



# Okanagan College Board of Governors

## Open Session Meeting Agenda

March 10, 2026 at 10:45am  
Room PC113, Penticton Campus

*The meeting will be held on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial.*

Timing	Pages
10:45am	1-6
<p><b>1. CALL TO ORDER</b></p> <p><b>2. DECLARATION OF CONFLICT</b></p> <p><i>As per Board Bylaws section 14.2, a Board member will immediately upon becoming aware of a potential, real, or perceived conflict of interest situation, disclose the conflict to the Chair. The Member and the Chair will follow the <a href="#">Procedures for Disclosure</a> under the <a href="#">Code of Conduct for Okanagan College Board of Governors Policy</a>.</i></p>	
<p><b>3. APPROVAL OF AGENDA</b></p> <p><u>Recommended Motion:</u>  <b>"BE IT RESOLVED THAT Okanagan College Board of Governors approves the March 10, 2026 Open Session meeting agenda and thereby approves the consent agenda."</b></p> <p>3.1. Consent Agenda</p> <p>3.1.1. Open Session Minutes – December 9, 2025</p> <p>3.1.2. Record of Decision – Amended Tuition for Sustainable Construction Management Programs</p> <p>3.1.3. Executive Committee Terms of Reference Review</p> <p><u>Recommended Motion:</u>  <b>"BE IT RESOLVED THAT THE Okanagan College Board of Governors approve the renewal of the Executive Committee Terms of Reference as recommended by the Executive Committee."</b></p> <p>3.1.4. Campus Planning Committee Terms of Reference Review</p> <p><u>Recommended Motion:</u>  <b>"BE IT RESOLVED THAT THE Okanagan College Board of Governors approve the renewal of the Campus Planning Committee Terms of Reference as recommended by the Campus Planning Committee."</b></p>	<p>7-14</p> <p>15</p> <p>16-19</p> <p>20-23</p>

## Okanagan College Board of Governors

### Open Session Meeting Agenda

March 10, 2026

Timing		Pages
	<p>3.1.5. VSAOC Student Society Fee Collection 2026-27</p> <p><u>Recommended Motion:</u>  <b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors directs Okanagan College to collect student society fees for 2026/27 on behalf of the Vernon Students' Association Okanagan College."</i></b></p>	24-28
	<p>3.1.6. OCSU Student Society Fee Collection 2026-27</p> <p><u>Recommended Motion:</u>  <b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors directs Okanagan College to collect student society fees for 2026/27 on behalf of the Okanagan College Students' Union."</i></b></p>	29-33
10:50am	<b>4. REPORTS</b>	
	4.1. Chair Report (D. Baulkham)	
10:55am	4.2. President's Report and Analysis (N. Fassina)	34-40
11:10am	4.3. Finance, Audit, and Risk Committee Report (D. Safinuk)	
	4.3.1. Integrated Resource Plan 2026-27 (C. Morcom)	41-58
	<p><u>Recommended motions:</u></p> <p><b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026-27 Integrated Resource Plan with an operating budget of \$148.5M resulting in a \$4.6M deficit, as recommended by the Finance, Audit and Risk Committee and as presented."</i></b></p> <p><b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026-27 Integrated Resource Plan with a capital budget of \$57M as recommended by the Finance, Audit and Risk Committee and as presented."</i></b></p>	
11:30am	4.3.2. Risk Register Summary (C. Morcom)	59-73
	<p><u>Recommended motion:</u></p> <p><b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026/27 Risk Register Summary as recommended by the Finance, Audit and Risk Committee."</i></b></p>	
11:40am	4.3.3. Third Quarter (Q3) Financial Statements (C. Morcom)	74-81
11:45am	4.3.4. Forgiveness of Foundation Receivable (C. Morcom / H. Jackman)	82-83

## Okanagan College Board of Governors

## Open Session Meeting Agenda

March 10, 2026

Timing	Pages
11:45am	presented
11:55am	84-88
12:00pm	Recess
12:45pm	89-101
1:00pm	102-106
1:05pm	107-111

**Okanagan College Board of Governors**  
**Open Session Meeting Agenda**  
 March 10, 2026

<i>Timing</i>		<i>Pages</i>
1:25pm	4.5.2. Governance Committee Terms of Reference Review (N. Fassina) <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revised Governance Committee Terms of Reference as recommended by the Governance Committee.”</i></b>	112-116
1:30pm	4.6. Education Council 4.6.1. New Courses (J. Garrett / S. Lenci) <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new courses as recommended by Education Council and as presented:</i></b> <ul style="list-style-type: none"> <li>• <b><i>Global Awareness (LSIN 040)</i></b></li> <li>• <b><i>World History (LSIN 041)</i></b></li> <li>• <b><i>Mathematics 081 (MATH 081).”</i></b></li> </ul>	117-127
	4.6.2. New Programs (J. Garrett / S. Lenci) <u>Recommended motions:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Practical Analytics &amp; Reporting Micro-Credential (PARMC) subject to approval by the Post-Secondary Institution Proposal System (PSIPS), as recommended by Education Council.”</i></b>  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Bachelor of Computer Information Systems Degree - Cybersecurity Option as recommended by Education Council.”</i></b>  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Bachelor of Computer Information Systems Degree - Honours Degree Option as recommended by Education Council and as presented, and thereby approves the following new courses:</i></b> <ul style="list-style-type: none"> <li>• <b><i>COSC 491 Research Methods; and</i></b></li> <li>• <b><i>COSC 492 Computer Information Systems Research Project</i></b></li> </ul> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Community Cook Micro Credential as recommended by Education Council and thereby approves the new courses:</i></b> <ul style="list-style-type: none"> <li>• <b><i>CMCK 100 Orientation and Industry Certifications;</i></b></li> <li>• <b><i>CMCK 101 Safety and Hygiene;</i></b></li> </ul>	128-148

## Okanagan College Board of Governors

## Open Session Meeting Agenda

March 10, 2026

Timing	Pages
<p>1:40pm</p> <ul style="list-style-type: none"> <li>• <b>CMCK 102 Prep and Cold Kitchen Basics;</b></li> <li>• <b>CMCK 103 Fruits, Vegetables and Grains;</b></li> <li>• <b>CMCK 104 Proteins;</b></li> <li>• <b>CMCK 105 Pasta and Sauces;</b></li> <li>• <b>CMCK 106 Pastries, Sweets, and Breads; and</b></li> <li>• <b>CMCK 107 Community Events and Celebrations."</b></li> </ul> <p>4.6.3. Program Revisions (J. Garrett / S. Lenci)</p> <p><u>Recommended Motions:</u></p> <p><b>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions to the Bachelor of Computer Information Systems Degree Data Engineering and Artificial Intelligence (AI) Option and renaming from (BCIS) Database and Big Data Management Option a as recommended by Education Council and as presented."</b></p> <p><b>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions for the Licensed Practical Nursing (LPN) Orthopaedic Certificate as recommended by Education Council and as presented."</b></p> <p><b>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions for the Occupational Health and Safety Certificate as recommended by Education Council and as presented."</b></p>	149-159
<p>1:50pm</p> <p><b>5. OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA</b></p>	
<p>2:00pm</p> <p><b>6. ADJOURNMENT</b></p>	

## NEXT MEETING DATES

**Tuesday May 12, 2026**

via Zoom

Executive Committee

**Wednesday, May 20, 2026**

Kelowna Campus

Strategy and Assessment

**Okanagan College Board of Governors**  
**Open Session Meeting Agenda**  
March 10, 2026

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**NEXT MEETING DATES**

**Tuesday June 16, 2026**

*via Zoom*

Campus Planning Committee  
Governance Committee  
Human Resource and Compensation Committee  
Finance, Audit and Risk Committee  
Executive Committee

**Tuesday, June 23, 2026**

*Salmon Arm Campus*

Regular Open Session  
Regular Closed Session

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## Okanagan College Board of Governors Regular Open Session

**Tuesday, December 9, 2025**

S103B Executive Office Boardroom Kelowna Campus

*Draft Minutes for Approval March 10, 2026*

### IN ATTENDANCE

#### Board Members

- Dale Safinuk, Board Chair
- Andrea Alexander, Vice Chair *(virtual)*
- Dustyn Baulkham, Acting Chair
- Neil Fassina, President & ex-officio
- Cindy Battersby
- Gurjit Chand
- Kevin Fukushima
- Jillian Garrett
- Sheri Hamilton
- Ben Harris
- Annabelle Lee
- Amanda Louie *(virtual)*
- Carollynn Schafer
- Roger Wheeler

#### Administration

- Curtis Morcom, CFO and Vice President, Corporate Services
- Samantha Lenci, Provost & Vice President Academic
- Gill Henderson, Associate Vice President, People Services
- Jenn Goodwin, Associate Vice President, College Relations
- Joanna Campbell, Manager, Executive Office
- Kristen Wiebe, Governance and Privacy Coordinator
- Helen Jackman, Executive Director, Okanagan College Foundation

### REGRETS

- Allan Louis

#### ACTION

#### 1. CALL TO ORDER AND CHAIR'S REMARKS

Quorum was established and the meeting was called to order at 10:50a.m.

Members A. Alexander and A. Louie were acknowledged as joining virtually.

C. Gilchrist, E. Booi, and M. Beselt were welcomed as guests.

*It was respectfully acknowledged that the meeting was held on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial.*

ACTION

## 2. DECLARATION OF CONFLICT

Members B. Harris and A. Lee declared conflicts on the tuition discussion.

## 3. APPROVAL OF AGENDA

Meeting attendance for the minutes was updated and it was noted that the consultation boxes for the course cancellations should have been ticked.

Motion:

***"BE IT RESOLVED THAT Okanagan College Board of Governors approves the December 9, 2025 Open Session meeting agenda and thereby approves the consent agenda."***

D. Baulkham  
CARRIED

### 3.1. Consent Agenda

3.1.1. Open Session Minutes – September 23, 2025

3.1.2. Special Open Session Minutes – October 7, 2025

3.1.3. Education Council Chair Report

3.1.4. Board Policy Report

3.1.5. Pay Transparency Report

3.1.6. Professional Development Session Feedback

3.1.7. Course Cancellations

Motion:

***"BE IT RESOLVED THAT the Okanagan College Board of Governors approves the cancellation of the following courses:***

- ***BUAD 233 Financial Planning Fundamentals***
- ***BUAD 360 Canadian Financial Institutions***
- ***MATH 136 Mathematics for Analytical Chemistry Technology***
- ***MATH 149 Math for Network & Telecom Engineering Tech II."***

## 4. REPORTS

### 4.1. Chair Report

The Chair welcomed new student member, Annabelle Lee, noting the oath of office was taken at the start of the Closed meeting. The Chair noted they had the opportunity to connect for an onboarding meeting on December 2. The Chair also reported:

- The Executive Committee also met on December 2.
- The OC Foundation Board meeting was on December 4.

- Special thanks to members who have attended a number of fall events on behalf of the Board, including:

- The Fall Convocation Ceremonies on October 18.
- Student Awards ceremonies in Kelowna, Penticton, and Vernon in November.
- And thanks in advance to those who plan to attend the convocation ceremonies on January 24.

#### 4.2. President's Report and Analysis

The President provided a report, highlighting:

- The province's investment in funding in Skilled Trades training. The President noted that the first priority is to update band rates as equal to cost of delivery. Over time Skilled Trades program delivery has been supplemented with non-Trades grant funding at an estimated amount of \$1M. It is anticipated the College will be able to offer programs at cost-recovery and that additional seats will be created.
- A focus on federal advocacy in the past quarter for the College to position the College as a partner in Canada's sovereignty and defence strategy.
- The partnership with KF Aerospace and purpose-built facility for Aircraft Maintenance Engineer training. The space will allow the College to double its program capacity and produce graduates more quickly to meet industry needs.

The President thanked the Chair for the opportunity to work together and for their service on the Board.

#### 4.3. Finance, Audit, and Risk Committee Report

The Committee Chair noted they met on December 2 and reviewed the second quarter financials, and domestic and international tuition to make recommendations to the Board. The Committee also received and are recommending approval of the updated Enterprise Risk Management Policy.

##### 4.3.1. Second Quarter (Q2) Financial Statements

The CFO and Vice President Corporate Services (CFO & VPCS) noted the financial statements are filed with government at the end of September and are based on stable enrolment. The College is still projecting an \$8.7M deficit. Ending the year on a deficit budget is new to the College.

##### 4.3.2. Domestic Tuition

The CFO & VPCS outlined the proposed tuition increase of 2% effective September 2026.

## ACTION

A member asked if a changes to tuition are anticipated as a result of the post-secondary review. It was noted that possible impacts to tuition are currently unknown but changes would return to the Board. Currently provincial policy around tuition predictability for the duration of a program only applies to international tuition.

A. Lee abstained from the vote due to a conflict.

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the domestic tuition increase of two percent for September 2026 as recommended by the Finance, Audit and Risk Committee.”***

C. Battersby  
CARRIED

4.3.3. International Tuition

The CFO and Vice President, Corporate Services outlined the proposed tuition increase of 4.8% effective September 2029, noting that the International student market is changing. It was noted theses amounts could be reassessed by the Board in future.

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors the approves a 4.8% increase to the international tuition rate for September 2029 as recommended by the Finance, Audit & Risk Committee.”***

G. Chand  
CARRIED

4.3.4. Enterprise Risk Management Policy

The CFO and Vice President, Corporate Services outlined the revisions to the policy noting that it has been moved to the updated Policy Framework template, has better defined roles and responsibilities, and reflects the policy’s implementation over the past couple years.

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the revised Enterprise Risk Management Policy as recommended by the Finance, Audit & Risk Committee.”***

K. Fukushima  
CARRIED

4.4. Human Resources & Compensation Committee Report

The Chair provided the report, noting that the Committee met on December 2 and discussed the annual report on Pay Transparency (in the consent agenda), and reviewed and are recommending the Faculty and Instructor Qualifications Policy for the Board’s approval.

4.4.1. Faculty and Instructor Qualifications Policy

The Provost & Vice President, Academic outlined the new policy which reflects practices already occurring. It was noted this is a Board policy being brought

## ACTION

forward on advice of Education Council. Minor changes from their review were incorporated into the final version of the policy.

