annually, including holding a Board-only meeting with the external auditor, if requested. The Committee permits the external auditor to attend Committee meetings on request.

10.7 Accounting Systems and Internal Controls

The Finance and Audit Committee:

- through discussions with the College Administration and the external auditor, obtains reasonable assurances that CMTN has implemented appropriate systems of internal control
- oversees financial reporting, information technology, data security, and protection of personal information and privacy
 - ensures that these systems are operating effectively and are in compliance with CMTN's policies and procedures
- monitors recommendations of the auditors, mitigates and reports any significant financial or operational risk exposures, and/or ensures that the internal systems are operating effectively
- directs the external auditor's examinations to particular areas of concern with respect to internal controls.

10.8 Risk Management and Investment Management

The Finance and Audit Committee:

- periodically reviews and assesses reports provided by College Administration and the external auditor that provide information about significant proposed changes in financial reporting and accounting policies and practices proposed by CMTN
- confirms that CMTN's internal controls were assessed during the annual audit

10.9 Other Activities

The Finance and Audit Committee undertakes any other activities as assigned to it by the Board.

10.10 Quorum

Quorum is the majority of voting members of the Committee. Quorum must include the President, Vice-President Corporate Services & CFO, and/or the Director of Finance.



10.11 Meetings

Meetings of the Finance and Audit Committee will occur quarterly as per the budget cycle or when called by the Chair, or two members of the Committee. Meetings are open to all Appointed Members and Members are encouraged to participate.

The Finance and Audit Committee will hold additional meetings, if required, to address the audit and budget process.

10.12 Committee Support

The Director of the President's Office or Designate serves as secretary to the Finance and Audit Committee. The President, the Vice-President Corporate Services & CFO, and their administrative delegates report to and provide support to the Finance and Audit Committee as College Administration resources.



11 Policy Review Committee

11.1 Purpose

The purpose of the Board of Governors Policy Review Committee, a standing committee of the Board of Governors, is to provide advice on the development of policies and procedures and to provide a forum for regular policy and procedure review

11.2 Composition

The Chair is elected by the Board and must be an Appointed Member. The normal term of office for Appointed Members is one year, from September to August. The term can be renewed annually until the end of the Board Member's appointment.

The membership is comprised of no less than two Appointed Members, one staff constituency representative, one faculty constituency representative, one student representative, and the President, who sits as an ex-officio member. The Director of the President's Office serves as a resource person.

11.3 Responsibilities

- The President's Office is responsible for:
 - identifying policy gaps and shortcomings in existing policies
 - responding to changes in legislation that require policy revisions or new policy to be written
 - reviewing requests for policy and procedure revisions
 - reviewing requests for the development of new policies and procedures
 - bringing approved requests forward to the Board of Governors Policy Review Committee.
- The Board of Governors' Policy Review Committee is responsible for:
 - reviewing new and revised policies and procedures brought forward by the President's Office
 - making recommendations about the policies and procedures to the Board, including policy retractions
 - carrying out other policy-related duties, as necessary.
- The Committee Chair is responsible for bringing policies approved by the Committee to the Board for final approval.

11.4 Quorum

Quorum is the majority of the voting members from the membership list and must include the President and/or the Director of the President's Office.

11.5 Meetings

The Policy Review Committee meets prior to each Board meeting. Additional meetings are arranged on an as-needed basis.



11.6 Communications and Reporting Relationships

Where possible, the Committee uses electronic communication to reduce waste. Approved policies and procedures are posted on the CMTN website by the Director of the President's Office or Delegate.

11.7 Policy and Procedure Format

Only policies and procedures drafted in the approved template and that are compliant with the CMTN brand and the policy and procedure style guidelines will be submitted for consideration.

11.8 Policy and Procedure Development, Revision, and Retraction Process

The process for developing, revising, and retracting policies and procedures may be reviewed with the Director of the President's Office.

11.9 Policy Updating

Each policy is subject to review at least every five years after its adoption to ensure currency and reflect changing requirements and legislative changes. The President's Office is responsible for ensuring that the five-year cycle is followed.

The President's Office is responsible for ongoing review based on legislative and other relevant changes, and for initiating the review of policies in a timely manner.

11.10 Procedure Updating

Procedures are approved alongside their related policies, but may be updated more frequently than every five years.

11.11 Distribution

The President's Office is responsible for posting all approved policies and procedures and for notifying CMTN's employees.



12 Investment in Governance

Because poor governance costs more than learning to govern well, the Board of Governors will invest in its governance capacity. Individuals who have expressed interest in the Board of Governors will be provided with information that outlines the role of the Board, the desirable qualities of Board Members, and the Board's expectations of its Members.

The Board of Governors recognizes that continual updating of skills and awareness of new issues are vital to a Member's contribution to the Board of Governors. Therefore, new Members to the Board of Governors will receive orientation to become familiar with CMTN issues, the organization's structure, and the Board's process of governance. Board Members will have ongoing opportunity for continued training and education, and Board Members who attend external education events are expected to provide a written report to the Board.

Outside monitoring assistance may be arranged so that the Board of Governors can exercise sufficient control over organizational performance. This includes, but is not limited to, an annual financial audit.

The Board of Governors will establish and be accountable for an annual budget for its own governance functions which includes funds for:

- Board Member attendance at conferences and conventions
- improvement of its governance function.



13 Board of Governors Annual Calendar

To accomplish its job consistent with governance process, the Board of Governors will develop and follow an annual calendar that outlines the work of the Board and facilitates improved Board of Governors performance. The annual calendar of the Board of Governors will cover the period September 1st to August 31st of each year.

Included in the Board of Governors' annual workplan will be:

- a considered review of the Ends in a timely fashion which allows the President to build a budget
- consultations with selected groups in the ownership, or other methods of gaining ownership input, prior to the above review
- scheduled time for education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups, and staff)
- scheduled time for monitoring the Board of Governors' own compliance with its governance process
- scheduled time for monitoring compliance of the organizational performance, and for review of the policies themselves
- scheduled time for education on the process of governance.

Based on the outline of the annual calendar, the Board of Governors delegates to the Chair the authority to fill in the details of the meeting content. The detailed agenda is prepared jointly by the Board of Governors' Chair and the President.



14 Complaints to the Board

To ensure that the Board of Governors fulfills its accountability to the ownership but does not interfere in matters it has delegated to the President, the following process will be followed in the case of a Board of Governors Member receiving a complaint regarding an operational area from a member of the community.

