

COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING MINUTES

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.

Attendance

A. Smith, Order-in-Council – July 31, 2026
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
H. Bastin, Executive Director,
M. Doyle, Vice President, Corporate Services & CFO

1.0 Call to Order, Territorial Acknowledgement and Introduction of Board Members The Board Chair, C. Butcher called the meeting to order at 12:00pm.	<i>For Action</i>
2.0 Adoption of the February 6, 2026, Board Regular Meeting Agenda On the motion made by T. MacMillan and seconded by H. Anjaria Motion: That the February 6, 2026, Board Regular Meeting agenda be adopted as presented.	<i>Motion Carried</i>

<p>3.0 Adoption of the October 31, 2025, Board Regular Meeting Minutes</p> <p>On the motion made by M. Horner and seconded by M. Mehr</p> <p>Motion: <i>That the October 31, 2025, Board Regular Meeting minutes be adopted as presented.</i></p>	<p><i>Motion Carried</i></p>
<p style="text-align: center;"><i>New Business</i></p>	
<p>4.0 President’s Presentation and Report to the Board – President & CEO, Dr. L. Waye</p> <p>Dr. L. Waye presented a report to the Board.</p> <p>2025/2026 Overview:</p> <ul style="list-style-type: none"> • Wrapping up a challenging fiscal year <ul style="list-style-type: none"> ○ Approximately 20% reduction in positions across the region ○ Asset disposition of three properties ○ Closure of the Hazelton campus ○ Ceasing of international student recruitment activities ○ Reductions in travel, overtime, and internal catering <p>Summary and Key Metrics:</p> <ul style="list-style-type: none"> • Budget <ul style="list-style-type: none"> ○ Q3 numbers are strong but Q4 is the college’s most expensive quarter <ul style="list-style-type: none"> ▪ Utility bills, severance payments, international student recruitment fees ○ Should stay within the \$3.5M of approved deficit for this fiscal ○ Preparing to present a balanced budget for the upcoming fiscal year <ul style="list-style-type: none"> ▪ One round of cuts; multi-year cuts should not be necessary ▪ Not all public post-secondary institutions will be on budget FY 26/27 ○ Additional funding approved for an Accelerated Practical Nursing program to start in September 2026 at the Terrace campus ○ November announcement of enhanced Trades training funding, but not yet clear on how this will work <ul style="list-style-type: none"> ▪ Which trades? ▪ 25-35% lift per seat to break even? ▪ Tools and equipment? ○ Tuition capped at a 2% increase • Student enrolment trends (<i>note: full data provided March 13</i>) <ul style="list-style-type: none"> ○ Overall decrease in enrolment due to IRCC changes, of approximately 25% ○ Decreased international enrolment, with just 18 new international students this academic year 	<p><i>For Information</i></p>

<ul style="list-style-type: none"> ○ International student interest limited to ten completed applications for 2026 <ul style="list-style-type: none"> ▪ Nigeria (8), India (1), Philippines (1) ▪ Five applicants to the Early Childhood Care and Education program ○ Increased domestic enrolment (Trades, Health, Adult Upgrading) <ul style="list-style-type: none"> ▪ Adult upgrading: 43% increase from Winter 2025 semester ○ Northern Health and Northern Post-Secondary Collaborative postcard: <ul style="list-style-type: none"> ▪ 58% increase in application numbers Fall 2024 to Fall 2025 for the Nursing program ▪ 33% increase in application numbers Fall 2024 to Fall 2025 for the Healthcare Assistant Program ○ Additional staff being hired in the student recruitment department ○ Recent student tours have included: <ul style="list-style-type: none"> ▪ 23 learners from Kyah Wiget Education Society, Terrace campus ▪ High school students were hosted on a Saturday by the Centre of Training Excellence in Mining (CTEM) and CMTN, Terrace campus ● Strategic Plan <ul style="list-style-type: none"> ○ Ten-year strategic plan is coming to a close ○ BHAG: Big, hairy, audacious goal of becoming the college of choice for experiential learning by 2027 ○ Never designed for <ul style="list-style-type: none"> ▪ dramatic increase, then dramatic decrease, of international student numbers and tuition revenues ▪ the COVID-19 pandemic, which forced an online pivot ○ In process of gathering data on progress for fall wrap-up <p>Pressures and Opportunities:</p> <ul style="list-style-type: none"> ● Sector Sustainability Review <ul style="list-style-type: none"> ○ Interviewed as part of BC Colleges and as part of the Northern Post-Secondary Collaborative (NPSC) ○ CMTN submission dovetails with the submissions of those two entities ● BC Industrial Strategy & Federal Major Infrastructure Projects <ul style="list-style-type: none"> ○ Four major national projects ○ Plus: Prince Rupert Port Authority Second Terminal, AltaGas REEF facility expansion at the Port of Prince Rupert, doubled trades training funding over next three years <p>Achievements:</p> <ul style="list-style-type: none"> ● Dr. L. Wayne was asked to speak at the provincial trades training funding announcement, alongside Premier David Eby and Minister Jessie Sunner ● Dr. Titi Kunkel was nominated for the BC Business Women of the Year awards, by Heather Bastin, Executive Director of External Relations, and me ● Dr. L. Wayne was nominated for an honorary position with 4 Canadian Ranger Patrol Group, which has ten patrols in the college catchment area 	
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<p>M. Burrows raised a question about the date that the data was collected about the 10 international student.</p> <p>Dr. L. Waye noted that the data was collected between January 28-29.</p>	
<p>5.0 Chair's Report to the Board – Board Chair, C. Butcher</p> <p>The Board Chair, C. Butcher noted that there are no updates and that there is nothing to report on from the Closed Door meeting.</p> <p>5.1 Key Decisions and Directions from the Closed Door meeting <i>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.</i></p>	<p><i>For Information</i></p> <p><i>For Information</i></p>
<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: <i>That the appointed Order-in-Council board member serve on the Education Council.</i></p> <p>The Board Chair, C. Butcher will continue to serve on EdCo until the seat can be filled.</p> <p>The Board Chair, C. Butcher requested to postpone this agenda item to the march 13, 2026 Board meeting.</p>	<p><i>Item Postponed</i></p>
<p>7.0 Amended International Student Plan – Executive Director, External Relations, H. Bastin</p> <p>On the motion made by T. MacMillan and seconded by M. Horner</p> <p>Motion: <i>That the amended International Student Plan be adopted as presented.</i></p> <p>H. Bastin provided a verbal update about the amended International Student Plan.</p> <ul style="list-style-type: none"> • 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. 	<p><i>Motion Carried</i></p>

