

## COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING MINUTES

**March 13, 2026, 12:00pm-2:00pm**

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

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
M. Horner, Order-in-Council – July 31, 2026
P. Michell, First Nations Council Chair
R. Riesen, Faculty Elect – March 31, 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

### Regrets

A. Smith, Order-in-Council – July 31, 2026
K. Anaka, Student Representative Elect – August 31, 2026
M. Burrows, Education Council Chair – April 25, 2026
M. Mehr, Order-in-Council – July 31, 2026
N. Jamieson, Order-in-Council – July 31, 2026

### Guests

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

<b>1.0 Call to Order, Territorial Acknowledgement and Introduction of Board Members</b>	<i>For Action</i>
The Board Chair, C. Butcher called the meeting to order at 12:00pm.	
<b>2.0 Adoption of the March 13, 2026, Board Regular Meeting Agenda</b>	<i>Motion Carried</i>
On the motion made by B. Markert and seconded by D. Allen	

<p><b>Motion:</b> That the March 13, 2026, Board Regular Meeting agenda be adopted as presented.</p>	
<p><b>3.0 Adoption of the February 6, 2026, Board Regular Meeting Minutes</b></p> <p>On the motion made by B. Markert and seconded by T. MacMillan</p> <p><b>Motion:</b> That the February 6, 2026, Board Regular Meeting minutes be adopted as presented.</p>	<p><i>Motion Carried</i></p>
<p style="text-align: center;"><i>New Business</i></p>	
<p><b>4.0 Presentations</b></p> <p><b>4.1 Ten Year Enrolment Analysis and Update Presentation – Dr. T. Kunkel</b></p> <p>Dr. T. Kunkel presented a ten year enrolment analysis and update presentation.</p> <p>Enrolment Update:</p> <ul style="list-style-type: none"> <li>• As of March 13, 2026, there were 1,936 distinct students. <ul style="list-style-type: none"> <li>○ This is a mix of domestic and international students.</li> </ul> </li> <li>• CMTN will likely see an increase when registration opens for the spring and summer terms.</li> </ul> <p>Academic Programs Enrolment Data:</p> <ul style="list-style-type: none"> <li>• Data for program analysis was pulled on March 4, 2026 and covers a ten year academic period.</li> <li>• Applied Coastal Ecology Program <ul style="list-style-type: none"> <li>○ Experienced significant international student enrolment between 2016 and 2024.</li> <li>○ The ACE Certificate was noted as a popular option that provided students with a fast-track pathway to employment-related skills, while international students generally preferred the diploma option.</li> <li>○ The post-degree diploma continues to serve students who already hold a degree.</li> <li>○ A review of the program has been completed and is currently progressing through Education Council.</li> </ul> </li> <li>• Automotive Program <ul style="list-style-type: none"> <li>○ Continues to face enrolment challenges.</li> <li>○ International students are generally unable to progress through apprenticeship pathways due to work-hour requirements.</li> <li>○ Most trades programming is delivered in Terrace.</li> </ul> </li> <li>• Business Administration Program</li> </ul>	<p><i>For Information</i></p>