- The Board Member should:
 - not offer any evaluative comments or solutions
 - explain to the individual that they should indicate their complaint in writing and submit it by email to the Board Chair at (Board@coastmountaincollege.ca).
 - the Board Chair will inform the President or individual designated by the President of the complaint, and request that it be handled.
- The Board Chair will provide a report on any written complaints received during closed door meetings.



15 Board of Governors' Linkage with Other Organizations

The Board of Governors will identify other organizations with which it requires good working relationships in order to share and enhance its role as “owner representative” in determining the most appropriate Ends.

15.1 Relationships with Other Organizations

The Board of Governors will establish mechanisms for maintaining open communication with other organizations regarding its Ends. Such mechanisms may include, but are not limited to:

- inviting representatives of the governing bodies of other organizations to Board meetings
- meeting jointly, on occasion, with councils and representatives of other organizations.

15.2 Board Membership in Other Organizations

The Board will consider the merits of membership in other organizations annually. This consideration will include, but not be limited to the:

- degree to which participation in the organization will further the mission and goals of CMTN
- benefits to CMTN of membership compared to the cost of membership
- ability of CMTN to influence the direction of the organization in a measure commensurate with the College's contribution.

15.3 Appointments to External Policy or Advisory Committees

Upon request for appointments to external committees, the Board will assess whether such representation is appropriate within the Board's current priorities. If this assessment is positive, the Board will appoint appropriate representatives. Issues of confidentiality, information sharing, and administrative support will be clarified for the Appointee by the Board Chair and/or President.

The Appointee will provide information reports as appropriate, to be determined by the Board at the time of appointment. Since the Appointee is representing the Board of Governors, the Appointee will be kept informed of current governance issues that might affect the deliberations of the committee in question.

- Any representations made on behalf of the Board of Governors must adhere to the stated policies of the Board of Governors.
- Any issues requiring the statement of a new policy position on the part of the Board of Governors will be brought to the Board for a decision.



16 Board Member Liability Coverage

16.1 Exclusion of Liability

Under the Act, Board Members are protected against actions for damages in respect of any act or failure to act in the course of their duties, excepting acts of bad faith.²⁰

16.2 Liability Coverage

Board Members are covered by the [University, College and Institute Protection Program](#) (UCIPP). This program is primarily designed to protect the College, its employees, and Board Members against liability claims while performing their approved duties.

²⁰ *College and Institute Act*, s. 64.



17 Board Member Remuneration and Expenses

17.1 Remuneration

Pursuant to the Act, the Lieutenant Governor in Council may set the remuneration that an institution pays to Board Members.²¹

Order in Council 180/95 establishes the level of honoraria for Appointed Board Members and Elected Members who are students. Faculty and staff Board Members receive no honoraria. Board Member remuneration is included in the College's annual Statement of Financial Information as required under the [Financial Information Act](#) (BC).

The honoraria are paid in quarterly installments. Where a Board Member serves less than a full Board year, the honorarium is pro-rated according to time served.

17.2 Expenses

CMTN reimburses Board Members for travelling and out-of-pocket expenses necessarily incurred by them in the discharge of their duties. Such reimbursement will be consistent with guidelines established by the Provincial Government. Board Members must follow formal processes for approval of and reimbursement of expenses, as may be established by the Board Chair.

²¹ *College and Institute Act*, s. 10(1).



18 References

[BC College and Institute Act](#)

[Protocol for Policy Development, Revision, and Retraction](#), Coast Mountain College, 2023

[Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#)

[North Island College Board of Governance Manual](#), North Island College, June 2023 (V.2 updated Oct 18, 2023)

[Truth and Reconciliation Commission of Canada: Calls to Action](#)

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19 Appendix A: CMTN Governance Authority Matrix

The governance authority matrix (GAM) sets out the roles of the Board, its committees, and the President & CEO of Coast Mountain College (CMTN). Where relevant, references to President & CEO; in the GAM may include persons to whom the President & CEO has delegated responsibility, including members of the Leadership Team.

Board Standing Committees:
 Board Chair (BC)
 Board Executive Committee (BEC)
 Finance and Audit Committee (F/AC)
 Policy Review Committee (PRC)
 Risk Committee (RC)
 Any blank fields indicate an “N/A”

Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
BOARD					
Constating and Governance Documents					
Bylaws	Yearly (for tuition and fees); 3 years for other	Approve	PRC – Review and Recommend	Report	
Board Governance Handbook (and matrix)	3 years	Approve	PRC – Review and Recommend	Consulted	
Board Composition					
Identify required skills, competencies, attributes, diversity	Yearly	Approve (by Board Chair)	EC – Review and Recommend	Consulted	Consult with CABRO
Appointed Board Member Recruitment	As Needed	Receive for Information	BC – Liaise with Government	Consulted	Consult with CABRO
Chair and Vice-Chair	Yearly or as needed based on appointment terms	Elected			
Committee Composition	Yearly	Approve (Board Chair recommends)			
Appoint Committee Chairs	Yearly or as needed based on appointment terms	Approve (by Board Chair)			
Faculty Member Election	3 Years	Receive for Information			Registrar’s Office
Student Member Election	Yearly	Receive for Information			Registrar’s Office
Support Staff Election	3 Years	Receive for Information			Registrar’s Office



Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
Board Process					
Evaluation (Board, Chair Committees)	Yearly	Receive for Information		Consulted	Director, President's Office
Orientation and Board Development	Yearly	Receive for Information		Consulted	Director, President's Office
Board Annual Work Plan	Yearly	Approve	BEC – Review and Recommend	Consulted	Vice-President, Academic, Students and International, Vice-President, Corporate Services & CFO, and Director, President's Office
Board Terms of Reference (part of Governance Handbook)	3 Years	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
Committee Terms of Reference (part of Governance Handbook)	3 Years	Approve	PRC – Review and Recommend, following individual Committee review	Consulted	Director, President's Office
Board Code of Conduct	3 Years	Approve	PRC – Review and Recommend; receives Code of Conduct Declarations from Board Members	Consulted	Director, President's Office
Board Budget and Expenses	Yearly	As Needed		Consulted	Director, President's Office
COLLEGE					
Strategic Direction					
Mandate Letter	Yearly	Approve			Ministry issues
Vision and Mission	5 Years	Co-develop with President & CEO; Approve		Co-develop with Board; Report	First Nations Council (FNC) consulted
Strategic Plan	5-year plan approval with annual review; revision as necessary Twice yearly review of performance (dashboard)	Receive from VP, Academic, Students, and International; Approve		Conducts stakeholder engagement; Co-develop with Board; Report	Vice-President, Academic, Students and International, Education Council, Students, First Nations Council, Indigenous communities, Ministry responsible for post-secondary education, and organizations, employers, industry, business, not-for-profit organizations, alumni, employees, and the many demographic communities the College serves across the region



Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
Board-Approved College Policies and Procedures					
ADM-013, Display of Flags Policy	5 Years	Approve Policy	PRC – Review and Recommend Policy approval	Consulted	Director, President’s Office
ADM-013P, Display of Flags Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-014, Student Critical Incident Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-014P, Student Critical Incident Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-015, Employee Use of AI for Workplace Tasks Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-018, Enterprise Risk Management Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-018F, Enterprise Risk Management Framework	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-021, Student Appeal of Suspension to Board of Governors Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-021P, Student Appeal of Suspension to Board of Governors Procedure	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-015, Employee Use of Artificial Intelligence for Workplace Tasks Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-015P, Employee Use of Artificial Intelligence for Workplace Tasks Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-020, Social Media Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
ADM-020P, Social Media Procedure	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
EDU-005, Scheduling Policy	5 Years	Approve		Consulted	Director, President’s Office, Education Council
EDU-005P, Scheduling Procedure	5 Years	Approve		Consulted	Director, President’s Office, Education Council
EDU-006, Transfer Credit Policy	5 Years	Approve		Consulted	Director, President’s Office, Education Council
EDU-006P, Transfer Credit Procedure	5 Years	Approve		Consulted	Director, President’s Office, Education Council



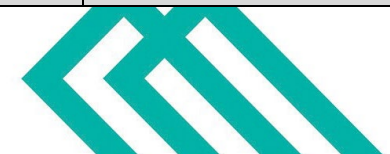
Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
EDU-008, Program and Course Development Policy	4 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-008P, Program and Course Development Procedure	4 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-009, Admission and Registration Policy	3 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-009P, Admission and Registration Procedure	3 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-017, Program Review Policy	5 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-017P, Program Review Procedure	5 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-019, Granting of Credentials Policy	5 Years	Approve		Consulted	Director, President's Office, Education Council
EDU-019P, Granting of Credentials Procedure	5 Years	Approve		Consulted	Director, President's Office, Education Council
FAC-007, Boat Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
FAC-007P, Boat Procedure	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
FAC-008, Hoteling Suite Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
FAC-010, Closed Circuit Video Camera Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
FAC-010P, Closed Circuit Video Camera Procedure	1 Year	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
HMR-003, Bullying, Harassment, and Discrimination Policy	1 Year	Approve	PRC – Review and Recommend	Consulted	President's Council; Director, President's Office
HMR-003P, Bullying, Harassment, and Discrimination Procedure	1 Year	Approve	PRC – Review and Recommend	Consulted	President's Council; Director, President's Office
HMR-012, Working from Home Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
HMR-012P, Working from Home Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President's Office
HMR-017, Public Interest Disclosure Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President's Office



Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
HMR-017P, Public Interest Disclosure Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
IDG-002, Elder Suite Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
IDG-002P, Elder Suite Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
INF-001, Acceptable Use of Information Resources Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
INF-002, Cybersecurity Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
INF-002P, Cybersecurity Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
INF-003, User Account Management Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	President’s Council; Director, President’s Office
INF-004, IT Password and Authentication Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	President’s Council; Director, President’s Office
INF-004P, IT Password and Authentication Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	President’s Council, Director, President’s Office
INF-005, College Data Classification Procedure	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
INF-005P, College Data Classification Policy	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
Board Bylaws	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
Board Governance Handbook	5 Years	Approve	PRC – Review and Recommend	Consulted	Director, President’s Office
Leadership					
Selection and appointment/ reappointment of President & CEO	As Needed	Approve	BEC – Review and Recommend		Appointment; Liaise with Public Sector Employers’ Council
President & CEO performance goals and objectives, professional development, and evaluation	Yearly	Approve	BEC – Review and Recommend	Report	
President & CEO compensation	As Needed	Approve	BEC – Review and Recommend	Report	Appointment; Liaise with Public Sector Employers’ Council
President & CEO succession planning (emergency and long-term)	As Needed	Receive for Information	BEC - Approve	Report	



Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
People and Culture					
Changes to Leadership Team, succession planning and Leadership Team organizational structure	As Needed	Receive for information		Report	
Overall compensation philosophy	As Needed	Receive for information; Approve as needed	EC – Review and Recommend	Report	PSEC Secretariat
Senior Executive compensation disclosure	Yearly;	Receive for information; Board Chair confirms compliance		Report	PSEC Secretariat
Appeal of suspension of employees and students	As Needed			Consult	Director, President's Office
Collective bargaining matters	As Needed	Approve		Report	PSEC Secretariat; PSEA; Ministry
Budgets					
Annual Budget	Yearly	Approve	F/AC – Review and Recommend	Report	
5-Year Capital Plan	Yearly	Approve	F/AC – Review and Recommend	Report	
Fees					
Set tuition and mandatory fees	As Needed	Approve	F/AC – Review and Recommend	Report	Ministry issues tuition and mandatory fees limit policy
Direction to College to collect student union fees	As Needed	Approve		Report	
Students					
Appeal of Student Suspension	As Needed			Consult	Director, President's Office
Academic					
New Program Credentials	As Needed	Approve		Report	
Program Cancellation	As Needed	Approve		Report	
Risk Management					
Identification of major risks, tolerance, and systems as identified in the risk register	Yearly	Receive for Information	RC	Report	
Cybersecurity risks and systems	Yearly	Receive for Information	RC	Report	



Function	Review Frequency	Board	Committee	President & CEO	Other Participant/ Interested Parties
Review performance investment manager	Yearly	Receive for Information	FAC – Review	Report	
External Audit and Financial Statements					
Appoint/Remove Auditor	5 Years	Approve	F/AC – Review and Recommend	Report	
Report of Auditor	Yearly	Receive for Information	F/AC – Review and Recommend	Report	External Auditor
Audited Financial Statements and Reports	Yearly	Approve	F/AC – Review and Recommend	Report	External Auditor
Statement of Financial Information	Yearly	Approve	F/AC – Review and Recommend	Report	
Quarterly Financial Statements and Forecast	Yearly	Receive for Information	F/AC – Review	Report	
Buildings and Land					
Acquisition, disposition, and disposal of real property	As needed	Approve		Report	
Lease approval	As needed	Approve		Report	
Accountability					
Institutional Accountability Plan and Report	Yearly	Approve		Report	Ministry approves
Annual Enrolment Report	Yearly	Approve		Report	