*S. Hamilton joined the meeting at 11:21a.m.*

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the Faculty and Instructor Qualifications Policy as recommended by the Human Resource and Compensation Committee.”***

C. Battersby  
CARRIED

#### 4.5. Governance Committee Report

The Chair noted the Governance Committee met on December 2 and reviewed the feedback from the October Professional Development Session and discussed the Board Advice Engagement Protocol.

##### 4.5.1. Engagement Protocol

The President outlined the Engagement Protocol noting the approach allows Administration to be proactive in seeking advice from Education Council rather than waiting for the Board to delegate seeking advice at the Board or through its committees.

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Board Advice Engagement Protocol as recommended by the Governance Committee.”***

J. Fowler  
CARRIED

*The meeting recessed at at 11:26a.m.*

*The meeting resumed at 12:01p.m.*

#### 4.6. Education Council

##### 4.6.1. Program Revisions

The Education Council Chair outlined the proposals for revisions to the programs:

- Access to Practical Nursing (APN) Program – allows Health Care Assistants and Resident Care Attendants to transition to a Licensed Practical Nurse role. Revisions are curriculum to align with provincial requirements, and changes to admission to offer seats to applicants first qualified, changes to the grade entry requirements, and clarification on immunization and pre-practice requirements.
- Practical Nursing Diploma revisions include the program description, the same updates to admissions as the APN, and now includes minimum qualifications to teach the program.

## ACTION

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revisions for the following programs as recommended by Education Council and as presented:***

- ***Access to Practical Nursing Diploma***
- ***Practical Nursing Diploma***

The Education Council Chair provided the proposal for revisions to the business programs.

- The Business Certificate and Business Diploma revisions remove an inactive course and revise the name of the Special Topics course.
- The Post-Baccalaureate in Accounting Program was revised to be an accelerated program and update the program requirement to meet Chartered Professional Accountant (CPA) competency requirements in addition to housekeeping changes.
- The Entrepreneurship Specialty includes administrative changes to clarify the program description and graduation requirements.

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revisions for the following programs as recommended by Education Council and as presented:***

- ***Business Studies Certificate: Financial Services Specialty***
- ***Business Administration Diploma: Financial Services Specialty***
- ***Post-Baccalaureate Diploma in Accounting***
- ***Bachelor of Business Administration: Entrepreneurship Specialty***

The Education Council Chair provided the proposal for revisions to the Early Childhood Education (ECE) programs:

- The ECE Inclusive Child Care Certificate – is an inactive program last offered in 2007 which has been reviewed and reinstated to reflect community demand. Revisions include the program description, admission requirements, graduation requirements, minimum qualifications to teach, and residency requirements.
- The ECE Diploma, ECE Certificate, ECE Infant Toddler Certificate, and ECE Education Assistant include revisions to the grading system and graduation requirements, both of which were previously graded as pass/fail and are now a percentage.

C. Battersby  
CARRIED

B. Harris  
CARRIED

## ACTION

Motion:

- **Early Childhood Education Inclusive Child Care Certificate**
- **Early Childhood Education Diploma**
- **Early Childhood Education Certificate**
- **Early Childhood Education Infant Toddler Certificate**
- **Early Childhood Education Assistant Certificate**

The Education Council Chair provided the proposal for revisions to the micro-credentials, noting they were originally offered as three stackable micro-credentials, and will now be separated due to industry feedback. Revisions to the Esthetics and Spa Therapy Micro-credential include updates to the admission requirements and pre-requisites, an increased the number of program hours, and updates to the graduation requirements.

Revisions to the Nail Technician Micro-credential reflect similar admission and graduation requirements to the Esthetics and Spa Therapy Program, and incorporate industry feedback for more practical learning and less theory components. The program length has increased and a course for career readiness has been added.

Motion:

***"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revisions for the following programs:***

- ***Esthetics and Spa Therapy Micro-credential***
- ***Nail Technician Micro-Credential.***

G. Chand  
CARRIED

D. Baulkham  
CARRIED

## 5. NEW BUSINESS

### 5.1. Okanagan College Foundation Annual Report 2024-25

The Executive Director, OC Foundation provided an overview of the annual report. It was highlighted that the OC Foundation operates as a separate organization to support the College. The revenue in OC Foundation is held in trust with a specified purpose based on donor direction. Approximately half of the funds are endowed and directed to student awards, while the remainder is for capital projects and program support. Highlights from this year's report include revenue of \$5.7M up from \$5.2M. Student awards are trending upward.

The Chair thanked the OC Foundation for their work to support the institution.

### 5.2. Annual Elections

The Chair asked the CFO & Vice President, Corporate Services to conduct elections.

*The Board Chair vacated the role of Chair.*

#### 5.2.1. Chair

The CFO and Vice President, Corporate Services outlined the process for elections.

ACTION

The CFO and Vice President called for nominations for the position of Chair.

- D. Baulkham was nominated for the role of Chair and accepted the nomination.
- A second and third call was issued. No additional nominations were received.
- D. Baulkham was acclaimed to the position of Chair.

#### 5.2.2. Vice Chair

The CFO and Vice President, Corporate Services called for nominations for the position of Vice Chair.

- A. Alexander was nominated for the role of Vice Chair and accepted the nomination.
- A second and third call was issued. No additional nominations were received.
- A. Alexander was acclaimed to the position of Vice Chair.

*The Chair resumed the role of Chair.*

The Chair congratulated the incoming Chair and returning Vice Chair, and thanked members and administration for their support over the past year.

D. Baulkham thanked the outgoing Chair for his support.

## **6. OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA**

No other business was raised.

## **7. ADJOURNMENT**

The meeting adjourned at 12:24p.m.

CARRIED



## BOARD OF GOVERNORS – RECORD OF DECISION

March 10, 2026

Open Consent Agenda #: 3.1.2

<b>Decision Topic:</b>	Amended Tuition Fees Sustainable Construction Management Programs
<b>Approved by / Date:</b>	Approved by electronic vote on January 16, 2025
<b>Approved Motion:</b>	<p><u>Motion:</u></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors amends tuition rates for the Sustainable Construction Management Certificate and Sustainable Design &amp; Construction Management Technology Diploma programs as presented.”</i></b></p>

### Summary of Decision

#### Type of Approval:

The Board approved amended proposed domestic tuition fees for the Sustainable Construction Management Certificate and Sustainable Design & Construction Management Technology Diploma as follows:

- Certificate – \$8,238.99
- Diploma – \$18,356.25

#### Rationale for Special Approval:

Following the Board’s approval of the programs and respective tuition amounts on October 7, 2025, the Registrar’s Office began to apply the approved rates in the College’s fee system. At the time, several issues were identified with the domestic rates including that the original approved fees did not account for the tuition limit policy, the 2% domestic increase, and inconsistencies in costing in relation to the course mapping.

As a result, it was requested that the fees be adjusted to address these issues and an amended domestic tuition rate be approved before the programs are implemented. At the time of proposal, no students had been assessed or paid the previously approved rates, and the timely approval of the corrected rates allowed programs to be accurately marketed and for prospective students to have transparency regarding the anticipated costs of their program.



## BOARD OF GOVERNORS – BRIEFING NOTE

March 3, 2026

Agenda #: 3.1.3

<b>Title</b>	Executive Committee Terms of Reference Review		
<b>Action and/or Recommendation</b>	For Discussion/Advice		
<b>Meets OC's Inspire Plan...</b>	<b>Values</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Students First</li> <li><input type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input checked="" type="checkbox"/> Effective and Efficient</li> </ul>	<b>Commitments</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input type="checkbox"/> Life-long learning partnerships</li> <li><input checked="" type="checkbox"/> Integration and focus</li> </ul>

### Background Statement

The Executive Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in 2022. Due to the number of materials reviewed that year, an initial review was completed after one year of use before the Board adopted the three-year review cycle outlined in the Committees' Terms of Reference.

### Reference Materials

- Executive Committee Terms of Reference

### Supporting Analysis

Administration conducted a review and did not recommend any updates to the Committee Terms of Reference. The Executive Committee provided feedback on the Terms of Reference and also had no suggested changes.

As there were no updates to the Committee Terms of Reference from this review, they are included in the consent agenda to mark the tri-annual review as complete.

### Alignment to the Strategic Plan Roadmap

**Inspire Plan.** The Terms of Reference align the work of the Committee to the Strategic Plan.

### Risk Implication & Mitigation Steps

**Effectiveness and Efficiency. Integration and Focus.** This review of the Committee's Terms of Reference will ensure that Committee continues to function effectively in carrying out its delegated responsibilities to the Board.

**Proposed and Prepared by**

Neil Fassina, President

<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Executive Committee	3/3/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Executive Committee

## Terms of Reference

### Okanagan College Board of Governors

Review 2026

#### A. **PURPOSE**

The purpose of the Executive Committee (the “Committee”) is to review and advance the work of the Board of Governors (the “Board”) and the Board’s committees. In doing so, the Committee will act on behalf of and with the full authority of the Board on matters that require immediate attention.

#### B. **MEMBERSHIP**

The membership of the Committee shall include:

- Board Chair who shall serve as chair of the Committee
- Board Vice-Chair
- President (*ex-officio*)
- Chair, Finance, Audit, and Risk Committee
- Chair, Human Resource and Compensation Committee

#### C. **OKANAGAN COLLEGE RESOURCE STAFF**

The Committee is supported by the Governance and Privacy Coordinator.

#### D. **MEETINGS**

The Committee shall meet at least four (4) times each year. Additional meetings may be held as deemed necessary by the Board Chair.

#### E. **VOTING AT COMMITTEE MEETINGS**

Each member of the Committee has one vote on the Committee.

#### F. **DUTIES AND RESPONSIBILITIES**

Subject to the powers and duties of the Board, the Committee will perform the following:

- Recommend to the Board for approval an annual schedule of Board meetings.
- Approve agendas for Board meetings.
- As necessary, address and report to the Board on matters not assigned to other Board committees.
- Act on behalf of the Board in situations that require immediate action or attention, and where it is not possible to convene the whole Board. The Committee Chair will report on such actions to the next Closed meeting of the Board.
- Act as a consultative body to the President.

## G. **ACCOUNTABILITY**

The Executive Committee will report its discussions to the Closed meetings of the Board by maintaining minutes of its meetings and providing a verbal report at the next Closed meeting of the Board.

## H. **REVIEW**

The Terms of Reference for the Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

## I. **REVIEW HISTORY**

<b>Date</b>	<b>Review</b>
<a href="#">2026</a>	<a href="#">Review</a>
2023-05-23	Revision approved by Okanagan College Board of Governors
2022-05-24	Revision approved by Okanagan College Board of Governors
2016-11-29	Revision approved by Okanagan College Board of Governors
2008-02-15	Revision approved by Okanagan College Board of Governors
2007-03-27	Approved by the Okanagan College Board of Governors



## BOARD OF GOVERNORS – BRIEFING NOTE

March 3, 2026

Agenda #: 3.1.4

<b>Title</b>	Campus Planning Committee Terms of Reference Review		
<b>Action and/or Recommendation</b>	<p>Recommended motion:</p> <p><b><i>“BE IT RESOLVED THAT THE Okanagan College Board of Governors approve the renewal of the Campus Planning Committee Terms of Reference as recommended by the Campus Planning Committee.”</i></b></p>		
<b>Meets OC’s Inspire Plan...</b>	<p><b>Values</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Students First</li> <li><input type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input type="checkbox"/> Effective and Efficient</li> </ul>	<p><b>Commitments</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input type="checkbox"/> Life-long learning partnerships</li> <li><input type="checkbox"/> Integration and focus</li> </ul>

### Background Statement

The Campus Planning Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in 2022. Due to the number of materials reviewed that year, an initial review was completed after one year of use before the Board adopted the three-year review cycle outlined in the Committees’ Terms of Reference.

### Reference Materials

- Campus Planning Committee Terms of Reference

### Supporting Analysis

Administration conducted a review and did not recommend any updates to the Committee Terms of Reference. The Campus Planning Committee provided feedback on the Terms of Reference and also had no suggested changes.

As there were no updates to the Committee Terms of Reference from this review, they are included in the consent agenda to mark the tri-annual review as complete.

### Alignment to the Strategic Plan Roadmap

**Inspire Plan.** The Terms of Reference align the work of the Committee to the Strategic Plan.

### Risk Implication & Mitigation Steps

**Effectiveness and Efficiency. Integration and Focus.** This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively in carrying out its delegated responsibilities to the Board.

**Proposed and Prepared by**

Neil Fassina, President

<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Campus Planning Committee	03/03/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Campus Planning Committee

## Terms of Reference

### Okanagan College Board of Governors

2026 Review

#### A. **PURPOSE**

The purpose of the Campus Planning Committee (the “Committee”) is to assist the Board of Governors (the “Board”) in fulfilling its responsibility for the oversight of long-range campus development in alignment to the College’s Mission, Vision, and Inspire Strategy. This includes, but is not limited to, reviewing and recommending to the Board for approval, master plans for its campuses, major capital projects, long-term maintenance of facilities, and land development.

#### B. **MEMBERSHIP**

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the Committee’s membership.
- Board Chair (*ex officio*)
- President (*ex officio*)

The Chair of the Committee will be appointed by the Chair of the Board from the Committee membership.

#### C. **OKANAGAN COLLEGE RESOURCE STAFF**

The Committee is supported by the:

- Governance and Privacy Coordinator
- CFO and Vice President Corporate Services

#### D. **MEETINGS**

The Committee shall meet at least four (4) times each year. Additional meetings may be held as deemed necessary as determined by the Committee Chair or the Board Chair.

#### E. **VOTING AT COMMITTEE MEETINGS**

Each member of the Committee has one vote on the Committee.

#### F. **DUTIES AND RESPONSIBILITIES**

Subject to the powers and duties of the Board, the Committee will perform the following:

- Recommend to the Board approval of long-range plans for the development of physical assets and infrastructure.
- Review the capital planning processes, specific project scope, long-term maintenance plans, land acquisitions and land disposal.