<ul style="list-style-type: none"> <li>○ Saw significant growth in international student enrolment beginning in 2015–2016 through 2023–2024, while domestic enrolment has remained fairly consistent.</li> <li>○ The program is offered across all campuses.</li> <li>○ Business Administration Open Studies continues to provide an accessible pathway for students wishing to explore post-secondary education before committing to a certificate or diploma program.</li> <li>○ The impact of reduced international enrolment has been felt across the portfolio.</li> <li>○ Public Administration continues to attract students employed in local government.</li> <li>● Early Childhood Care Education Program             <ul style="list-style-type: none"> <li>○ Experienced increased international student interest following the IRCC changes.</li> <li>○ Enrolment has begun to decline in the most recent academic year.</li> </ul> </li> <li>● Nursing Program             <ul style="list-style-type: none"> <li>○ Continues to demonstrate growth and does not recruit international students.</li> <li>○ The program benefits from dedicated nursing awards and increased recruitment efforts, including a postcard campaign.</li> <li>○ The program is delivered in partnership with CNC and UNBC.</li> <li>○ The program currently has 64 seats, with students completing years one and two at CMTN before transferring to UNBC for years three and four.</li> </ul> </li> <li>● Practical Nursing Program             <ul style="list-style-type: none"> <li>○ Receiving increased attention provincially.</li> <li>○ Government funding has been received to support an accelerated intake in the fall, with enrolment growth anticipated.</li> </ul> </li> <li>● Professional Cook Program             <ul style="list-style-type: none"> <li>○ Continues to attract interest from both international students and Indigenous communities.</li> <li>○ Program revisions are currently being explored.</li> </ul> </li> <li>● Social Service Worker Program             <ul style="list-style-type: none"> <li>○ Was streamlined into a cohort-based model in 2019.</li> <li>○ A program review is anticipated in the near future.</li> <li>○ While the program previously attracted a significant number of international students, domestic enrolment is increasing.</li> <li>○ Additional promotion is planned through future recruitment initiatives.</li> <li>○ Streamlined program in 2019 to a cohort program</li> </ul> </li> <li>● University Studies             <ul style="list-style-type: none"> <li>○ Encompasses a range of Arts and Science offerings, including certificates, diplomas, and associate degrees.</li> </ul> </li> </ul>	
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<ul style="list-style-type: none"> <li>○ Updates were provided on Environmental Geoscience, which is transitioning from a specialization to a diploma.</li> <li>○ The Mountain Science Certificate is a work in progress, but students are registering.</li> <li>○ Criminology pathways within the Associate of Arts and diploma offerings.</li> </ul> <p>Continuing Studies Data:</p> <ul style="list-style-type: none"> <li>● Continuing Studies operates differently from traditional academic programming, with offerings delivered throughout the year and serving as an important source of revenue for the College.</li> <li>● Programming is primarily attended by domestic students and is delivered throughout the year based on community and industry needs.</li> <li>● Provides training opportunities both on campus and within communities across the region.</li> <li>● Continuing Studies enrolments are not counted toward FTEs.</li> </ul>	
<p><b>5.0 President’s Presentation and Report to the Board – President &amp; CEO, Dr. L. Wayne</b></p> <p>Dr. L. Wayne presented a report to the Board.</p> <p>Budget:</p> <ul style="list-style-type: none"> <li>● Current fiscal year shows we will likely not need the entire approved deficit amount <ul style="list-style-type: none"> <li>○ Purchases to refresh tools and equipment underway</li> </ul> </li> <li>● Next fiscal year plans are underway, which reflect the layoffs already made <ul style="list-style-type: none"> <li>○ Investments to plan for include HR software, a new strategic plan process, and the implementation of recommendations for the WTCS review</li> </ul> </li> <li>● Not yet accounted for: <ul style="list-style-type: none"> <li>○ Potential sale of the Kitimat, Houston, and Hazelton properties</li> </ul> </li> </ul> <p>Tumbler Ridge:</p> <ul style="list-style-type: none"> <li>● Provincial level <ul style="list-style-type: none"> <li>○ Reached out to NLC President to offer assistance</li> <li>○ Met with all college Presidents to share best practices</li> <li>○ Asked BC Colleges President to ask PSFS if they are planning a coordinated response <ul style="list-style-type: none"> <li>▪ Contacted the University of Calgary re: training video</li> </ul> </li> </ul> </li> <li>● College level <ul style="list-style-type: none"> <li>○ Struck an “active assailant” working group</li> <li>○ Called two leadership team meetings to lift the plan off the page</li> <li>○ Provided a debrief at the all-employee townhall</li> <li>○ Hosted RCMP at the Smithers and Terrace campuses at their request</li> </ul> </li> </ul>	<p><i>For Information</i></p>