20 Appendix B: Board Bylaws Section III.3, Code of Conduct

III.3 Code of Conduct

1. The effective governance of Coast Mountain College is contingent on Board Members fulfilling their roles and responsibilities with the highest standards of conduct. The duties required of Members of the Board are:
 - a. *Duty of Integrity* – to act honestly and in good faith.
 - b. *Duty of Loyalty* – to give their loyalty to the institution when acting on behalf of the Board.
 - c. *Duty of Care* – to act in a prudent and diligent manner, keeping themselves informed as to the policies, business, and affairs of the institution.
 - d. *Duty of Confidentiality* – notwithstanding the need of Members to make an informed decision on an issue before the Board by obtaining input from internal and external communities, Members are to ensure that information which is normally considered confidential (e.g., financial and personnel issues) remain so. Board Members shall not, either during or following the termination of their service, disclose such information to any outside person unless authorized to do so.
 - e. *Duty of Skill* – to use one's level of knowledge and one's expertise effectively in dealing with the affairs of the institution.
2. Conduct of Members contrary to the above duties may be subject to review by the Board, and subsequent punitive action similar to Section VII.4 of the Conflict of Interest guidelines may be imposed. Likewise, the appeal process outlined in Section VII.3 of the Conflict of Interest guidelines will be made available to either party in a dispute.
3. Additionally, Board Members have an obligation to be sufficiently familiar with and to comply with any legislation that applies to their work, to recognize potential liabilities, and to know when to seek legal advice. When in doubt, Board Members are expected to ask for clarification.



21 Appendix C: Board Bylaws Part VII: Conflict of Interest or Duty

VII.1 Conflict of Interest Defined

4. A conflict of interest arises when a Board Member's private interests supersede or compete with their dedication to the interests of the College. This could arise from Real, Potential, or Apparent Conflict of Interest for a Board Member or related persons and may be financial or otherwise.
5. For this purpose:
 - f. A Real Conflict of Interest occurs when a Board Member exercises an official power or performs an official duty or function and, at the same time, knows that in the performance of this duty or function or in the exercise of power there is the opportunity to further a private interest.
 - g. A Potential Conflict of Interest occurs when there exists some private interest that could influence the performance of a Member's duty or function or in the exercise of power, provided that they have not yet exercised that duty or function.
 - h. An Apparent Conflict of Interest exists when reasonably well-informed persons could perceive that a Real Conflict of Interest exists on the part of the Member.

VII.2 Declaration of Conflict

6. Board Members must arrange their private affairs and conduct themselves in a manner to avoid a conflict of interest. In cases where conflict cannot be avoided, a Board Member has an obligation to declare a conflict of interest prior to discussion of or decision on an issue.
7. After declaration of the conflict the Board Member:
 - a. shall not take part in the discussion of the matter or vote on any questions in respect of the matter (although the Member may be counted in the quorum present at the Board meeting)
 - b. if the meeting is open to the public, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict
 - c. shall, if the meeting is not open to the public, immediately leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed
 - d. shall not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict.
8. Where a Board Member is unsure whether or not they are in conflict, that Member should raise the perceived potential conflict with the Board, and the Board should determine by majority vote whether or not a conflict of interest exists. The Member perceived to be in conflict should refrain from voting on the issue.
9. Where a conflict of interest is discovered after consideration of a matter, the conflict must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said Member influenced the decision of the matter, the Board shall re-examine the matter and may rescind, vary, or confirm its decision.
10. Any Board Member who perceives another Member to be in conflict of interest in a matter under consideration must identify the perceived conflict to the Board at the first opportunity. The Board should determine by majority



vote whether or not a conflict of interest exists, and the Member perceived to be in conflict shall be absent when the vote is taken.

11. Where a Board Member has been declared by vote to be in conflict of interest, and that Member is in disagreement with the decision of the Board, they may appeal the decision through the steps outlined in Section VII.3. Until the appeal process is completed, the Board Member perceived to be in conflict either stands aside on the given issue or continues at risk of acting in conflict and being subject to the associated penalty(ies).
12. At the discretion of the Board, the Board may invite the Member in conflict to state their position on the issue prior to absentsing themself.

VII.3 Appeal of Declaration of Conflict

13. If a Board has exhausted all possible means of resolving a conflict-of-interest declaration and the Board Member(s) in question and the Board are still at an impasse, the determination of conflict shall be referred to one or more Provincial adjudicators.
 - a. The Minister will maintain a roster of potential individuals who can be called upon to review conflict of interest disputes and make determinations on the dispute.
 - b. Any costs associated with this appeal process will be the responsibility of the initiating Board.
14. The process for appealing a declaration of conflict will require all of the following:
 - a. The Board shall request in writing that the Minister identify an adjudicator(s) from the Provincial roster to review and make a determination on a perceived conflict of interest
 - b. The Board shall submit a report to the adjudicator and a copy to the Member in question within seven days of the request for adjudication, documenting the nature of the perceived conflict and the background leading to the impasse.
 - c. The Board Member(s) perceived to be in conflict shall submit a report to the adjudicator and a copy to the Board within seven days of the request for adjudication, documenting the nature of the perceived conflict, their rationale for not being in conflict, and the background leading to the impasse.
15. The adjudicator(s) shall review the documentation, gather any other additional information required to make an informed decision, and provide the Board with a determination on the declaration of conflict of interest within two weeks of receiving the request for adjudication or may, if further review is necessary, request an extension from the parties involved.
16. The initiation of an appeal, or an appeal found in the favour of the appellant, shall not impede the action flowing from the Board's resolution that led to the appeal in the first instance. The Board, however, reserves the right to revisit the decision following the appeal.

VII.4 Punitive Action Associated with Conflict of Interest

17. The adjudicator(s) will recommend to the Board any punitive action to be directed to a Board Member deemed to be in conflict. The Board shall have the power and ability to impose punitive action, including one or more of the following:
 - a. letter of reprimand
 - b. suspension of a Board Member(s) from the Board for a determined period of time



- c. recommendation that a Board Member(s) resign from the Board
- d. for external members, recommend that the appointment be rescinded.