- Review and recommend for approval to the Board, where appropriate, the construction and/or renovation of major capital projects.
- Notify the Board of any concerns arising from its review of ongoing status reports on new capital projects.
- Recommend to the Finance, Audit and Risk Committee approval of land and real estate transactions including acquisition or sale, and licenses to use, leases, and commitments of real property, facilities or resources of the College and off-campus property initiatives.
- Receives, on behalf of the Board of Governors, College reports related to environmental sustainability initiatives.

## G. **ACCOUNTABILITY**

The Committee will report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next Board meeting.

## H. **REVIEW**

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

## I. **REVIEW HISTORY**

<b>Date</b>	<b>Review</b>
2023-05-23	Revision approved by Okanagan College Board of Governors
2022-05-24	Revision approved by Okanagan College Board of Governors
2016-11-29	Revision approved by Okanagan College Board of Governors
2010-11-10	Revision approved by Okanagan College Board of Governors
2008-02-15	Revision approved by Okanagan College Board of Governors
2006-09-26	Approved by Okanagan college Board of Governors



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026  
 Agenda #: 3.1.5

<b>Title</b>	VSAOC Student Society Fees Collection 2026/27		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended Motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors directs Okanagan College to collect student society fees for 2026/27 on behalf of the Vernon Students’ Association Okanagan College.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input checked="" type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input checked="" type="checkbox"/> Integration and focus

## Background Statement

Section 21 of the College & Institute Act outlines that “... on annual notice from a student society, the board must direct the institution to collect student society fees from members of the student society and remit them to the student society ...”.

Attached is the Request for Fee Collection Form from the VSAOC. This form is the mechanism used by the College to satisfy the “annual notice” requirement under the Act.

As part of this process, the VSAOC President is required to affirm that:

- the proposed fees have been established in accordance with the *College and Institute Act*, the *Societies Act*, and VSAOC bylaws; and
- the VSAOC’s audited financial statements have been made available to its members.

Through the form, the VSAOC is requesting an increase to membership fees collected based on the Canadian Consumer Price Index for the previous calendar year at the time of their annual general meeting. That CPI amount is a 2.4% increase to the Student Association fees in 2025/26. Under VSAOC’s bylaws this increase is requested without a referendum. The VSAOC’s audited financial statements were made available to members on November 27, 2026.

## Reference Materials

- Request to Collect 2026/27 Fees Vernon Students Association (VSAOC)
- [VSAOC Audited Financial Statements for August 31 2025](#) (link)

## Supporting Analysis

Administration collects student society fees as directed by the Board and as proposed by the student society provided they meet the requirements under their bylaws and legal obligations.

## Alignment to the Strategic Plan Roadmap

Not an initiative driven by the Strategic Plan but necessary for operational purposes.

## Risk Implication & Mitigation Steps

Not applicable.

### Proposed by

Kristen Wiebe, Governance & Privacy Coordinator

### Consultation

### Group/Individual, Title

### Date

Consulted

James Coble, Dean of Students

2/18/2026

Reviewed

Neil Fassina, President

3/3/2026

## NOTICE TO OKANAGAN COLLEGE BOARD OF GOVERNORS TO REQUEST COLLECTION OF STUDENT SOCIETY FEES

“Student Society” means a society, as defined in section 1 of the *Societies Act*, whose purpose is to represent the interests of the general student body but does not include a provincial or national student organization.

Pursuant to Section 21 of the *College and Institute Act*, if a Student Society has met its obligations, the Board of Governors must direct Okanagan College (“OC”) to collect student society fees on behalf of the student society, or on behalf of a provincial or national student organization as the case may be, and remit the fees to the Student Society or the provincial or national student organization as may be agreed by the Board and the Student Society.

The Student Society must complete this form and submit it to the Board Office with all certification requirements met, no later than **February 27, 2025** for the **2026/27 academic year**. Any costs or expenses incurred by OC due to late notice or an incomplete or erroneous submission will be the responsibility of the Student Society. OC may deduct these expenses from the fees collected.

With this Notice, the Student Society requests that the Board of Governors direct Okanagan College to collect the following fees for the **2026/27 academic year**.

Student Society Name:	Vernon Students' Association - Okanagan College, representing students on the <i>Vernon campus</i>
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<b>Student Society and Media Fees</b>
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Fee Application: <i>All Registered Students represented by the Student Society as below:</i>
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<b>Student Society Membership Fees</b>	<p><u>Full membership fees applicable:</u></p> <p><input checked="" type="checkbox"/> (All registered students) Fees of \$ <u>94.00</u> to a maximum of \$ <u>94.00</u> per student per semester</p> <p><input checked="" type="checkbox"/> (All registered students in Trades and Vocational programs only) Pro-rated fees of \$ <u>94.00</u> per student per <u>semester</u> to a maximum of \$ <u>94.00</u></p> <p><u>Adult Basic Education membership fees applicable:</u></p> <p><input checked="" type="checkbox"/> Fees of \$ <u>10.00</u> per Adult Basic Education course</p>
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<b>Media Fees</b>	<p><u>Media fees applicable:</u></p> <p><input checked="" type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> (All registered students) \$ _____ per student per month</p> <p><input type="checkbox"/> (Pro-rated for students in Trades programs) \$ _____ per student per month</p>
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List of exceptions to Student Society or Media Fees: <ul style="list-style-type: none"> <li>• Select from the list or detail any exceptions.</li> </ul>
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Certification by Student Society	
<i>Certification that duties, responsibilities and obligations under the BC College &amp; Institute Act and the BC Societies Act have been met.</i>	
<b>1. Fee Changes</b>	<p>a) <input type="checkbox"/> Not applicable for 2026/27. <i>Please also complete Certification sections 2, 4, and 5.</i></p> <p>b) <input checked="" type="checkbox"/> Approved as CPI increase calculated as <u>2.4</u> % of <u>2025/26</u> fees as eligible under the Student Society's bylaws. <i>Please also complete Certification sections 2, 4, and 5.</i></p> <p>c) <input type="checkbox"/> Approved by referendum. <i>Please also complete Certification sections 2, 3, 4, and 5.</i></p>
<b>2. Fee Application Changes</b>	<p>a) <input checked="" type="checkbox"/> No changes to fee applications for 2026/27.</p> <p>b) <input type="checkbox"/> For proposed changes to the fee applications, the Student Society consulted with:</p> <p>1) The Associate Registrar, Systems, or their delegate on _____ (date)</p> <p>2) Other Okanagan College Student Societies on _____ (date)</p>
<b>3. Referendum</b>	<p><i>As required by the College and Institute Act section 21(2), the Student Society certifies that they have obtained the necessary approvals, via referendum including student members and non-members, and in accordance with its bylaws, for any change to the fees to be collected.</i></p> <p><i>Where a referendum was held:</i></p> <p><input type="checkbox"/> Notice of referendum was provided to eligible voters of the Student Society; and</p> <p><input type="checkbox"/> The Student Society met all voting requirements under their bylaws and a majority of members who voted were in favour of the proposed changes.</p> <p>A referendum was held from: _____ to _____ (start date) (end date)</p>
<b>4. Financial Statements and Auditor's Report</b>	<p>As required by the College and Institute Act and under the requirements of the Societies Act and the Student Society's Constitution and/or Bylaws, the annual financial statements and the auditor's report on those financial statements the Student Society was made available to its members. Financial statements were provided to members on: <u>November 27, 2025</u> (date)</p> <p><input checked="" type="checkbox"/> A copy of the Student Society's 2025 Audited Financial Statements is attached with this Request for Collection of Student Society Fees.</p>
<b>5. Certification</b>	<p>I attest to the accuracy and completeness of the statements and attachments noted above and that all submissions are made in accordance with the College and Institute Act, the Societies Act, and the Student Society's bylaws:</p> <p>Print Name: <u>Jamie Nicholls</u> <i>President</i></p> <p>Signature: <u></u> <small>Jamie Nicholls (Feb-12-2026 09:34:29 PST)</small></p> <p>Date: February 12, 2026</p>



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026  
 Agenda #: 3.1.6

<b>Title</b>	OCSU Student Society Fees Collection 2026/27		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended Motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors directs Okanagan College to collect student society fees for 2026/27 on behalf of the Okanagan College Students’ Union.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input checked="" type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input checked="" type="checkbox"/> Integration and focus

## Background Statement

Section 21 of the College & Institute Act outlines that “... on annual notice from a student society, the board must direct the institution to collect student society fees from members of the student society and remit them to the student society ...”.

Section 21 of the *College and Institute Act* provides that, upon annual notice from a student society, the Board must direct the institution to collect student society fees from members of the student society and remit those fees to the student society, provided that:

*“... the student society has been designated by regulation and the amount of the student society fees has been approved by a majority of the members of the student society who voted in a referendum of that student society.”*

Attached is the **Request for Fee Collection Form** submitted by the Okanagan College Student Union (OCSU). This form is the mechanism used by the College to satisfy the “annual notice” requirement under the Act.

As part of this process, the OCSU Chairperson is required to affirm that:

- the proposed fees have been established in accordance with the *College and Institute Act*, the *Societies Act*, and OCSU bylaws; and
- the OCSU’s audited financial statements have been made available to its members.

Through the form, the OCSU has requested a **2.08% increase** to membership fees based on the Canadian Consumer Price Index (CPI) for the previous calendar years. OCSU calculates their CPI amount from the percentage change in average monthly CPI for 2024 (160.85) versus 2025 (164.19).

## Reference Materials

- Request to Collect 2026/27 Fees Okanagan College Students' Union (OCSU)
- [OCSU Audited Financial Statements for August 31 2025](#) (link)

## Supporting Analysis

Administration collects student society fees as directed by the Board and as proposed by the student society provided they meet the requirements under their bylaws and legal obligations.

## Alignment to the Strategic Plan Roadmap

Not an initiative driven by the Strategic Plan but necessary for operational purposes.

## Risk Implication & Mitigation Steps

Not applicable.

### Proposed by

Kristen Wiebe, Governance & Privacy Coordinator

### Consultation

### Group/Individual, Title

### Date

Consulted

James Coble, Dean of Students

2/18/2026

Reviewed

Neil Fassina, President

3/3/2026

## NOTICE TO OKANAGAN COLLEGE BOARD OF GOVERNORS TO REQUEST COLLECTION OF STUDENT SOCIETY FEES

"Student Society" means a society, as defined in section 1 of the *Societies Act*, whose purpose is to represent the interests of the general student body but does not include a provincial or national student organization.

Pursuant to Section 21 of the *College and Institute Act*, if a Student Society has met its obligations, the Board of Governors must direct Okanagan College ("OC") to collect student society fees on behalf of the student society, or on behalf of a provincial or national student organization as the case may be, and remit the fees to the Student Society or the provincial or national student organization as may be agreed by the Board and the Student Society.

The Student Society must complete this form and submit it to the Board Office with all certification requirements met, no later than **February 27, 2025** for the **2026/27 academic year**. Any costs or expenses incurred by OC due to late notice or an incomplete or erroneous submission will be the responsibility of the Student Society. OC may deduct these expenses from the fees collected.

With this Notice, the Student Society requests that the Board of Governors direct Okanagan College to collect the following fees for the **2026/27 academic year**.

Student Society Name:	Okanagan College Students' Union, representing students on the <i>Kelowna, Penticton, and Salmon Arm campuses</i>
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### Student Society and Media Fees

Fee Application:

*All Registered Students represented by the Student Society as below:*

#### Student Society Membership Fees

Full membership fees applicable:

- (All registered students)  
Fees of \$ 73.78 to a maximum of \$ 73.78 per student per semester
- (All registered students in Trades and Vocational programs only)  
Pro-rated fees of \$ \_\_\_\_\_ per student per \_\_\_\_\_  
to a maximum of \$ \_\_\_\_\_

Adult Basic Education membership fees applicable:

- Fees of \$ 7.04 per Adult Basic Education course

#### Media Fees

Media fees applicable:

- Not applicable
- (All registered students)  
\$ 0.74 per student per month
- (Pro-rated for students in Trades programs)  
\$ \_\_\_\_\_ per student per month

List of exceptions to Student Society or Media Fees:

- Select from the list or detail any exceptions.