<ul style="list-style-type: none"> <li>○ Focused on a balance of prevention and preparation</li> </ul> <p>Work in Progress:</p> <ul style="list-style-type: none"> <li>• Exploration of “full freight” offerings</li> <li>• Collaboration with other institutions to bring training programs to our area, e.g. BCIT (Northern Health) and CNC (BC Hydro)</li> <li>• Discussions with other post-secondary institutions around safety training videos and learning modules</li> <li>• Completed two days of meetings with BC Colleges and government relations activities in Victoria</li> </ul> <p>Achievements:</p> <ul style="list-style-type: none"> <li>• Presentation to the Board of Directors of the North Coast Local Government Association, by the Northern Post-Secondary Collaborative</li> <li>• Development of a pilot of investigations training, to apply a trauma-informed lens</li> <li>• Congratulatory letter from the Ministry of Post-Secondary Education and Future Skills regarding our 2024/2025 submission for the Institutional Accountability Plan and Report</li> <li>• Increased student recruitment activities</li> </ul> <p>T. MacMillan inquired about the full freight programming, including the cost difference between full and subsidized tuition.</p> <p>Dr. L. Waye noted that the cost difference varies by program and is approximately \$5,000 in some cases. It was noted that institutions such as Vancouver Community College charge approximately \$9,000 for similar programs and continue to fill cohorts. Cost is not always the primary barrier, as waitlists may also influence demand.</p> <p>D. Allen raised a question about how students are admitted to full freight versus subsidized programs.</p> <p>Dr. L. Waye noted that CMTN uses a first qualified, first admitted model.</p>	
<p><b>6.0 Chair’s Report to the Board – Board Chair, C. Butcher</b></p>	<p><i>For Information</i></p>
<p>The Board Chair, C. Butcher noted that there are no updates.</p>	
<p><b>6.1 Key Decisions and Directions from the Closed Door meeting</b></p>	<p><i>For Information</i></p>
<p>The Board Chair, C. Butcher noted that during the Closed Door meeting, the Board passed a motion to increase the President &amp; CEO’s compensation by 2%, as recommended by the Public Sector Employers’ Council (PSEC).</p>	
<p><b>7.0 Appointment of the Education Council Board Representative</b></p>	<p><i>Item Postponed</i></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: April 2026 to March 2027</p> <p><b>Proposed:</b> That the appointed Order-in-Council board member serve on the Education Council.</p> <p>The Board Chair, C. Butcher will continue to serve on EdCo until the seat can be filled.</p>	
<p><b>8.0 Risk Report – Vice-President Corporate Services &amp; CFO</b></p> <p>M. Doyle provided a verbal risk report to the Board.</p> <ul style="list-style-type: none"> <li>• Ongoing review and revision of the institutional risk register. It was noted that the risk register was last comprehensively reviewed in April 2025 and that the current process includes updating and removing risks where appropriate.</li> <li>• Reviewed risk number 9 from heat map.             <ul style="list-style-type: none"> <li>○ CMTN is not adequately prepared to appropriately manage potential employee and student health &amp; safety issues in field schools, field trips, on campus, or traveling between campuses. This may include serious incidents such as loss of life, debilitating injury.</li> <li>○ It was noted that the College maintains comprehensive insurance coverage through the Universities, Colleges and Institutes Protection Program (UCIP). While the likelihood of significant incidents may be low, the College remains committed to maintaining appropriate mitigation and response plans.</li> </ul> </li> <li>• An Occupational Health and Safety Officer has been hired to strengthen the College's health and safety program and support compliance with WorkSafeBC requirements. Previously, these responsibilities were managed as part of another position within Human Resources.             <ul style="list-style-type: none"> <li>○ The Occupational Health and Safety Officer will support employee and student safety initiatives.</li> <li>○ Health and safety are a shared responsibility.</li> </ul> </li> <li>• Health and safety must remain a priority and that financial considerations should not be a barrier to implementing measures that enhance safety.</li> <li>• Transportation to and from campus and injuries occurring within trades training environments as among the most significant operational health and safety risks facing the College.</li> <li>• Additional risk mitigation activities were noted, including fire drills, active shooter exercises, naloxone training, emergency preparedness activities, participant safety orientations, vehicle safety requirements, and student non-academic conduct expectations.</li> </ul>	<p><i>For Information</i></p>