VII.5 General Guidelines for Declaring Conflict of Interest

18. The following examples of conflict of interest are intended to provide general guidelines for declaring conflict of interest. These examples should not necessarily be considered exhaustive. Instead, the definitions of conflict as described in Section VII.1 should be used as the ultimate measure of conflict.
19. A pecuniary interest exists when a contract or other matter of a monetary nature is before the Board which:
 - a. affects a private company in which a Member or related persons is (are) a proprietor or shareholder
 - b. affects a public company in which the Member or related persons hold(s) more than 10% of the shares issued by that public company
 - c. affects a partnership or firm in which the Member or related persons is (are) a Member
 - d. affects a corporation in which the Member is a director
 - e. affects an organization in which the Member is a senior officer, or
 - f. affects a private society, crown corporation, or other organization in which the Member, by virtue of office, holds a position of influence.
20. A conflict of interest due to representation of, or relation to, a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (e.g., students, staff, faculty) by a Member of that group is not considered a conflict of interest. Conflict could reasonably be considered to exist, however, for the following identified groups when considering these matters:
 - a. decisions directly affecting a specific instructional program in which:
 - i. student Board Members are enrolled in the program
 - ii. faculty or support staff Board Members are employed in the program, or
 - iii. Members with related persons are enrolled in or employed in the program.
 - b. decisions related to labour negotiations and labour relations:
 - i. for faculty and support staff Board Members
 - ii. for Board Members with related persons who hold faculty and/or support staff positions at the institutions, or
 - iii. for Board Members with related persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters.
21. For clarification, these guidelines recommend that student members be permitted to vote on issues related to tuition and fees.





DECISION-MAKING BRIEFING NOTE

Presented to the Board of Governors

DATE: January 12, 2026

File No.: N/A

DECISION TO BE MADE: To seek approval to formally retract the series of outdated Board Governance Process documents (BRD-GP-001 through BRD-GP-020), which have been superseded by the newly developed Board Governance Handbook.

CURRENT STATUS

- The Board Governance Process documents ([BRD-GP-001 to BRD-GP-020](#)) were developed more than a decade ago as standalone guidance documents outlining governance processes, Board roles, committee functions, and operational relationships.
- Over time, these individual files have become outdated, and inconsistent with current Coast Mountain College's governance practices.
- The development of the new Board Governance Handbook consolidates and updates all relevant governance content into a single, authoritative resource. As a result, the older BRD-GP series no longer reflects current Board operations and must be retracted to prevent confusion and ensure version control.

ANALYSIS/CAUTIONARY NOTES

The Board Governance Process documents were once a valuable framework for the Board but have since become redundant. Retaining them creates the risk of outdated or conflicting information being referenced by new members or internal committees.

The Board Governance Handbook now provides an updated and comprehensive framework that includes:

- Consolidated and current terms of reference for the Board, Committees, and leadership roles.
- Clear procedures for meetings, confidentiality, decision-making, and complaints.
- Embedded appendices for authority matrices, code of conduct, and conflict of interest procedures.
- Alignment with Ministry of Post-Secondary Education and Future Skills' directives and good governance practices across BC colleges.

Formal retraction of the old BRD-GP series will:

- Eliminate duplication and confusion.

- Strengthen document control and institutional compliance.
- Reinforce the Board’s commitment to continuous improvement and transparency.
- Simplify onboarding and reference for all members.

CONCLUSION/NEXT STEPS

Approve the formal retraction of BRD-GP-001 through BRD-GP-020. The Director, President’s Office, will archive these documents.

CONTACT: Aman Kang, Director, President’s Office (akang@coastmountaincollege.ca)

Date	Author’s Name and Role	Presented To	Approved (Y/N)
October 22, 2025	A. Kang, Director, President’s Office	Policy Review Committee	Y
October 31, 2025	A. Kang, Director, President’s Office	Board of Governors	N
February 6, 2026	A. Kang, Director, President’s Office	Board of Governors	



DECISION-MAKING BRIEFING NOTE

Presented to the Board of Governors

DATE: January 12, 2026

File No.: N/A

DECISION TO BE MADE: To approve the revised Freedom of Information and Protection of Privacy policy (ADM-003).

CURRENT STATUS

ADM-003 was last revised in June 2024 with a scheduled review date of June 2025. A comprehensive review identified several gaps requiring attention. Revisions now include:

- updated and expanded definitions
- strengthened privacy accountability language
- description of the privacy management program
- clarified personal information collection practices
- expanded use and disclosure language
- updated retention and deletion requirements
- enhanced safeguards for personal information
- refined access to information provisions
- refined language regarding employee information
- updated website and online privacy language
- a dedicated section for complaints and concerns
- a new section outlining compliance and discipline expectations

Consultation was completed with the Director of Information Technology, Director of Human Resources, Interim Registrar, and the unions.

ANALYSIS/CAUTIONARY NOTES

The revised policy and new procedure (approved by PRC on January 12) form a critical component of CMTN's privacy management program and align with current privacy best practices.

The documents support consistent compliance with the Freedom of Information and Protection of Privacy Act (FOIPPA) and reduce the risk of privacy breaches, unauthorized disclosures, and other forms of non-compliance.

Strengthened definitions, clearer accountabilities, and updated operational processes improve transparency and support staff in meeting statutory obligations.

Sensitive considerations include:

- increased institutional accountability
- heightened expectations for breach reporting and corrective actions
- potential concerns from employees regarding changes to processes or responsibilities (low impact)

OPTIONS/RECOMMENDATION


- Recommendation to approve the Freedom of Information and Protection of Privacy policy as is, or with revisions, based on discussions at the February 6 BoG meeting.

CONCLUSION/NEXT STEPS

- If any changes are required by the Board, I will action them
- The approved policy and procedure will be posted to the CMTN website and communicated to the CMTN community.

CONTACT: Aman Kang, Director, President's Office (akang@coastmountaincollege.ca)

Date	Author's Name and Role	Presented To	Approved (Y/N)
December 12, 2025	A. Kang, Director, President's Office	President's Council	Y
January 12, 2026	A. Kang, Director, President's Office	Policy Review Committee	Y
February 6, 2026	A. Kang, Director, President's Office	Board of Governors	

Policy Name:	FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY	
Approved By:	Board of Governors	
Approval Date:		
Next Scheduled Renewal Date:	2027	
Policy Holder:	President's Council	
Operational Lead:	Director, President's Office	
Policy Number:	ADM-003	

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY POLICY

1.00 PURPOSE

- 1.1 Coast Mountain College (the College) respects the privacy of all individuals whose personal information it collects, uses, discloses, or retains. As a public body, the College's records are subject to the [BC Freedom of Information and Protection of Privacy Act](#) (FOIPPA).
- 1.2 The College is committed to maintaining policies and practices that align with the [BC College and Institute Act](#) and FOIPPA. Through the application of recognized privacy best practices, the College seeks to meet legislative requirements for protecting personal information and ensuring responsible information management across all departments and operations.

2.00 DEFINITIONS

- 2.1 **Access Request:** A written request made under FOIPPA for access to records under the College's custody or control.
- 2.2 **Applicant:** The individual or organization requesting access to records under the College's custody or control.
- 2.3 **Correction Request:** A request from an individual to correct their personal information that is held by the College.
- 2.4 **Employee:** A person who is employed by the College, including administrators, faculty members, staff, contractors, and students when employed by the College (e.g., as student assistants).
- 2.5 **Personal Information:** Recorded information about an identifiable individual, other than contact information used for business purposes.