<b>Capital Fees</b>
<p>Fee application: <i>All Registered Students</i></p> <p><input checked="" type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Capital Fund:        \$ _____ per student per semester</p>

<b>Health and Dental Fees</b>						
<p>Health and Dental Fee Application: <i>All Registered Students who are 1) Student Society members, and 2) enrolled in six credits or more</i></p>						
<p><b>Extended Dental Plan</b>    \$ <u>135</u> per student per year (annual fee)</p> <p><b>Extended Health Plan</b>    \$ <u>115</u> per student per year (annual fee)</p> <p><i>Health and Dental Plan through the Student Society is not available to (select where the Health and Dental Fee does not apply):</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><input checked="" type="checkbox"/> Adult Basic Education students</td> <td style="width: 50%;"><input checked="" type="checkbox"/> Continuing Studies students</td> </tr> <tr> <td><input checked="" type="checkbox"/> Distance Education students</td> <td><input checked="" type="checkbox"/> Co-op students may not re-enroll if on a work term</td> </tr> <tr> <td><input checked="" type="checkbox"/> Any student whose program is less than 16-weeks long</td> <td><input checked="" type="checkbox"/> Trades Apprenticeship students</td> </tr> </table> <p><i>Please remit fees to: Okanagan College Students' Union</i></p>	<input checked="" type="checkbox"/> Adult Basic Education students	<input checked="" type="checkbox"/> Continuing Studies students	<input checked="" type="checkbox"/> Distance Education students	<input checked="" type="checkbox"/> Co-op students may not re-enroll if on a work term	<input checked="" type="checkbox"/> Any student whose program is less than 16-weeks long	<input checked="" type="checkbox"/> Trades Apprenticeship students
<input checked="" type="checkbox"/> Adult Basic Education students	<input checked="" type="checkbox"/> Continuing Studies students					
<input checked="" type="checkbox"/> Distance Education students	<input checked="" type="checkbox"/> Co-op students may not re-enroll if on a work term					
<input checked="" type="checkbox"/> Any student whose program is less than 16-weeks long	<input checked="" type="checkbox"/> Trades Apprenticeship students					

<b>British Columbia Federation of Students' Membership Fee</b>	
<b>BCFS Membership Fees</b>	<p><input type="checkbox"/> Not applicable</p> <p><input checked="" type="checkbox"/> <u>BCFS Membership Fees:</u></p> <p style="padding-left: 20px;">\$ <u>0.99</u> per credit to a maximum of \$ <u>11.48</u> per student per semester</p> <p style="padding-left: 20px;"><i>Calculated as an increase of <u>2.08</u> % from the 2025/26 fees under <a href="#">BCFS Constitution and Bylaws</a>.</i></p> <p style="padding-left: 20px;">\$ <u>0.84</u> per Adult Basic Education course to a maximum of \$ <u>11.48</u> per student per semester</p>
<p><i>Please remit fees to:</i></p>	<p style="text-align: center;"><i>British Columbia Federation of Students</i> #207 – 245 Columbia Street New Westminster, British Columbia V3L 3W4</p>

**Certification by Student Society**

*Certification that duties, responsibilities and obligations under the BC College & Institute Act and the BC Societies Act have been met.*

**1. Fee Changes** a)  Not applicable for 2026/27.  
*Please also complete Certification sections 2, 4, and 5.*  
 b)  Approved as CPI increase calculated as 2.08 % of 2025/26 fees as eligible under the Student Society's bylaws.  
*Please also complete Certification sections 2, 4, and 5.*  
 c)  Approved by referendum.  
*Please also complete Certification sections 2, 3, 4, and 5.*

**2. Fee Application Changes** a)  No changes to fee applications for 2026/27.  
 b)  For proposed changes to the fee application, the Student Society consulted with:  
 1) The Associate Registrar, Systems, or their delegate on \_\_\_\_\_ (date)  
 2) Other Okanagan College Student Societies on \_\_\_\_\_ (date)

**3. Referendum** *As required by the College and Institute Act section 21(2), the Student Society certifies that they have obtained the necessary approvals, via referendum including student members and non-members, and in accordance with its bylaws, for any change to the fees to be collected.*  
*Where a referendum was held:*  
 Notice of referendum was provided to eligible voters of the Student Society; and  
 The Student Society met all voting requirements under their bylaws and a majority of members who voted were in favour of the proposed changes.  
 A referendum was held from: \_\_\_\_\_ to \_\_\_\_\_  
 (start date) (end date)

**4. Financial Statements and Auditor's Report** *As required by the College and Institute Act and under the requirements of the Societies Act and the Student Society's Constitution and/or Bylaws, the annual financial statements and the auditor's report on those financial statements the Student Society was made available to its members. Financial statements were provided to members on: December 7, 2025 (date)*  
 A copy of the Student Society's 2025 Audited Financial Statements is attached with this Request for Collection of Student Society Fees.

**5. Certification** I attest to the accuracy and completeness of the statements and attachments noted above and that all submissions are made in accordance with the College and Institute Act, the Societies Act, and the Student Society's bylaws:  
 Print Name: Simon Veloz  
 OCSU BOARD MEMBER AND SIGNING AUTHORITY  
*Select title of authorized signatory.*  
 Signature: [Signature]  
 Date: February 25, 2026



# Okanagan College Board of Governors President's Report

March 2026

## INTRODUCTION

My March report addresses activities that have taken place between December 2025 and February 2026.

**Executive Summary:** Members will note that my March report addresses a series of updates related to provincial and federal politics including the speech from the throne, budget 2026, and the ongoing impacts of IRCC policy as outlined in this year's IRP included in the agenda package. Other highlights include announcements of community contributions that will yield significant impacts to future College programming. My report also outlines where the College continues to advance its strategic priorities through continued engagement with federal leaders and provincial advocacy in the post-secondary sector including the College's submission to the B.C. government's post-secondary system review.

In the sections that follow, I address a series of strategic highlights, operational highlights, and points for potential advocacy and communication for Board members. I have endeavored to highlight the importance of different Board agenda items throughout the report.

## Part 1: Strategic Highlights

**Speech from the Throne:** In mid-February, the B.C. legislative session opened with a Speech from the Throne that was largely transformed into a message of condolence and community support following the tragic shooting in Tumbler Ridge. On Feb. 17, the provincial government tabled the 2026 budget, titled Securing B.C.'s Future. For the post-secondary sector, the budget included the \$241M targeted investment in skilled trades training to support workforce development priorities, but beyond that did not reference or include growth in overall base funding, despite cost pressures facing many institutions across the province.

**Federal Government Engagement:** On Feb. 4, Okanagan College hosted the federal Secretary of State for Labour, John Zerucelli at the Kelowna campus, along with Nicole Rustad, chief of staff to Kelowna MP Stephen Fuhr. Minister Zerucelli toured the Trades buildings and was able to experience the OC Careers Expo in the Centre for Learning. He was especially interested in OC's partnerships with industry and the impacts of federal immigration policy changes. Jenn Goodwin, VP Enrolment & College Relations led the visit for OC along with Caitlin Hartigan, Dean of Trades and Apprenticeship.

**MLA Engagement:** Kelowna-Mission MLA Gavin Dew arranged two meetings for Okanagan College in February, including one in Victoria with the Conservative Party of B.C.'s critic for Post-Secondary Education, Korky Neufeld; the critic for Skills Training and International Credentials, Lawrence Mok; and the critic for Education, Lynn Block. At this meeting I provided an update on OC's Inspire plan, including our engagement with industry partners in health care, aerospace, entrepreneurship and skilled trades. The second meeting, held a week later, took place with MLAs Dew and Neufeld at the OC aircraft maintenance engineering campus at Kelowna Airport and at the KF Centre for Excellence, and focused specifically on the College's partnership with KF Aerospace to expand access to Aircraft Maintenance Engineer (AME) programming.

**Post-Secondary System Review:** The College submitted a proposal to the [province's independent sustainability review](#) of the provincial post-secondary education and training system on Jan. 30. The review aims to identify and address financial challenges caused by reduced enrolment and ensure near and long-term sustainability of the system. That College's submission can be viewed [here](#). A report with recommendations is expected to be delivered by Mar. 15.

**Investment in Skilled Trades:** On November 14, Premier David Eby announced that the BC Government would be investing \$241 million over three years to double funding for skilled-trades training to strengthen the province's training system. The announcement noted that the investment would be supported through partnerships with unions, industry, and post-secondary institutions. We are awaiting further details on how this will support us at an institution level.

**Enterprise Risk Management Framework Update:** Following approval of the policy in December, the updated policy has been rolled out. OC is also continuing its training around emergency operations and business continuity with some tabletop exercises planned in March.

**Kelowna Chamber of Commerce Board Elections:** Okanagan College's Dean of the OC School of Business, Joe Baker, has been elected to the Kelowna Chamber of Commerce's 2026-27 Board of Directors. Dean Baker is one of four new Directors and joins seven incumbents on the Board.

**KF Aerospace partnership:** Construction will begin in April on the new aerospace training centre at Kelowna International Airport. The facility is being built by KF Aerospace, through a partnership between OC and the BPL Legacy Association, which is contributing \$17M toward the project. OC is actively seeking support from the provincial and federal governments for its \$5M portion of construction, as well as approximately \$10M for equipment and other materials. The building is expected to be ready in summer 2027, and will enable OC to expand Aircraft Maintenance Engineering programs from 30 seats per year at YLW, to over 140 seats annually. The College is considering additional complementary aerospace and advanced manufacturing programming for YLW and the Vernon airport campuses.

**Hall School of Business and Entrepreneurship:** On Feb. 23 Okanagan College celebrated the announcement of a transformational gift of \$10 million dollars from the Hall Family Foundation. The donation is the largest in OC's history and the largest ever made to a public college in British Columbia. This extraordinary contribution establishes the Hall School of Business and Entrepreneurship at Okanagan College and will include the Hall Entrepreneurship Incubator, housed in the new Centre for Food, Wine and Tourism on the Kelowna campus with hubs at each OC campus. It will also include seed funding for students and local entrepreneurs to test business concepts, support curriculum and program development, and provide access to world class entrepreneurs-in-residence, industry experts and more. At the celebration, OC unveiled the new name and logo for the Hall School of Business and Entrepreneurship at OC, and recognized the incredible philanthropy of Ed Hall and his family.

**City of Gastronomy:** The first meeting of the Kelowna Gastronomy Advisory Council was held on Feb. 17, at Kelowna City Hall. Mayor Tom Dyas and President Neil Fassina are co-chairs of the new Council, which will provide oversight and guidance to the working group leading implementation of Kelowna's designation by UNESCO as a Creative City of Gastronomy. Potential initiatives in the first one to two years include hosting festivals and events that raise profile of the Okanagan as a culinary destination, which will be beneficial to the College's parallel efforts as we prepare to open the new Centre for Food, Wine and Tourism in the fall of 2027.

**Mitigating Workforce Reductions:** In February, OC invited eligible exempt and unionized employees to consider an early retirement incentive program (ERIP) or voluntary severance incentive program (VSIP) as a means of identifying opportunities to make workforce reductions while mitigating potential layoffs.

## Part 2: Operational Highlights Regular Updates

**Financial Position (Q3):** As noted in [agenda item #4.3.3](#), for Q3 (December 31, 2025), OC is projecting a deficit of \$7.6M. Overall, OC was trending 39.2% more than budgeted in international tuition and 7.4% higher in domestic tuition contributing to a \$711,000 decrease in the projected deficit.

**Staffing Updates:** On Jan. 12, Mary Kline started her new role as OC's Director, Continuing Studies and Corporate Training. This role provides strategic leadership and operational oversight for lifelong learning and workforce development programs at Okanagan College. Mary originally joined OC in 2008 and has held a variety of leadership roles within the Continuing Studies department, including Program Coordinator, Program Administrator, Associate Director and Interim Director.

### **College Events:**

**Winter Convocation (January):** Around 300 graduates were celebrated at two winter convocation and commencement ceremonies on Jan. 24, held at the Kelowna campus. Graduates across all portfolios crossed the stage, and awards were presented to students recognized for their academic achievements in 2025-26. Summer convocation and commencement ceremonies will take place at each campus in mid-June.

**Campus Conversations:** Members of the Executive hosted staff meetings at each campus and virtually between Jan. 13-16, to provide team members with updates on College strategies and priorities, and to answer questions. All meetings were well-attended and created space for productive conversations.

**Community Engagement and Careers:** The annual Careers Expo & Employment Fair was held at the Kelowna campus on Feb. 4, 2026. Between 80-100 employers attended, engaging with more than one thousand students and alumni who are interested in jobs and other workplace learning opportunities. Additionally, the Community Engagement and Careers portfolio received \$250,000 in grant funding from the Business of Higher Education Roundtable (BHER) in February, to support the development and implementation of a web-based AI tool through OC's website. The new service will make it easier for employers in the region to identify and offer work-integrated learning opportunities in their organizations that can be mapped to OC programs and will be ready for launch in Fall 2026.

**Shuswap Nation Tribal Council House of Learning Partnership:** I met with community members from the Shuswap Nation Tribal Council for a signing ceremony at the Salmon Arm Campus on Feb. 4. Tribal Kukpi7 Draney and nine Kukpi7s from Secwépemc Nation Bands signed the agreement, which outlines a partnership to make decisions that benefit future generations and respect the sacredness of the connections to the land and all living things around us. The agreement includes three goals: 1) acknowledging place, 2) developing relationships and partnerships; and 3) honouring knowledge.

**Touchdown Kelowna:** On Mon., Feb. 23, Okanagan College was announced as the title sponsor for the BC Lion's Touchdown Kelowna event that runs Sat., June 27 to Sat., July 4, 2026. Touchdown Kelowna includes two CFL games to be played in Kelowna (June 27 and July 4), as well as a week-long festival run by the City of Kelowna. The OC sponsorship is entirely "in-kind" and largely reflects the College hosting members of the Lions organization, including players, in vacant student housing for the duration of the event. Additionally, OC is working with the City and the Lions to support festival events and other activities during the week. OC will benefit from national media exposure over several months leading up to and including the event, and with this, ongoing opportunities to profile its programming as part of a broader domestic student recruitment strategy.

### **Capital Projects:**

**Centre for Food, Wine and Tourism (CFWT):** Construction of the CFWT continues on budget and ahead of schedule with structural completion in July 2026 and substantial completion anticipated in April 2027. Ongoing structural work progresses alongside mechanical and electrical rough-ins. Strong design and site collaboration continues between contractors, consultants and College representatives as well as between work sites to minimize disruption to the campus. Follow construction progress for the Centre for Food, Wine & Tourism on the [live construction feed camera](#).

**Don Folk Family Recreation and Wellness Centre:** The pre-engineered steel building package was delivered in late October, with erection commencing in mid-November, and the primary steel frame is now standing. The second-floor concrete was poured in the third week of February with the main floor concrete expected by the end of February. The wall and roof panels are scheduled for installation in March. The project could be slightly behind schedule as substantial completion is projected for October 2026 but are still working to see where some time could be made up as construction progresses. For live construction updates, follow this [webcam link](#).

**Penticton Student Housing:** Construction has advanced from structural work and mechanical rough ins to significant interior finishing and building systems work. The project remains on track for student occupancy in fall 2026. Follow this [webcam link](#) to view live construction of the Penticton Housing.

### **Other Operational Updates:**

**Integrated Resource Plan Initiation 26/27:** A draft Integrated Resource Plan was presented to the Finance, Audit, and Risk Committee in February and March, and is presented as item [agenda item #4.3.1](#) for final approval by the Board.

**Winter Stable Enrolment:** The number of international students at Okanagan College decreased again in January with the start of the Winter 2026 semester. In September 2025, there were approximately 1,450 international students enrolled at the College; as of the end of January, 2026, there are 1,105 international students. This decrease is expected to continue in Sep. 2026 as current students complete their programs and graduate, and fewer new international students are choosing to study at Canadian post-secondary institutions. With respect to domestic students, enrolment is relatively steady across portfolios, with the exception of a small, anticipated decrease in the School of Business due to a change in program mix (fewer winter intakes). Overall, OC's total student population is 11 per cent lower at Winter Stable Enrolment in 2026 than it was in Winter 2025.