<ul style="list-style-type: none"> • 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. • The following changes were made: <ul style="list-style-type: none"> ○ President’s Accountability Statement Paragraph 3 – updated the 50th anniversary to be in past tense ○ 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. ○ The section called “Agent Management Plans” has been revised to explain the dissolution of our contracts with agents effective on January 31, 2026 ○ 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.” ○ The recently created position Student Counselor has been added to the list of key services and support ○ 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. 	
<p>8.0 Risk Report – Vice-President Corporate Services & CFO</p> <p>M. Doyle provided a verbal risk report to the Board.</p> <p>The risk that CMTN remains under-enrolled and unable to attract sufficient students to meet its FTE target, as outlined in the Risk Register.</p> <ul style="list-style-type: none"> • CMTN is currently funded based on an FTE target. However, the college has not met its projected FTE levels. • The over-projection of FTE numbers is attributed in part to the high cost of delivering programs in Northern communities. • A key concern is the potential impact of the upcoming sustainability report and its outcomes. • The Province has indicated that there are no additional funds available, reflecting financial constraints across Canada. • Domestic tuition rates remain low, while operational costs have increased significantly. These increased costs continue to outpace revenue generated from domestic tuition. 	<p><i>For Information</i></p>

<ul style="list-style-type: none"> • Even with increased domestic enrolment, government funding does not sufficiently offset the cost of delivery. Unlike universities, colleges face greater financial pressure as enrolment increases. • There is a risk of additional budget reductions in future years, the extent of this risk remains uncertain at this time. • It was noted that the Marketing team is performing strong work in supporting domestic enrolment efforts. • Within the next two months, the college expects to have a clearer understanding of its financial position. 	
<p>9.0 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 January 23, 2026. • CMTN is in a good financial position. • Under operating expenses <ul style="list-style-type: none"> ○ Service Contracts line-item amounts are specifically for IT, cybersecurity and local services providers for plumbing, electrical and HVAC. ○ Other line-item amounts include banks fees and convocation. These are expenses that do not fit in other operating expense lines. What drives this amount higher is the grants that are issued to CMTN, these grants are not guaranteed every year. <p>M. Burrows raised a question about the Amortization-Operating line-item being at zero.</p> <p>M. Mehr noted that this is not an ongoing calculation and the final number will be provided at the end of the fiscal year.</p> <p>M. Burrows raised a question about the Advertising & Promotion line-item being at 35%.</p> <p>M. Doyle noted that this is not the full cost for advertising and promotion. These costs are carried through other departments. CMTN is trying to standardize coding processes as they currently differ from department to department. The college is advertising and promoting frequently.</p> <p><i>Please see the Statement of Operations included on page 10 of the meeting minutes.</i></p>	<p><i>For Information</i></p>
<p>10.0 Policy Review Committee Report to the Board – D. Allen</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 January 12, 2026 • The committee reviewed the Board Governance Handbook, the Freedom of Information and Protection of Privacy policy and procedure, and the Granting of Credentials policy and procedure. 	<p><i>For Information</i></p>