Personal information includes, but is not limited to: an individual's name; home address and telephone number; age; sex; marital or family status; identifying numbers; race, national or ethnic origin; religious or political beliefs or associations; educational, medical, financial, or criminal history; anyone else's opinions about the individual; the individual's own personal views or opinions; and the name, address, or telephone number of a parent, guardian, spouse, or next of kin.

- 2.6 **Privacy Breach:** Any unauthorized access, collection, use, disclosure, loss, or destruction of personal information.
- 2.7 **Privacy Impact Assessment (PIA):** A structured risk assessment conducted to ensure a program, activity, or system complies with FOIPPA and safeguards privacy.
- 2.8 **Privacy Officer:** The senior official designated to oversee and manage all privacy-related matters at the College.
- 2.9 **Record:** Any recorded information, in any form, that is created, received, or maintained by the College.
- A record includes books, documents, maps, drawings, photographs, letters, vouchers, papers, and all forms of electronic or digital information such as emails, text messages, audio recordings, video recordings, and photographs. A record also includes any other item on which information is recorded or stored by graphic, electronic, digital, mechanical, or other means.
- A record does not include a computer program or any other mechanism that produces records.
- 2.10 **Student:** An individual who is registered in, or applying to, any course or program at the College. This includes individuals enrolled in part time studies, individuals participating in Continuing Education and Workforce Training, and individuals registered through contract services or partnership arrangements such as dual credit or dual admission. This definition applies to Students engaged in College activities on site or off site. Individuals employed by the College in any capacity and registered in a program or course will be considered as an Employee under this policy.
- 2.11 **The College:** Coast Mountain College (CMTN).
- 2.12 **Third-Party Service Provider:** Individuals, companies, or organizations external to the College that are engaged to perform services or functions on behalf of the College and who may collect, access, use, disclose, store, or manage College records or personal information in the course of providing those services.
- 2.13 **Volunteer:** An individual who provides services to the College and who is not an employee, student, or contractor, but who may have access to College facilities, or personal information in the course of their assigned duties.

3.00 SCOPE

- 3.1 This policy applies to all:
- personal information under the custody or control of Coast Mountain College (the College)
 - employees, volunteers, and third-party service providers who collect, access, use, disclose, or manage personal information on behalf of the College
 - systems, programs, and activities that involve the collection, storage, use, disclosure, retention, or destruction of personal information, whether in paper or electronic formats.
- 3.2 This policy does not apply to:
- business contact information that is collected, used, or disclosed solely for employment-related purposes

- b. records excluded under FOIPPA.

4.00 ACCOUNTABILITY

- 4.1 The President & Chief Executive Officer (CEO), as head of the public body under FOIPPA, is ultimately accountable for compliance with privacy legislation.
- 4.2 The Privacy Officer is formally designated by the President & CEO to administer the privacy management program, develop operational procedures, and serve as the primary contact for privacy matters.
- 4.3 Each Department Manager is responsible for integrating privacy protection into daily operations and ensuring that employees understand and comply with this policy.
- 4.4 All Employees are required to comply with this policy and associated procedures and must complete mandatory privacy training, as required by the College.

5.00 PRIVACY MANAGEMENT PROGRAM

- 5.1 The College will create and maintain a comprehensive privacy management program to support ongoing compliance with FOIPPA and to ensure the responsible management of personal information across all departments
 - a. The program will be reviewed regularly to ensure its effectiveness.

6.00 PURPOSES FOR COLLECTING PERSONAL INFORMATION

- 6.1 The College will collect personal information only when it is directly related to, and necessary for, its programs, services, or operational functions, or when authorized by law.
- 6.2 At or before the time of collection, individuals will be informed of:
 - a. the purpose for which their information is being collected
 - b. the legal authority permitting the collection (usually FOIPPA, s. 26)
 - c. a contact person who can answer questions, typically the Privacy Officer.
- 6.3 Personal information will only be collected:
 - a. with the consent of the individual, preferably in writing
 - b. directly from the individual
 - c. Student personal information may be collected directly from the Student and, when appropriate, from other authorized sources such as Employees, the provincial government, high schools, or witnesses involved in investigations, legal guardian when appropriate.
- 6.4 Collection activities must be limited to the minimum amount of information required to fulfill a legitimate and defined purpose.
- 6.5 Departments introducing new forms or systems that collect personal information must consult the Privacy Officer to ensure appropriate notice language and retention planning.

7.00 USE AND DISCLOSURE

- 7.1 Personal information will be used and disclosed only for the purpose for which it was collected or for a use consistent with that purpose, as defined by FOIPPA s. 34.

- 7.2 Disclosure without consent will occur only when authorized or required by law or during a medical emergency.
- 7.3 Before any new or modified use or disclosure of personal information, the responsible department must consult the Privacy Officer to determine whether a privacy impact assessment (PIA) is required.
- 7.4 All third-party service providers who handle personal information on behalf of the College must safeguard all personal information consistent with FOIPPA and this policy.

8.00 RETENTION AND DELETION

- 8.1 Personal information will be retained only for as long as necessary to meet operational, legal, fiscal, archival requirements.
- 8.2 Retention periods will be established and maintained under [ADM-011, Records Management Policy](#).
- 8.3 When personal information is no longer required, it must be securely destroyed.
- 8.4 Acceptable destruction methods include:
 - a. paper records: cross-cut shredding or certified confidential destruction
 - b. electronic records: secure erasure, degaussing, or certified digital wiping
 - c. cloud-based data: deletion confirmed through service provider certification.
- 8.5 Destruction must be documented and conducted under the supervision of the responsible department manager to ensure compliance and accountability.

9.00 PERSONAL INFORMATION SAFEGUARDS

- 9.1 The College will protect personal information through appropriate administrative, physical, and technological safeguards that correspond to the sensitivity and format of the information.
 - a. Administrative safeguards include privacy and records management policies, confidentiality agreements, training, and access controls based on business need-to-know.
 - b. Physical safeguards include secure work areas, locked filing systems, controlled access to offices, and restricted access to areas where sensitive information is processed or stored.
 - c. Technological safeguards include secure authentication, encryption, network security monitoring, and incident-response mechanisms.
- 9.2 The Director of Information Technology and Chief Information Officer (CIO) is responsible for implementing and maintaining technical security measures, while department managers are responsible for ensuring that local administrative and physical safeguards are in place.
- 9.3 Security measures will be reviewed periodically, particularly after incidents, audits, or technology changes, to ensure continued effectiveness.