**School District Engagement:** Okanagan College participated in a day-long workshop with School District 67 (South Okanagan) on Feb. 5, that focused on increasing the number of students who continue into post-secondary after graduating high school. The outcome of the session will see SD67 survey students, parents and regional employers for insight into current challenges and feedback on experiences, with an aim to implement targeted improvements over the next two years. The Strategic Enrolment Management team continues to work closely with all school districts in the region, both at the frontline level in schools, and through building consistent relationships with administrative staff.

**Inter-Collegiate Business Competition (I.C.B.C.):** Students in OC's Business programs celebrated an extraordinary achievement in January, after taking first place overall at the Inter-Collegiate Business Competition hosted by Queen's University, in Kingston, Ontario. Okanagan College finished on the podium in four of five competition streams, securing first place in finance, second place in human resources and ethics, and third place finishes in both marketing and accounting. Notably, Okanagan College was the only college competing in the field, standing alongside major research universities and proving that our incredible students can compete, and win, at the highest level.

**OC Student Union (OCSU):** The OCSU made a submission to the province's Post-Secondary System Review on Jan. 13, 2026. It is [posted on their website](#).

## Part 3: Communication and Advocacy Updates

**Thrive Here Campaign:** The Thrive Here campaign for the Recreation and Wellness Centre at the Kelowna campus is almost at its \$14M goal. With final gifts in the pipeline, we expect to announce the close of the campaign in the summer and look forward to recognizing donors when the Centre officially opens in the fall.

**OC Foundation – Institutional Campaign:** Campaign planning is underway, determining fundraising priorities, designing campaign creative strategy and engaging potential Campaign Cabinet members. We hope to launch the campaign in the fall, leveraging the momentum created by \$17M KF Aerospace investment and the \$10M Hall Family Foundation gift.

**Gateway to Trades:** Students in Okanagan College’s Gateway to Trades program celebrated the completion of their studies during a graduation ceremony held Jan. 23, marking a milestone in their educational journeys. Gateway to Trades is a partnership between Okanagan College and the Central Okanagan School District 23 that introduces students in Grades 10 to 12 to post-secondary education through hands-on training in skilled trades, including carpentry, electrical, automotive and sheet metal. The program is aimed at students who may not otherwise see post-secondary education as accessible. The Gateway to Trades program is supported in part by Okanagan College Foundation, whose donors help expand access to education and hands-on learning opportunities for students exploring careers in the skilled trades.

**TogetHER:** On Feb. 18, Okanagan College and WeBC launched *TogetHER*, a new leadership and growth initiative designed to bring self-identifying women business owners, leaders and entrepreneurs together to strengthen innovation and collaboration across the Okanagan. Following its launch, a two-day *TogetHER* Women’s Leadership Summit will be held on Mar. 5-6 at Okanagan College’s Vernon campus. The summit features sector-based breakout sessions, panel discussions and a hands-on workshop focused on building strategic alliances for women-led businesses.

**Skills BC Regional Competition:** The 2026 Skills B.C. Regional Trades and Technologies competitions brought more than 200 middle and high school students at Okanagan College on Feb. 20, competing in a wide variety of competitions, ranging from cabinetmaking to automotive services, and welding to culinary arts. Expanded sessions for this year also included animation, public speaking, junior skills sumo robots and IT office services. Okanagan College has been the only Southern Interior competition site for the annual Skills Regionals for more than two decades, bringing teenaged students onto campus to explore potential post-secondary options and careers, all while competing against their peers, with a chance to advance to provincial and national competitions.

**Spaghetti Bridge:** Alongside the Skills BC Regionals competition, and as part of the day’s events on campus in Kelowna, OC’s Civil Engineering department hosted the 41<sup>st</sup> annual Spaghetti Bridge Building contest with students participating in three categories: Grade 6-9 team building, Grade 10-12 team building, and heavyweight competition. Highly anticipated every year, several local and regional employers sponsor the bridge building, including Allnorth Consultants Ltd., Faction Projects and FortisBC.

**Media and Public Relations:** Okanagan College continues to share stories about students, their achievements, and the impact of the College across our region. Since the middle of December, the following news releases have been provided to media and have been covered by various/numerous outlets. OC’s coverage is consistently more positive than negative, due to the volume and frequency of stories about OC students and employees.

- December 23      [Okanagan College School of Business leaders join provincial and regional tourism boards](#)
- December 18      [Okanagan College celebrates success at Queen’s I.C.B.C Business Competition](#)
- December 22      [New Okanagan College Board of Governors Chair appointed](#)
- January 7          [International students welcomed across Okanagan College campuses](#)
- January 9          [Okanagan College exiting facility leases at Revelstoke, Oliver](#)

January 14	<a href="#"><u>OC Speaker Series: Exploring online conversations in Canada</u></a>
January 14	<a href="#"><u>OC students take first overall at prestigious business competition</u></a>
January 16	<a href="#"><u>Okanagan College planning for new restaurant and café in Centre for Food, Wine and Tourism</u></a>
January 16	<a href="#"><u>OC expertise on the world stage: Dr. Rosalind Warner at CUGH Virtual Global Health Week</u></a>
January 22	<a href="#"><u>Building Careers from the Ground Up: Highstreet's Impact on Trades Education</u></a>
January 24	<a href="#"><u>Okanagan College students celebrate winter Convocation and Commencement ceremonies</u></a>
January 27	<a href="#"><u>Okanagan College secures funding to advance research on student concussion recovery</u></a>
January 28	<a href="#"><u>OC Careers Expo returns Feb. 4, connecting students to real career opportunities</u></a>
January 29	<a href="#"><u>Supporting those who care for us: A donor's legacy in the South Okanagan</u></a>
February 6	<a href="#"><u>Skills Regionals competitions to take place at Okanagan College</u></a>
February 9	<a href="#"><u>OC Speaker Series: Unpacking the climate cost of the 2026 FIFA World Cup</u></a>
February 9	<a href="#"><u>TogetHER brings business leaders together to drive innovation across the Okanagan</u></a>
February 10	<a href="#"><u>Gateway to Trades students mark program completion at Okanagan College</u></a>
February 17	<a href="#"><u>"Me7 elkstwécw-kt – We will work in partnership"</u></a>
February 19	<a href="#"><u>OC's Dean, School of Business, joins Chamber board</u></a>
February 23	<a href="#"><u>Camp OC serves up summer fun and learning across the Okanagan</u></a>
February 23	<a href="#"><u>Okanagan College announced as title sponsor for Touchdown Kelowna</u></a>
February 23	<a href="#"><u>Hall Family Foundation makes historic \$10-million donation to Okanagan College</u></a>

**Recent & Upcoming College Events:**

<b>Date</b>	<b>Activity</b>	<b>Location</b>
February 23	Careers Hub Virtual Drop-In	Virtual
February 23	Ping Pong	Penticton
February 24	Trades Fuel-Up	Kelowna
February 25	Anti-Racism Lunch & UNLearn Virtual Workshop Series	Virtual
February 25	Yoga	Penticton
February 25	TogetHER - Innovation Exchanges	Virtual
February 26	Sustainable Design & Construction Management Technology Information Session	Virtual
February 26	Mindfulness Drop-ins	Penticton
February 26	Parfait Breakfast Event	Kelowna
February 26	Black Voices in Community: Fair and Panel Discussion	Kelowna
February 27	Toast to Wellness: Rotary Club Charity Whisky Tasting	Kelowna
February 27	Skating Night	Kelowna
February 27	Careers Hub Virtual Drop-In – Fridays	Virtual
February 27	Homewood Health Webinar - Coping with Change	Virtual
February 28	The Librarians film screening	Kelowna
March 2	OC Speakers series - Donna M. Henningson	Penticton
March 4	ACE Certificate Virtual Info Session	Virtual

<b>Date</b>	<b>Activity</b>	<b>Location</b>
March 4	Wellness Fair 2026	Kelowna
<i>March 6</i>	<i>Last day to change registration status from credit to audit</i>	<i>All</i>
<i>March 6</i>	<i>Last day to withdraw from a course without academic penalty</i>	<i>All</i>
March 10-11	Ping Pong Tournament	Kelowna
March 11	Connection Café	Kelowna
March 11	Try a Trade	Vernon
March 11	Open House	Vernon
March 17	Puppies & Pizza	Kelowna
March 18	Animation Diploma Virtual Info Session	Virtual
March 18	Faculty Speaker Series Talk: The Archaeology of Penticton's Okanagan College Campus	Kelowna
March 31	Open House	Salmon Arm
April 1	Open House	Kelowna
April 8	Student Showcase 2026	Kelowna
April 9	Open House	Penticton
April 9	It's a Wrap Student Appreciation	Kelowna
<i>April 10</i>	<i>Last day of regularly scheduled classes</i>	<i>All</i>
April 10	18th Western Canada RoboCup Junior	Kelowna
<i>April 13-22</i>	<i>Final exam period</i>	<i>All</i>
<i>April 28</i>	<i>Last day to submit final grades</i>	<i>Kelowna</i>
<i>May 11</i>	<i>Classes begin for Summer Session I courses</i>	<i>All</i>
June 6	Spring Convocation	Kelowna
June 8	Spring Convocation	Vernon
June 9	Spring Convocation	Salmon Arm
June 10	Spring Convocation	Penticton
<i>June 22</i>	<i>Last day of regularly scheduled classes for Summer Session I</i>	<i>All</i>



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026  
 Agenda #: 4.3.1

<b>Title</b>	2026-27 Integrated Resource Plan		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended motions:</u>  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026-27 Integrated Resource Plan with an operating budget of \$148.5M resulting in a \$4.6M deficit, as recommended by the Finance, Audit and Risk Committee and as presented.”</i></b>  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026-27 Integrated Resource Plan with a capital budget of \$57M as recommended by the Finance, Audit and Risk Committee and as presented.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input checked="" type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

## Background Statement

The Integrated Resource Planning and Assessment (IRPA) cycle was introduced to Okanagan College in fall 2021. The system aligns with College-wide strategic, foundational and unit goals and objectives to the allocation of resources. The IRPA cycle seeks to introduce greater responsibility and accountability for Leadership Council in planning decisions.

Leadership Council held multiple planning sessions to determine budget priorities and how the budget for 2026-27 would be best allocated towards common OC goals and objectives. These priorities make up the proposed Integrated Resource Plan for 2026-27.

## Reference Materials

- Integrated Resource Planning 2026-27 presentation
- OCSU Letter to Leadership Council November 2025

## Supporting Analysis

The Leadership Council was engaged directly in identifying priorities for 2026-27. Given the current fiscal climate, Leadership Council was also tasked at considering ways departmental budgets could be reduced. Limited new initiatives were approved to proceed outside those that are mandatory or contractual in nature or were at minimum break-even from a cost perspective. As the year progresses, administration will continually monitor the fiscal environment and adjust the budget if revenue targets are not attained, or if additional funds become available to proceed with any prioritized new initiatives.

Since the IRPA process was initiated in 2021, student groups have been included in the budget development feedback process in the Fall instead of in the Spring when budget decisions have already been made. As part of engagement with student groups during the IRPA process, student unions were invited to provide a presentation to Leadership Council in November 2025 to consider any proposed budget priorities before the draft budget was finalized.

Although the student union noted the budget pressures the College is facing, they did not provide any direct budget requests, choosing to focus more on communication, student supports, and government advocacy.

## Alignment to the Strategic Plan Roadmap

*Financial Sustainability and Accountability:* The College will continue to monitor the budget and prioritize and reallocate resources where operationally possible to minimize the impacts to our budget position.

*Effectiveness and Efficiency:* Ensuring College resources are used in the most effective and efficient way by being allocated toward common OC goals and objectives.

## Risk Implication & Mitigation Steps

**Financial/Revenue Risk:** The most significant financial risk still facing the College is decreased international enrolment levels. Administration will monitor the budget monthly and adjust where possible to mitigate fiscal losses.

### Proposed and Prepared by

Curtis Morcom, CFO & Vice President, Corporate Services

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Leadership Council	12/19/2025
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Team	1/21/2026
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit and Risk Committee	2/10/2026 3/3/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

# Okanagan College

*2026/2027 Draft Integrated Resource Plan*

Presentation to: Finance, Audit & Risk Committee  
Curtis Morcom, CFO & VP Corporate Services  
March 2026



# Annual Operating Budget - overview

*What is the OC Integrated Resource Plan (IRP)?*

- **Strategic financial plan**, aligning our resources to OC's Inspire Plan
- Our "fiscal roadmap" for the upcoming year
- Balances the delivery of high-quality education, support services and infrastructure, with maintaining financial sustainability



# Post-Secondary context

- **International student enrolment continues to decline**
  - At OC, decrease of 700-1000 students from Fall 2024 to Winter 2026; anticipating further 600 student decrease for Fall 2027
- **Growth in domestic student demand for health, trades programs**
  - Funding/seat limits on many vocational programs
  - New funding \$241M provincially to Trades programs begins in FY27; previously no new funding since 2003
- Student and community needs are increasingly varied: i.e. flexible delivery, local workforce needs
- Cost of program delivery continues to increase
- Bargaining year (mandate set provincially)
- Exempt salaries are frozen
- **Provincial sector sustainability review in progress; next steps anticipated in spring 2026**



# Post-Secondary financial context

## **Revenue**

- Primary revenue lines are provincially regulated
- Growth in base grant does not fund both growth and inflation
- Increased “one-time” and targeted funding

## **Expenses**

- Majority of salaries are driven by collective agreements with mandate set by government
- Non-salary expenses are market driven (ie. Cost of supplies, equipment, utilities ↑)
- Higher education inflationary pressures are often three-times higher than normal CPI
- Additional responsibilities in mandate for PSIs: find efficiencies; enhance mental health supports, counselling; increased demand for technologies; new regulatory requirements (FOI, privacy), etc.