<p>10.1 Adoption of the CMTN Board Governance Handbook</p> <p>On the motion made by the Policy Review Committee Chair and seconded by R. Riesen</p> <p>Motion: <i>That the CMTN Board Governance Handbook be adopted as presented.</i></p> <p>A. Kang presented the new Coast Mountain College Board Governance Handbook.</p> <p>A. Kang noted that the following amendments have been made based on the feedback from the October 31 Board meeting.</p> <ul style="list-style-type: none"> • Adding to Section 1.2: <i>“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.”</i> • Adding to Section 4.2: <i>“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.”</i> 	<p><i>Motion Carried</i></p>
<p>10.2 Retraction of the Out of Date Board Policy Documents</p> <p>On the motion made by the Policy Review Committee Chair and seconded by T. Onuora</p> <p>Motion: <i>That the out of date Board policy documents be retracted from the CMTN website.</i></p>	<p><i>Motion Carried</i></p>
<p>10.3 Adoption of the Freedom of Information and Protection of Privacy Policy (ADM-003)</p> <p>On the motion made by the Policy Review Committee Chair and seconded by T. Onuora</p> <p>Motion: <i>That the Freedom of Information and Protection of Privacy policy (ADM-003) be adopted as presented.</i></p> <p>A. Kang presented the Freedom of Information and Protection of Privacy policy and procedure (ADM-003/ADM-003P).</p>	<p><i>Motion Carried</i></p>

<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ 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 <p>10.4 Adoption of the Granting of Credentials Policy (EDU-019)</p> <p>On the motion made by the Policy Review Committee Chair and seconded by H. Anjaria</p> <p>Motion: That the Granting of Credentials policy (EDU-019) be adopted as presented.</p> <p>A. Kang presented the Granting of Credentials policy and procedure (EDU-019/EDU-019P) on behalf of E. Suderman, Registrar.</p> <p>Revision process included:</p> <ul style="list-style-type: none"> • Micro-credential • Post-humous credentials • Parchment format • Micro-credential format • Recommendations for language 	<p><i>Motion Carried</i></p>
<p>11.0 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 January 23, 2026 • The group worked on the strategic plan, discussed goals and objectives. FNC hopes to share this with the Board during the next joint meeting. 	<p><i>For Information</i></p>
<p>12.0 Education Council Report to the Board – M. Burrows</p> <p>The Education Council (EdCo) Chair, M, Burrows provided a verbal report to the Board.</p> <ul style="list-style-type: none"> • EdCo met on November 28, 2025, December 19, 2025 and January 30, 2026 • Renewed two courses and the Education Assistant program 	<p><i>For Information</i></p>

<ul style="list-style-type: none"> • Expecting to see more course approvals closer to the end of the academic year. • There are currently three active taskforces <ul style="list-style-type: none"> ○ Bylaw Review, Program Policy, Articulation Review. 	
<p>13.0 Meeting Adjournment</p> <p>On completion of the agenda, the Board Chair, C. Butcher declared the meeting adjourned at 1:28pm.</p>	<p><i>For Adjournment</i></p>



Coast Mountain College
Statement of Operations
As at December 31, 2025

	Year-to-Date Actuals December 31, 2025	Approved Budget 2025-2026	%
Operating Revenues			
Province of British Columbia	18,333,948	25,019,527	73%
Industry Training Authority	1,220,422	1,715,680	71%
Tuition & Other Student Fees	1,925,202	2,037,363	94%
Ancillary Services	1,141,457	1,068,900	107%
Miscellaneous Revenue	653,706	684,833	95%
International Education	3,410,648	2,590,000	132%
Workforce Training & Continuing Studies	593,421	525,000	113%
Contracts	3,741,508	3,350,000	112%
Amortization	3,921,108	5,200,000	75%
Total Revenue	34,941,420	42,191,303	83%
Operating Expenses			
Wages & Benefits	19,401,018	29,174,761	66%
Service Contracts	1,584,119	1,570,939	101%
Supplies	636,698	1,125,958	57%
Cost of Goods Sold	257,745	201,310	128%
Advertising & Promotion	40,278	114,991	35%
Building & Equipment Costs	520,659	784,277	66%
Janitorial	596,661	869,000	69%
Other	479,831	296,580	162%
Telecommunications	165,019	317,312	52%
Travel	340,792	624,465	55%
Utilities	337,323	683,400	49%
International Education	520,770	1,253,310	42%
Workforce Training & Continuing Studies	401,907	475,000	85%
Contracts	3,035,180	2,800,000	108%
Amortization - Capital	4,066,720	5,200,000	78%
Amortization - Operating	0	200,000	
Total Base Operating Expenses	32,384,720	45,691,303	71%
Operating Surplus (Deficit)	2,556,701	(3,500,000)	