10.00 ACCESS TO INFORMATION

- 10.1 In accordance with FOIPPA, individuals have the right to request access to records in the custody or under the control of the College, including records containing their personal information.
 - a. Individuals also have the right to request correction of their own personal information when it is inaccurate or incomplete.
- 10.2 The Privacy Officer will respond to access requests in writing within legislated timelines, explaining any decision to grant, deny, or partially withhold access.
- 10.3 Departments must cooperate promptly with the Privacy Officer to locate and provide records responsive to access requests.

11.00 ACCESS FOR RESEARCH, STATISTICAL, ARCHIVAL, OR HISTORICAL PURPOSES

- 11.1 Access to personal information for research, statistical, archival, or historical purposes may be permitted only in accordance with FOIPPA. Such access requires that all conditions set out in the Act are met.
- 11.2 The Province requires post-secondary institutions to collect certain student information for evaluation and accountability purposes, and Students are informed of these requirements at the time of application.

12.00 ACCESS TO EMPLOYEE INFORMATION

- 12.1 In accordance with FOIPPA, certain job-related information about employees may be disclosed routinely.
 - a. This includes information that relates to an employee's position or functions within the College, specifically:
 - i. the employee's position or job title
 - ii. the duties, responsibilities, and functions of the position
 - iii. the employee's remuneration, as permitted under FOIPPA or other applicable law.

13.00 COLLEGE WEBSITE

- 13.1 Use of the College's website is generally anonymous, except where user authentication or sign-in is required.
 - a. When individuals choose to submit personal information through the website, they are deemed to have provided consent for the College to collect and use that information for the purposes identified at the point of collection.
- 13.2 The College may collect basic identification and technical data from website visitors for security, statistical analysis, and reporting purposes.
 - a. This information is used to support system integrity and improve website functionality.
- 13.3 In accordance with FOIPPA, the College does not disclose information about website visitors to external organizations or individuals unless authorized by law.

14.00 CONCERNS AND COMPLAINTS

- 14.1 The College encourages individuals to bring forward privacy concerns or complaints in good faith.
- 14.2 The Privacy Officer will handle all complaints promptly, fairly, and in accordance with FOIPPA.
- a. Individuals may submit a privacy concern or complaint by email to foi@coastmountaincollege.ca.
- 14.3 When the complainant is not satisfied with the College's response, they may request an independent review by the [Office of the Information and Privacy Commissioner for British Columbia](#) (OIPC-BC).

15.00 COMPLIANCE AND DISCIPLINE

- 15.1 Compliance with this policy and FOIPPA is a condition of employment at the College.
- a. All employees, and volunteers are expected to understand and adhere to their privacy responsibilities.
- 15.2 Failure to comply with this policy, related procedures, or FOIPPA may result in disciplinary action, up to and including termination of employment or contract.
- a. In cases involving willful or negligent privacy breaches, the College may also pursue legal remedies or report the matter to the appropriate authorities.

16.00 RELATED POLICIES, PROCEDURES, AND GUIDELINES

- 16.1 ADM-003P, *Freedom of Information and Protection of Privacy Procedure*
- 16.2 [ADM-011, Records Management Policy](#)
- 16.3 [HMR-001, Employee Code of Conduct Policy](#)
- 16.4 [INF-001, Acceptable Use of Information Resources Policy](#)
- 16.5 [INF-003, User Account Management Policy](#)
- 16.6 [INF-005, College Data Classification Policy](#)

17.00 OTHER SUPPORTING DOCUMENTS

- 17.1 [BC College and Institute Act](#)
- 17.2 [BC Freedom of Information and Protection of Privacy Act](#) (FOIPPA)

18.00 HISTORY

Created/Revised/ Reviewed	Approval Date	Author's Role	Approved By
Created	2017		Board of Governors
Revised	June 1, 2024	Director, President's Office	Board of Governors
Revised		Director, President's Office	



DECISION-MAKING BRIEFING NOTE

Presented To Board of Governors

DATE: January 9, 2026

File No.: N/A

DECISION TO BE MADE: To approve the revised EDU-019 Granting of Credentials Policy.

CURRENT STATUS

- The Granting of Credentials Policy and Procedures were last approved in February 2020, with a scheduled review date of 2025.
 - Policy Review Committee approved the procedure on January 12, 2026.
- Education Council approved the revised EDU-019 Granting of Credentials Policy and subsequent procedures in November 2025. It is coming to the Board for review, and seeking approval at the February 6th meeting.
- The revision process identified the following recommendations and amendments for the policy:
 - Include Micro-credential frameworks (sections 3.4, 3.5, 3.6, 3.7, 3.8, 4.1 include language on micro-credentials)
 - Assign responsibility to granting posthumous credentials (section 6)
 - Remove the credential requirements to the procedures.
- The revision process identified the following recommendations and amendments for the procedures:
 - Include parchment formats in the procedures (this language was previously held in the policy)
 - Added micro-credential parchment format (procedure section 6.3)
- Improvements to formatting and clarity of language have been recommended

ANALYSIS/CAUTIONARY NOTES

The Granting of Credential policy and procedure is now better aligned with the provincial direction to provide a framework for micro-credentials. Credit and non-credit micro-credentials would be supported and integrated into regular College offerings.

OPTIONS/RECOMMENDATION

- Recommendation to approve the Granting of Credentials Policy and Procedures as is, or with revisions.
- If approved, present the policy to the Board on February 6th.

CONCLUSION/NEXT STEPS


- Provide changes and recommendation.
- If approved at the Board, the policy will be implemented and published on the website.

APPENDICES

- EDU-019 Granting of Credentials Policy
- EDU-019P Granting of Credentials Procedure

CONTACT: Emily Suderman, Interim Registrar (esuderman@coastmountaincollege.ca) or Marja Burrows, Education Council Chair (edco@coastmountaincollege.ca)

Date	Author's Name and Role	Presented To	Approved (Y/N)
January 9, 2026	Emily Suderman, Interim Registrar	Policy Review Committee	Y
February 6, 2026	Education Council Chair	Board of Governors	

Policy Name:	GRANTING OF CREDENTIALS	
Approved By:	Board of Governors	
Approval Date:	TBD 2025	
Next Scheduled Renewal Date:		
Policy Holder:	Education Council	
Operational Lead:	Registrar	
Policy Number:	EDU-019	

GRANTING OF CREDENTIALS POLICY

1.00 PURPOSE

- 1.1 Coast Mountain College (the College; CMTN) grants credentials and micro-credentials to students upon completion of an approved program of study. This policy and its accompanying procedure identify the types of credentials and micro-credentials granted by the College and the responsibility for issuing them. They also confirm the quality assurance of the credential and micro-credential being awarded.