**Constraints on Revenues + Growth of Expenses = Ongoing Structural Deficit**



# OC - Past year organizational context

## **Workforce adjustments (OCFA, BCGEU and Exempt):**

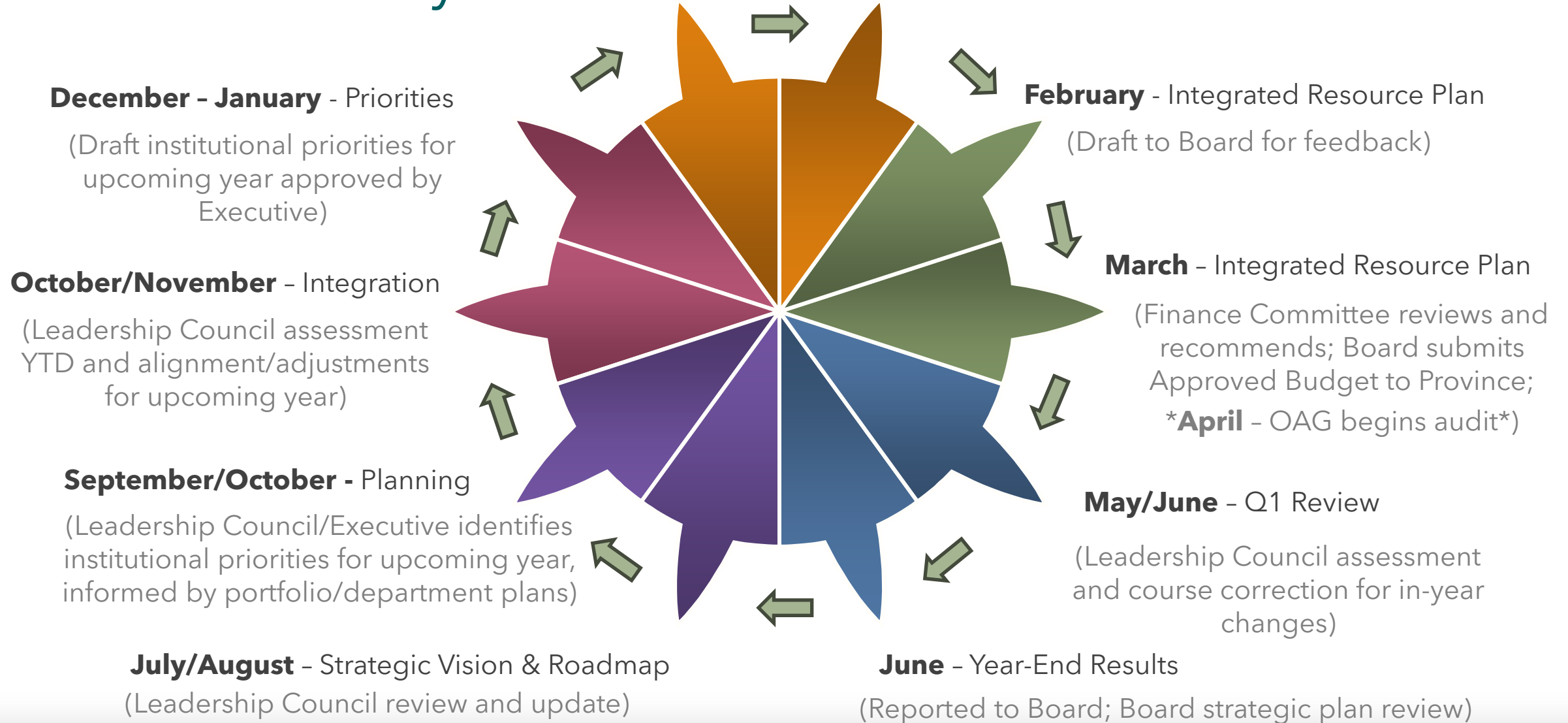
- 34 unionized employees accepted an early retirement incentive ("ERIP") package offered by the College in January 2025;
- This directly mitigated 17 layoffs and facilitated restructuring and realignments across several departments to generate efficiencies and improve student experiences;
- Second round of ERIP and voluntary severance incentive ("VSIP") before year-end; VSIP extended to Exempt employees;
- Over 50 positions were impacted in 2025/26, not including term positions (reductions include those achieved by attrition, vacancy, restructuring, as well as layoff).

## **Other changes across OC:**

- Lease exits at OC satellite locations ("Learning Centres") in Revelstoke and Oliver
- Reimagined, modernized departments and services to strengthen student experience
- Program reviews, program suspensions (pauses)



# IRP Annual Cycle



# 2026/27 Operating Budget

# Preliminary Budget – Where we begin

**Base Budget** - start with last year's approved budget

Highlights:

- Vacancy savings: \$1.050 million
- Supplies & Services savings: \$565,000
- Operating contingency: \$610,000

## **Tuition adjustments**

Board approved 2026/27 rates in Fall 2025

Rates are effective Sept. 2026

- ↑ 2% - domestic / ↑ 4.8% international (existing students)
- ↑ 40% international (new incoming students)
- Tuition \$ projected to increase by \$720,000

# 2026/27 Operating Budget

## Budget Process (\$) – Step by step

	Prior year's budget	Adjustments
Revenue	<b>145,292,109</b>	7,617,116
Expense	<b>154,080,534</b>	2,218,279
Excess (Deficiency)	<b>(8,788,425)</b>	5,398,837

### Adjustments include:

- Updated salary information
- Removal of prior year one-time adjustments
- Internal adjustments, changes and department restructuring
- Updated depreciation/ amortization
- Unfunded liabilities increase

	Before enrolment impacts	Enrolment impacts	2026/27 Preliminary budget
Rev.	152,909,225	(8,929,137)	<b>143,980,088</b>
Exp.	156,298,813	(4,202,091)	<b>152,096,722</b>
E(D)	(3,389,588)	(4,727,046)	<b>(8,116,634)</b>

### “Enrolment impacts”:

Portfolios work with Finance and SEM to determine enrolment projections (planning assumptions), and expected tuition revenues

# 2026/27 Operating Budget

## Preliminary budget + balancing options

<b>Revenue preliminary budget</b>	<b>143,980,088</b>
<b>Expenses preliminary budget</b>	<b>152,096,722</b>
Vacancy savings increase	(2,000,000)
Operating contingency reduction	(500,000)
Supplies & services savings increase	(500,000)
Strategic initiative funds removed	(450,000)
Innovation fund removed	(100,000)
<b>Net expenses</b>	148,546,722
<b>Deficit</b>	<b>(4,566,634)</b>

## 2026/27 Operating Budget

# IRP initiatives to further address deficit

## **Revenue/Funding increases**

- New provincial Trades funding (amount TBC)
- Arts: New program tuition (ROI to be confirmed)
- New Wellness Centre operations

## **Expense Reductions - in addition to measures already in budget**

- ERIP and VSIP for OCFA (Summer 2026)
- ERIP and VSIP for Exempt (Winter 2026)
- People Services: Changes to advertising, recruitment and relocation
- Departmental changes, realigning resources (AFP, ABS, CPFM)

# 2026/27 Operating Budget

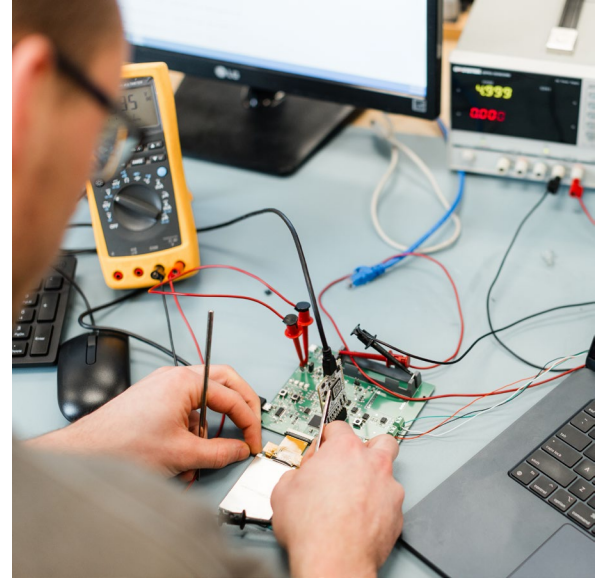
	Prior year totals	FY26 Forecast	FY27 Forecast	FY28 Forecast	Cumulative Total
OC yearly equipment refresh	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000
Kelowna Student Housing	35,477,354	454,514	-	-	35,931,868
Salmon Arm Student Housing	14,983,551	52,748	-	-	15,036,299
Vernon Student Housing	21,849,190	(1,470,165)	-	-	20,379,025
Penticton Student Housing	540,269	15,385,647	8,088,084		24,014,000
Centre for Food, Wine & Tourism	1,844,500	21,486,359	33,150,000	4,819,141	61,300,000
Wellness Centre	488,069	8,043,122	9,968,809		18,500,000
RCA / CNCP	-	4,056,450	4,141,450	4,141,450	12,339,350
Beverage Tech. Access Ctr	1,467,502	137,646	-	-	1,605,148
IT Infrastructure	-	820,000	-	-	820,000
<b>Totals</b>	<b>78,350,435</b>	<b>50,666,321</b>	<b>57,048,343</b>	<b>10,660,591</b>	<b>196,725,690</b>

# 2026/27 Capital Budget

# 2026/27 Current Reserves

<b>Reserves</b>	<b>Forecasted March 31, 2026</b>	<b>March 31, 2025</b>
<b>Internally restricted reserves</b>		
Faculty and department reserves	2,428,753	2,377,251
Ancillary reserves	1,365,277	666,939
<b>Total internally restricted reserves</b>	3,794,030	3,044,190
<b>Unrestricted reserves</b>	10,285,909	16,515,394
<b>Total reserves</b>	<b>14,079,939</b>	<b>19,559,584</b>

# Discussion



## OCSU Annual Presentation to the Okanagan College Leadership Council

Annabelle Lee and Anna Borysova are International Development students and are presenting to the Okanagan College Leadership Council on behalf of the Okanagan College Students' Union, of which they are elected representatives. They are presenting student-identified priorities and concerns regarding academic continuity, communication, campus experience, and student support across all Okanagan College campuses. This brief reflects direct feedback from students enrolled in a broad range of programs and campus locations.

### **Program Stability & Regional Campus Concerns**

#### Course Cancellations & Reduced Access

- Students are distressed at the significant course and sudden program cancellations across campuses (Arts, CIS, Business, and others), including required courses vital for graduation. Changes are inevitable, but communication is sorely missing, adding to the stress and confusion. Students in Vernon, Salmon Arm, and Penticton increasingly cannot fully complete programs locally, despite recruitment materials promising otherwise.
- Kelowna Centralization is forcing more students to commute considerable distances or move to Kelowna to attend in person learning. In the cost of living crisis and poor transit reality of the valley, this causes undue hardship for many students. Shrinking course options undermine academic planning, student confidence, and trust in the institution.

### **Student Experience & Campus Environment**

#### Personnel & Course Delivery Instability

- Sudden instructor changes and shifting class formats create uncertainty and disrupt student academic decision-making and confidence. Staff changes, particularly on regional campuses, signal instability that students feel directly.

#### Wellness Centre Access

- OCSU requests designated OC student-only time blocks during peak academic hours to ensure the Wellness Centre serves its intended population.

### **Housing, Food Services & Affordability**

#### Residence Access & Safety

- Third-party management has created unclear accountability for parking, building access, and safety, especially overnight.

#### Food Services

- Vendors continue to lack affordable post secondary student-budget options. OCSU urges the mandate of at least one balanced value meal under \$7 at all food service locations.

## Building Impacts

### Exam Season

- Students request that heavy construction be minimized or paused during exam periods in Kelowna. Up North, concerns are rising about limited library hours in Vernon and Salmon Arm during the upcoming exam period, which will undermine study time, and add additional stress loads to students.

## Funding Crisis & Institutional Advocacy

### Budget Pressures

- Students are aware of the projected \$8.5M deficit and the resulting program cuts, ERIPs, and layoffs. These reductions are visibly affecting program quality, course availability, and campus morale.

### Call for Joint Advocacy

- Students urge OC leadership to stand with student organizations in advocating to the provincial government for sustainable funding and to not lobby changes to the Tuition Fee Limit Policy.

## Summary of Student Requests

- Develop and implement a clear communication strategy for current students.
- Stabilize program offerings and ensure that students can reliably complete credentials at their chosen campuses as advertised.
- Address Kelowna campus congestion caused by large numbers of visiting high-school students, ideally by prohibiting them from *staying* on campus during their breaks.
- Mandate affordable value-meal options from all food vendors contracted by OC.
- Ensure responsible management by third party contractors of student-facing services, including housing, the new wellness centre and security.
- Limit heavy construction during exam periods, and maintain adequate library access on all campuses, particularly during exam season.
- Advocate publicly and collaboratively for improved government funding for the Post Secondary Sector.

OCSU is committed to student success, institutional stability, and a strong future for Okanagan College. We ask for your partnership in addressing these challenges and delivering a campus experience that aligns with the expectations set during recruitment and the standards students deserve.



# BOARD OF GOVERNORS – BRIEFING NOTE

March 3, 2026  
 Agenda #: 4.3.2

<b>Title</b>	Risk Register Summary		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2026/27 Risk Register Summary as recommended by the Finance, Audit and Risk Committee.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input checked="" type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

## Background Statement

The [Enterprise Risk Management \(ERM\)](#) is a key component of the Integrated Resource Planning (IRP) process by using a risk-based approach to planning and embedding it into the budget planning process. Risk updates are provided to Committee quarterly.

Under the ERM, the Board of Governors provides oversight of overall risk management at the College, while the College’s Executive Committee approves the major risk categories and Leadership Council is responsible for identifying and scoring institutional risks. Deans and Directors are responsible for mitigation plans and embedding those risks within their unit’s resource plans.

Attached is the Risk Register Summary for the 2026-27 IRP and profiles for each risk. These are the same draft documents that were reviewed by the Finance, Audit, and Risk Committee in February and March 2026.

## Reference Materials

- Risk Register Summary
- Risk Profiles for each Risk

## Supporting Analysis

The Risk Register Summary identifies and reviews in detail common risk themes for the institution as a whole. Each risk has been categorized according to a common risk category and rated according to their likelihood and severity both pre-and-post risk mitigation. Proposed go-forward actions as of March 2026 have been outlined to further mitigate each risk.

The Risk Heat Map provides an overview of the movement of each primary risk following mitigation. Mitigation for each risk ensures the potential impact on Okanagan College is minimized by allocating resources to reduce the risks.