<p><b>9.0 Finance &amp; Audit Committee Report to the Board – C. Butcher</b></p> <p>The Board Chair, C. Butcher provided a verbal report to the Board.</p> <ul style="list-style-type: none"> <li>• The Finance and Audit Committee met on February 19, 2026.</li> <li>• Reviewed financials as of Jan 31, February will be ready mid next week.</li> <li>• The committee met with the Audit team and discussed through the planning stage for the upcoming audit, deliverables and timing/deadline to ministry</li> </ul> <p>M. Doyle shared the current statement of operations, as of January 31, 2026.</p> <ul style="list-style-type: none"> <li>• Tuition revenue remains on target.</li> <li>• Ancillary Services revenue has increased due to higher housing and food service costs.</li> <li>• Miscellaneous revenue is exceeding projections, primarily due to investment performance.</li> <li>• International Education revenue is exceeding budget expectations by approximately \$1 million, attributable to the continuation of second-year students. It was noted that the budget had been conservatively estimated in this area.</li> <li>• Workforce Training and Continuing Studies (WTCS) is exceeding expectations and is experiencing its strongest year to date.</li> <li>• The College continues to operate within its approved budget.</li> <li>• Invest, trim and grow discussions contributed to reduced spending where possible.</li> <li>• The College remains in a stable financial position.</li> </ul>	<p><i>For Information</i></p>
<p><b>10.0 Policy Review Committee Report to the Board – D. Allen</b></p> <p>The Policy Review Committee Chair, D. Allen provided a verbal report to the Board.</p> <ul style="list-style-type: none"> <li>• The Policy Review Committee last met on January 12, 2026 and the February 20 meeting was cancelled.</li> <li>• The following policies are under development: <ul style="list-style-type: none"> <li>○ Bullying and Harassment policy and procedure</li> <li>○ Student Housing policy, procedure and handbook</li> <li>○ Sexualized Violence policy and procedure</li> <li>○ Social Media policy and procedure</li> </ul> </li> </ul>	<p><i>For Information</i></p>
<p><b>11.0 First Nations Council Report to the Board – P. Michell</b></p> <p>The First Nations Council (FNC) Chair, P. Michell provided a verbal report to the Board.</p> <ul style="list-style-type: none"> <li>• The February FNC meeting did not take place. The next meeting is scheduled for April 17.</li> </ul>	<p><i>For Information</i></p>
<p><b>12.0 Education Council Report to the Board – M. Burrows</b></p> <p>The R. Riesen provided a verbal report to the Board on behalf of M. Burrows.</p>	<p><i>For Information</i></p>

<ul style="list-style-type: none"> <li>• OCGY 210 Research Methodologies in Marine Science successfully completed the curriculum renewal process.</li> <li>• Three Education Council task forces remain active and continue to advance the objectives established by Education Council related to Bylaw Review, Curriculum Guidelines and Expectations, and Program Policy.</li> <li>• Curriculum renewal work is ongoing, with courses continuing to progress through the review process.</li> <li>• Cluster elections are taking place this month. Following the elections, newly elected cluster representatives and Presidential appointees will begin their terms in April. Elections for the Education Council Chair and Vice-Chair positions will also take place at that time.</li> </ul>	
<p><b>13.0 Meeting Adjournment</b></p> <p>On completion of the agenda, the Board Chair, C. Butcher declared the meeting adjourned at 1:51pm.</p>	<p><i>For Adjournment</i></p>