2.00 DEFINITIONS

- 2.1 For a list of all definitions related to Educational Policies see: Education Council Policy and Procedures Definitions.

3.00 POLICY STATEMENT

- 3.1 This policy and its related procedure define the credentials and micro-credentials granted by the College, including credit and non-credit programs and courses.
- 3.2 The College is authorized under the *College and Institute Act* to develop, approve, and grant credentials.
- 3.3 To maximize student mobility and success, credentials, micro-credentials, and statements are also guided by:
 - a. the BC Council on Admissions and Transfer
 - b. the Pan-Canadian Consortium on Admissions and Transfer
 - c. provincial ministry guidelines
 - d. professional and industrial association requirements
 - e. accreditation bodies
 - f. partnerships and agreements with institutions and organizations.
- 3.4 The criteria for credit-based credentials and micro-credentials are implemented through Education Council and approved by the Board of Governors.

- 3.5 The Registrar's Office maintains the master list of credit-based credentials and micro-credentials offered by the College, including the requirements for successful completion of a credential or micro-credential.
- 3.6 The criteria for non-credit micro-credentials are documented and issued through Continuing Education, which shall maintain a master list of non-credit micro-credentials, including the requirements for successful completion of a micro-credential.
- 3.7 The College identifies the minimum requirements for a student to be eligible to be granted the following:

a. Credentials

Title	Credit Requirement	Notes
Associate Degree	Minimum 60 Credits	Equivalent of 2 years of full-time study at a 100% course load Follows the provincial standard
Diploma	48 – 90 Credits	Equivalent of 2 to 3 years of full-time study at a 100% course load
Certificate	12 – 40 Credits	Equivalent of 1 year of full-time study at a 100% course load
Post-Degree Diploma	45 – 60 Credits	Equivalent of 1.5 to 2 years of full-time study at a 100% course load, generally completed after graduation from a baccalaureate program
Advanced Diploma	25 – 60 Credits	Up to 2 years of full-time study at a 100% course load, generally completed after graduation from a diploma program
Advanced Certificate	12 – 40 Credits	Up to 1 year of full-time study at a 100% course load, generally completed after graduation from a certificate program
BC Adult Graduation Diploma		Completion of the Ministry's graduation requirements

b. Micro-Credentials:

Title	Credits	Notes
Micro-Course	Less than 3 Credits or 60 hours	A stand-alone credit or non-credit course that may be taken individually or as a part of a micro-credential
Micro-Credential	Less than 15 Credits or 288 hours	A stand-alone, short-duration learning experience that is competency-based, aligns with industry, employers, community, and/or Indigenous community needs, is assessed. The Micro-Credentials can be Non-credit or For-Credit.
Stackable Micro-Credentials		A combination of micro-credentials that may be credit or non-credit in nature. The intent of stackable micro-credentials is for laddering of courses, leading to credentials e.g. certificate or degrees.

- 3.8 The Registrar will maintain a record of the official names of each credit-based credential and micro-credential and will post this information on the College website.

4.00 CREDENTIAL COMPLETION

- 4.1 The Registrar's Office will issue credentials and micro-credentials only for programs that have completed the Education Council program approval process and have received formal College approval by the Board of Governors.
 - a. Students completing Red Seal certification may have this noted on their transcript, although SkilledTradesBC maintains authority of Red Seal requirements.
- 4.2 The minimum grades required for graduation for a credit program are identified by the program area and approved by the Education Council.
- 4.3 Honours standing will be granted to students in academic programs who have a grade point average (GPA) equal to or greater than 3.67.
- 4.4 Honours standing will be granted to students in trades and vocational programs who have a final grade (or average) of 90% or greater.
- 4.5 To meet residency requirements, students must complete at least 25% of the required credits for a credential at CMTN.
 - a. Credits awarded through prior learning assessment (PLA) are not applied to the residency requirements.
- 4.6 Students who have exited their program for a full academic year or more must meet completion agreements of the year in which they are re-admitted or any subsequent academic year in which the student is enrolled.
- 4.7 Courses can only be counted once per credential.
- 4.8 The Registrar's Office is responsible for evaluating the student record to ensure that all requirements are met as published in the appropriate calendar year prior to issuing a credential.
 - a. Students on restricted enrolment may or may not be eligible to receive a credential. Students can submit a request to the Registrar for assessment. Requests will be reviewed with the department area Dean.
- 4.9 The Registrar or Delegate has the authority, on a case-by-case basis and in consultation with the Program Coordinator/ Academic Head/ Department Chair and Dean, to make exceptions to the graduation requirements.
 - a. Any exceptions to graduation requirements must be approved by both the Dean and the Registrar.
- 4.10 Multiple requests for exceptions to the graduation requirements may trigger formal program revisions.

5.00 PROGRAM REQUIREMENTS

- 5.1 Graduation requirements are considered a legal contract; these requirements are set in the first term of attendance for a student.

- a. Changes to graduation requirements within a student's maximum time to complete must include teach-out plans for current students in the proposed curriculum.
- b. Students currently studying in a program that updates graduation requirements can complete with either set of graduation requirements, as long as they meet a set in full.

5.2 Credits may be applied to multiple credentials, where appropriate.

5.3 Multiple requests for exceptions to stated graduation requirements may trigger formal program revisions.

6.00 POSTHUMOUS CREDENTIALS

6.1 The Vice President Academic, Student, and International may award, on advice from the Registrar, a credential to a deceased student who has completed all or most of the necessary requirements to qualify for the credential.

7.00 RESCINDING OF CREDENTIALS

7.1 Credentials can be rescinded by the Vice President Academic, Student Services, and International if the recipient of a credential has been found to violate conditions of practice as determined by a regulating association or where evidence exists that the individual obtained the credential by deceit, fraud, or academic misconduct; and where, had it been determined prior to granting of the credential, the student would have been suspended indefinitely.

8.00 RELATED POLICIES, PROCEDURES, AND GUIDELINES

8.1 EDU-018P, *Granting of Credentials Procedure*

9.00 OTHER SUPPORTING DOCUMENTS

9.1 BC Council on Admissions and Transfer

9.2 Board of Governors Bylaws

9.3 *College and Institute Act*

9.4 Education Council Bylaws

9.5 EDU-008 Program and Course Development Policy

10.00 HISTORY

Created/Revised/ Reviewed	Date	Author's Name and Role	Approved By
Created	Feb. 7, 2020		Board of Governors
Revised	2025	Emily Suderman, Interim Registrar	