Climate related risk is no longer being identified as a separate risk. Operational resilience has been added as risk associated with response to disruptive events, ensuring the safety of people and assets and the ability to restore essential operations.

The Committee is asked to review the Risk Register Summary and Risk Profiles and provide feedback. As part of its oversight of risk responsibilities, the Board of Governors annually approves the Risk Register Summary and Risk Profiles with the Integrated Resource Plan.

**Alignment to the Strategic Plan Roadmap**

**Financial Sustainability and Accountability.** Risk management is an integral part of the Integrated Planning Process by following a risk-based approach to planning and allocating funds and resources.

**Effectiveness and Efficiency.** Risk management ensures the College is considering and mitigating risks to continue effective and efficient operations.

**Risk Implication & Mitigation Steps**

Institutional risks are identified and mitigation steps provided in the attached report. These risks include a wide variety of potential issues the College faces.

<b>Proposed and Prepared by</b>		Curtis Morcom, CFO & VP, Corporate Services		
<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	☒	☒	OC Executive Committee	2/4/2026
	☒	☒	Finance, Audit & Risk Committee	2/11/2026 3/03/2026

OKANAGAN COLLEGE SUMMARY RISK REGISTER - DRAFT  
January - March 2026

Risk and Description			Residual Risk Ratings/Responses										March 2026	Risk Trend
Risk Title	Risk Category	Risk Description	Risk Owner	Likelihood	Severity	Inherent Risk Rating	Risk Response	Risk Response Tactics (Controls in place)	Effectiveness of Response	Likelihood	Severity	Residual Risk Rating	Risk Profile Summary:	
Enrolment	Financial	Changes in demographics, international policy, or regional demand may lead to enrolment declines, resulting in reduced revenue and program viability. Ongoing impacts from IRCC policy changes continue to affect enrolment trends.	Director, SEM	4	4	Major	Mitigate	<ul style="list-style-type: none"> <li>Ongoing adjustments to staffing levels to optimize department structures and services to reflect changing enrollment trends</li> <li>Formation of new Enrollment Council to optimize program profile, recruitment, and retention efforts</li> <li>Highlighting new enrolment trends and working with Financial Services and Deans to adjust enrolment budgeting and program optimization</li> </ul>	Strong	3	3	Significant	Enrolment remains a significant financial risk to the institution. Continued IRCC policy constraints, particularly PAL limitations and extended processing timelines, are affecting international intake and revenue predictability. While domestic applications are trending modestly upward, strengthening conversion from application to enrolment is critical to realizing this growth. The Enrolment Council and enhanced coordination across SEM, Admissions, Financial Services, and Academic leadership have strengthened institutional oversight and agility, but sustained monitoring and targeted conversion strategies remain essential.	
Cyber Risk	Operational	<ul style="list-style-type: none"> <li>Cybersecurity incidents (phishing, ransomware, data breaches) may compromise personal and institutional data.</li> <li>System outages or technology failures may disrupt critical operational functions.</li> <li>Insufficient IT disaster recovery and resilience may extend recovery times following incidents.</li> </ul>	College Information Officer; Manager, Information Security	4	5	Major	Mitigate/ Monitor	<ul style="list-style-type: none"> <li>IT Department trained in latest security practices, standards, and policies</li> <li>Ongoing Cybersecurity Awareness Training and website resources available for all staff and Board members</li> <li>Fully implemented Single Sign On (SSO) and mandatory multi-factor authentication (MFA) for all applications</li> <li>All devices and servers deployed with end point protection to detect anomalies and malware</li> <li>Security Operations Center (SOC) established to enhance detection and response functions</li> <li>Annual cybersecurity assessments, internal phishing campaign tests, 3rd party penetration tests, tabletop exercises</li> <li>Latest SentinelOne server endpoint monitoring agent deployed.</li> <li>Information risk is being addressed through identification of sensitive data hotspots, reviews of retention practices, physical records destruction, and evaluation of automated data disposal</li> <li>Targeted cybersecurity awareness campaigns, including ongoing phishing simulations with remedial training</li> <li>Infrastructure risk is being reduced through the rollout of Firewall-as-a-Service with BCNet</li> </ul>	Strong	3	4	Significant	Identity protection and user credential security remain among the organization's highest inherent risks. Mitigation efforts over the past four months include targeted cybersecurity awareness campaigns, the launch of ongoing phishing simulations with remedial training, and the removal of over 17,000 inactive accounts to reduce the identity attack surface. Detection and response capabilities are being strengthened through enhanced risk-based conditional access policies and automated response playbooks. Infrastructure risk is being reduced through the rollout of Firewall-as-a-Service with BCNet, providing standardized perimeter protection and centralized management. Information risk is also being addressed through identification of sensitive data hotspots, reviews of retention practices, physical records destruction, and evaluation of automated data disposal to reduce exposure from excess or transitory information.	
Financial Resources	Financial	Government funding has not kept pace with growth and inflation over a period of several years. Rising operating and capital costs combined with stagnant funding and decreased enrolment revenue creates a risk of a deficit budget.	Director, Financial Services	4	5	Major	Mitigate	<ul style="list-style-type: none"> <li>Actively pursuing alternate funding in contract training and research initiatives</li> <li>Uncertainty related to salary funding for upcoming bargaining cycle</li> <li>Ongoing monitoring of potential impacts to financial resources for capital projects related to market and labour trends</li> <li>New procedures and controls for budget forecasting and variance analysis help ensure a balanced budget</li> <li>Ongoing adjustments to staffing levels and program optimization</li> <li>New revenue stream from hoteling in housing facilities</li> </ul>	Strong	3	3	Significant	Risk has reduced for the current year given a slower than expected reduction in international tuition revenue; however, this reduction is expected to occur in fiscal year 2027 so mitigation plans continue to be critical to moving through the changing landscape. There continues to be increased uncertainty around financial resources. Financial resources remain a major risk driven primarily by stagnation of government funding, tuition rate increases below inflationary pressures and reduced international enrolment. The College implemented new procedures and controls for budget forecasting and variance analysis to increase budgeting oversight. Mitigation strategies are being utilized to reduce this risk.	
Workforce Management	Human Resources	Ability to effectively recruit, retain, succession plan, and develop a skilled workforce, while also managing workforce reductions in a fair, compliant, and strategic manner.	People Services	4	4	Major	Mitigate	<ul style="list-style-type: none"> <li>Talent Acquisition Specialist is focused on launching innovative recruitment solutions for hard-to-fill positions.</li> <li>Active monitoring of the recruitment postings and position frustration rates. The TA Specialist is using this information to work with clients on strategies to fill frustrated positions</li> <li>Implementing an AI-powered Applicant Tracking System (ATS) with advanced talent sourcing functionality to streamline and accelerate the recruitment process.</li> <li>Launching a comprehensive succession planning program to strengthen internal mobility and reduce reliance on external recruitment for critical roles.</li> <li>Monitoring recruitment postings and position fill rates, and partnering with departments to identify and implement innovative solutions (e.g., remote work options where feasible) for hard-to-fill positions.</li> <li>Exploring creative and sustainable strategies to address on-call and casual staffing challenges.</li> <li>Developing structured interview kits for exempt and leadership positions to promote consistent, evidence-based selection decisions and minimize the risk of costly hiring errors.</li> <li>Early retirement and voluntary severance programs enacted to mitigate potential involuntary workforce reductions</li> </ul>	Strong	3	3	Significant	Workforce Management continues to focus on recruitment by implementing an AI Applicant Tracking System (ATS) to streamline and accelerate the recruitment process, working with departments to identify and implement innovative solutions for hard-to-fill positions, developing interview kits for exempt and leadership positions, and by exploring creative and sustainable strategies to address on-call and casual staffing challenges. A comprehensive succession planning program has been implemented to strengthen internal mobility and reduce reliance on external recruitment. Employee transition risk due to reduced enrolment also remains flat given the anticipated reduction in enrolment for fall 2026. Transition risk continues to be mitigated through Early Retirement and Voluntary Severance programs in addition to ongoing communication about organizational changes, with an intention to reduce disruption and retain critical talent while effectively managing College resources.	
Operational Resilience	Operational	Ability to effectively prepare for, respond to, and recover from disruptive events, ensuring the safety of people, protection of assets, and the timely continuation or restoration of essential operations.	Manager, Risk and Safety Services	4	5	Major	Mitigate	<ul style="list-style-type: none"> <li>Emergency Management Plan is being updated in 2026 to align with provincial guidelines</li> <li>Emergency Management exercises and drills planned for 2026</li> <li>Continuity Management Plan is being updated to align with new Emergency Management Plan</li> <li>Department Business Continuity Plans being updated in 2026</li> <li>Continuity Management table top exercises planned for 2026</li> </ul>	Strong	3	4	Significant	There is an increased risk of impact to operations related to climate events, and system or labour disruptions highlighting the importance of effective emergency and continuity management. Significant updates underway to the Emergency Management Plan and Continuity Management Plan will enhance operational resilience and align with provincial guidelines. Regular exercises and drills will help orientate stakeholders to roles, responsibilities, systems and procedures and ensure the effectiveness of the plans.	
Strategic Capacity	Strategic	Ability to achieve the milestones and objectives within the Inspire roadmap	Leadership Council Co-Chairs	4	3	Significant	Mitigate	<ul style="list-style-type: none"> <li>Draft IRP Roadmap project governance and accountability framework created to clarify roles, responsibilities, and workflows with an emphasis on involving more levels of the organization into projects to increase capacity.</li> <li>Continued emphasis on involving more levels of the organization into projects to increase capacity.</li> <li>Changing enrolment context is viewed as an opportunity to optimize and action initiatives. Strategic focus is being built into the IRP process.</li> </ul>	Strong	1	3	Moderate	Risk associated with the achievement of the Inspire Strategic Plan has decreased. The draft IRP Roadmap Project Governance and Accountability Framework was created to clarify roles, responsibilities, and workflows with an emphasis on involving more levels of the organization into projects to increase capacity.	

**Risk Profile:** Enrolment

**Risk Category:** Financial

**Description:** Changes in demographics, international policy, or regional demand may lead to enrolment declines, resulting in reduced revenue and program viability. Ongoing impacts from IRCC policy changes continue to affect enrolment trends.

**Risk Response:**

- Ongoing alignment of staffing levels and service delivery models to reflect revised enrolment forecasts and mitigate financial exposure.
- Provincial Attestation Letters (PAL)-informed enrolment planning will be done in close coordination with Admissions and Academic units, prioritizing high-yield programs and markets while managing admission and conversion delays.
- Establishment of a cross-functional Enrolment Council to oversee program mix, recruitment focus, intake sequencing, and retention strategies with an explicit financial sustainability lens.
- Regular sharing of enrolment trends with Financial Services and Deans to support responsive budget forecasting and program optimization.

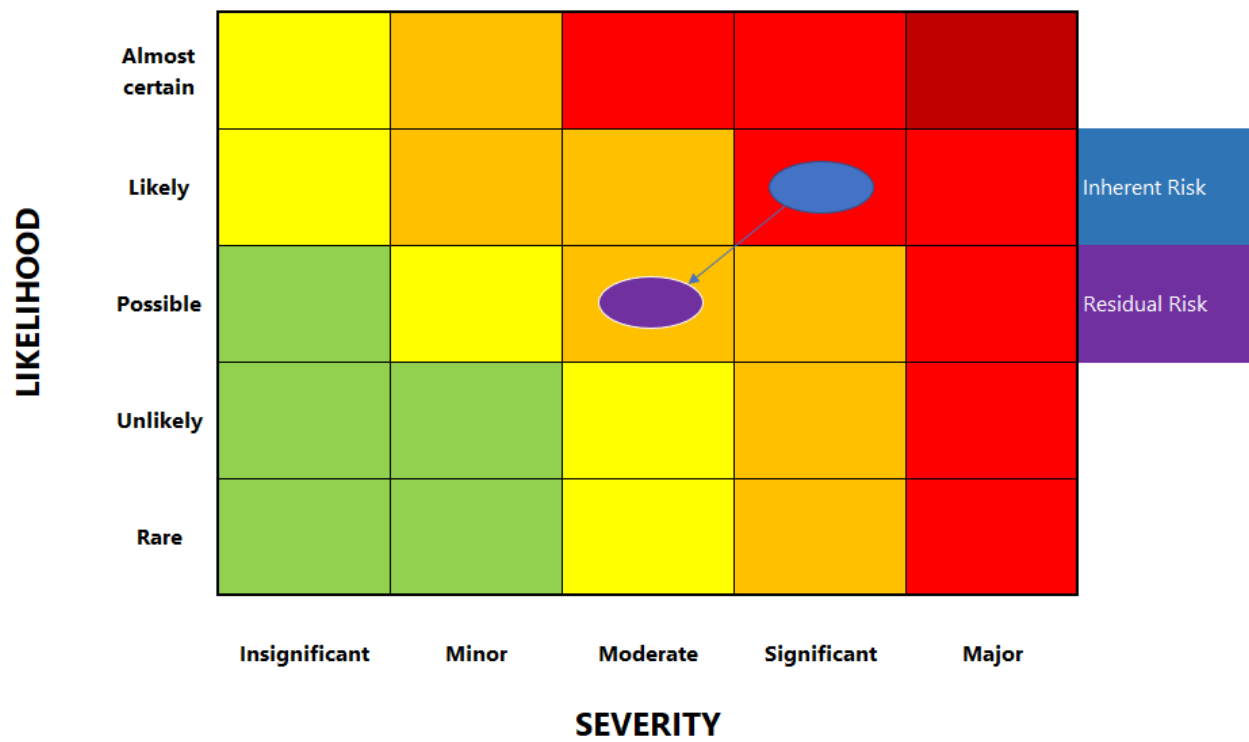
**Effectiveness of Response:** Strong

**Trend:** Flat

**Summary:** Enrolment remains a significant financial risk to the institution. Continued Immigration, Refugees and Citizenship Canada (IRCC) policy constraints, particularly PAL limitations and extended processing timelines, are affecting international intake and revenue predictability. While domestic applications are trending modestly upward, strengthening conversion from application to enrolment is critical to realizing this growth. The Enrolment Council and enhanced coordination across SEM, Admissions, Financial Services, and Academic leadership have strengthened institutional oversight and agility, but sustained monitoring and targeted conversion strategies remain essential.

# Enrolment Risk

Heat Map:



**Risk Name:** Cyber Risk

**Risk Category:** Operational

**Description:** Cybersecurity incidents (phishing, ransomware, data breaches) may compromise personal and institutional data. System outages or technology failures may disrupt critical operational functions. Insufficient IT disaster recovery and resilience may prolong recovery times following incidents.

**Risk Response:**

- IT Department trained in latest security practices, standards, and policies
- Ongoing Cybersecurity Awareness Training and website resources available for all staff and Board members
- Fully implemented Single Sign On (SSO) and mandatory multi-factor authentication (MFA) for all applications
- All devices and servers deployed with end point protection to detect anomalies and malware
- Security Operations Center (SOC) established to enhance detection and response functions
- Annual cybersecurity assessments, internal phishing campaign tests, 3<sup>rd</sup> party penetration tests, tabletop exercises
- Latest SentinelOne server endpoint monitoring agent deployed
- Information risk is being addressed through identification of sensitive data hotspots, reviews of retention practices, physical records destruction, and evaluation of automated data disposal
- Targeted cybersecurity awareness campaigns, including ongoing phishing simulations with remedial training
- Infrastructure risk is being reduced through the rollout of Firewall-as-a-Service with BCNet

**Effectiveness of Response:** Strong

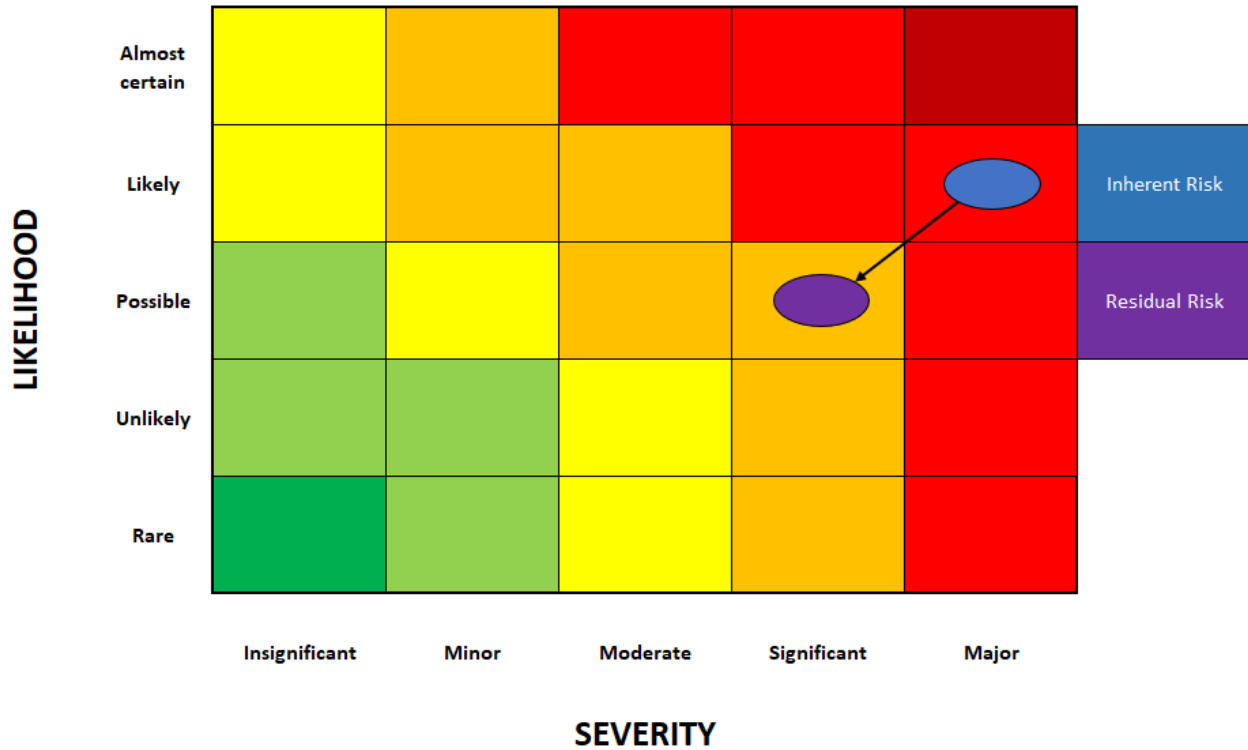
**Trend:** Flat

**Summary:** Identity protection and user credential security remain among the organization's highest inherent risks. Mitigation efforts over the past four months include targeted cybersecurity awareness campaigns, the launch of ongoing phishing simulations with remedial training, and the removal of over 17,000 inactive accounts to reduce the identity attack surface. Detection and response capabilities are being strengthened through enhanced risk-based conditional access policies and automated response

playbooks. Infrastructure risk is being reduced through the rollout of Firewall-as-a-Service with BCNet, providing standardized perimeter protection and centralized management. Information risk is also being addressed through identification of sensitive data hotspots, reviews of retention practices, physical records destruction, and evaluation of automated data disposal to reduce exposure from excess or transitory information.

## Cyber Risk

Heat Map:



**Risk Name:** Financial Resources

**Risk Category:** Financial

**Description:** Government funding has not kept pace with growth and inflation over a period of several years. Rising operating and capital costs combined with stagnant funding and decreased enrolment revenue creates a risk of a deficit budget.

**Risk Response:**

- Actively pursuing alternate funding in contract training and research initiatives
- Uncertainty related to salary funding for upcoming bargaining cycle
- Ongoing monitoring of potential impacts to financial resources for capital projects related to market and labour trends
- New procedures and controls for budget forecasting and variance analysis help ensure a balanced budget
- Ongoing adjustments to staffing levels and program optimization
- New revenue stream from hoteling in housing facilities

**Effectiveness of Response:** Weak

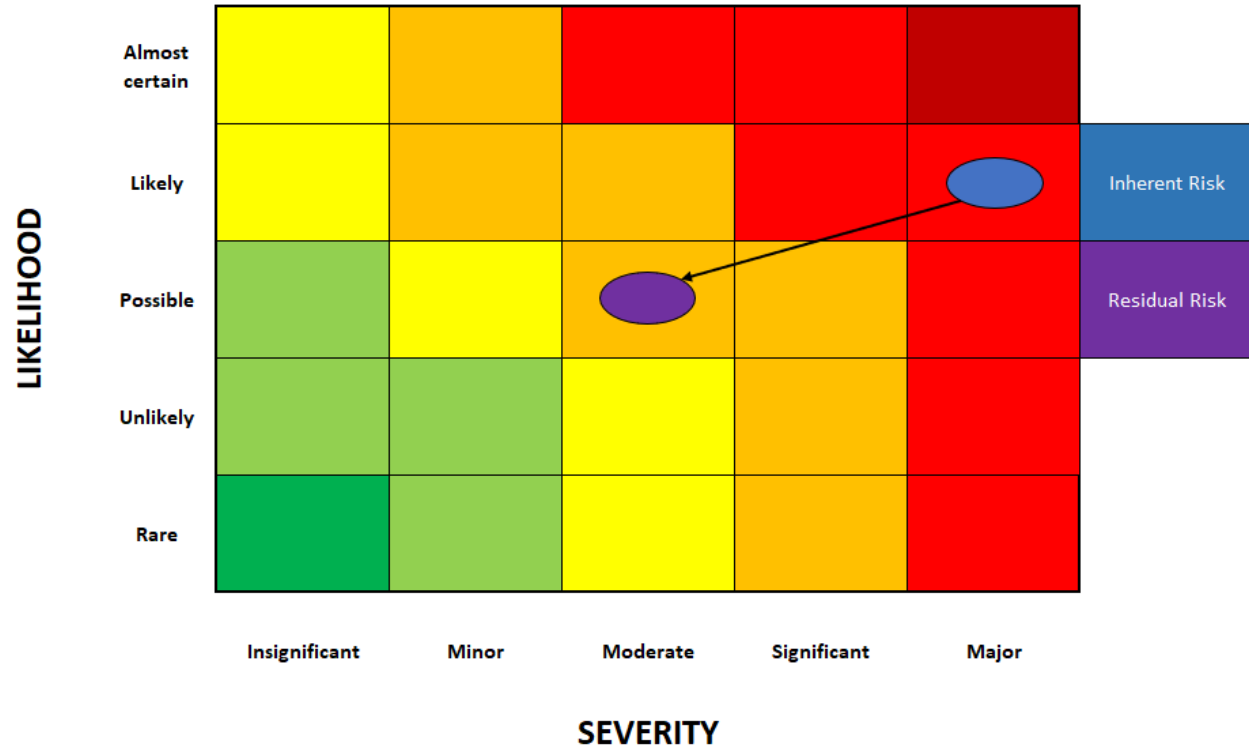
**Trend:** Flat

**Summary:** Risk has reduced for the current year given a slower than expected reduction in international tuition revenue; however, this reduction is expected to occur in fiscal year 2027 so mitigation plans continue to be critical to moving through the changing landscape.

There continues to be increased uncertainty around financial resources. Financial resources remain a major risk driven primarily by stagnation of government funding, tuition rate increases below inflationary pressures and reduced international enrolment. If we were not dealing with the enrolment risk it would further increase our financial risk. The College implemented new procedures and controls for budget forecasting and variance analysis to increase budgeting oversight. Mitigation strategies are being utilized to reduce this risk.

## Financial Resources

Heat Map:



**Risk Name:** Workforce Management

**Risk Category:** Human Resources

**Description:** Ability to effectively recruit, retain, succession plan, and develop a skilled workforce, while also managing workforce reductions in a fair, compliant, and strategic manner.

**Risk Response Tactics:**

- Talent Acquisition Specialist is focused on launching innovative recruitment solutions for hard-to-fill positions.
- Active monitoring of the recruitment postings and position frustration rates. The TA Specialist is using this information to work with clients on strategies to fill frustrated positions.
- Implementing an AI-powered Applicant Tracking System (ATS) with advanced talent sourcing functionality to streamline and accelerate the recruitment process.
- Launching a comprehensive succession planning program to strengthen internal mobility and reduce reliance on external recruitment for critical roles.
- Monitoring recruitment postings and position fill rates, and partnering with departments to identify and implement innovative solutions (e.g., remote work options where feasible) for hard-to-fill positions.
- Exploring creative and sustainable strategies to address on-call and casual staffing challenges.
- Developing structured interview kits for exempt and leadership positions to promote consistent, evidence-based selection decisions and minimize the risk of costly hiring errors.
- Early retirement and voluntary severance programs enacted to mitigate potential involuntary workforce reductions.

**Effectiveness of Response:** Strong

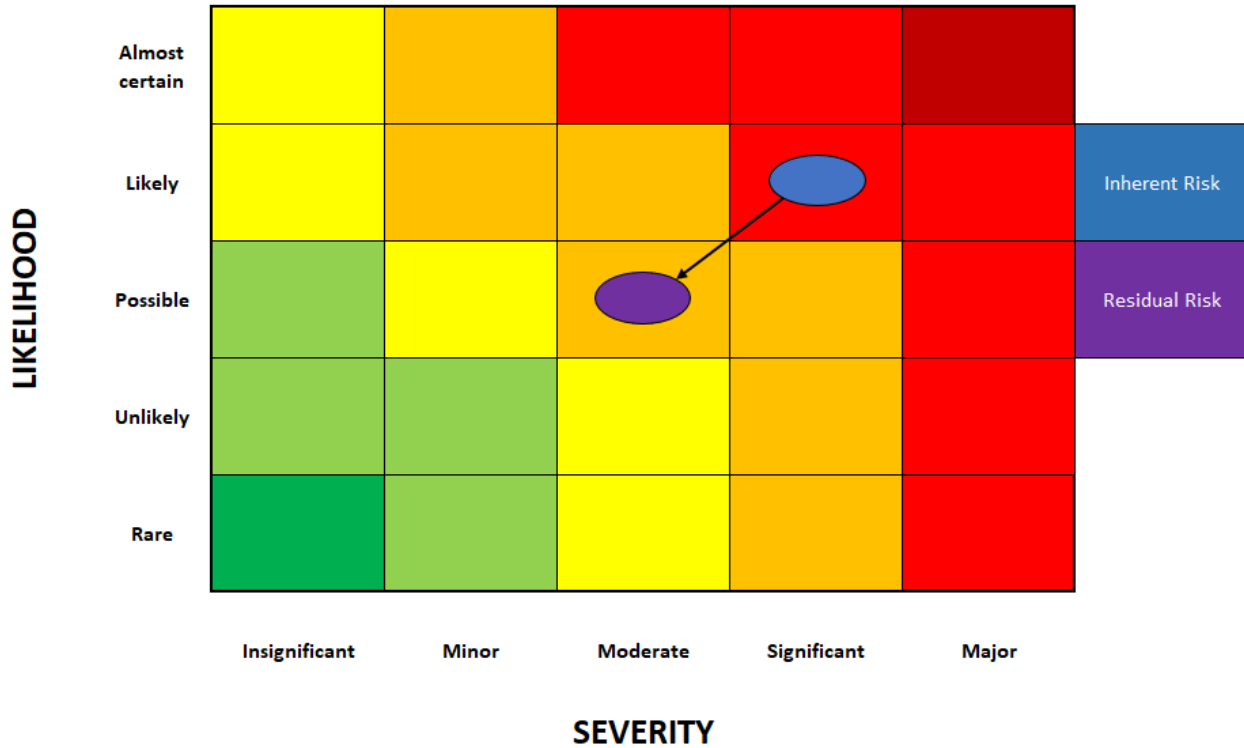
**Trend:** Flat

**Summary:** Workforce Management continues to focus on recruitment by implementing an AI Applicant Tracking System (ATS) to streamline and accelerate the recruitment process, working with departments to identify and implement innovative solutions for hard-to-fill positions, developing interview kits for exempt and leadership positions, and by exploring creative and sustainable strategies to address on-call and casual staffing challenges. A comprehensive succession planning program has been implemented to strengthen internal mobility and reduce reliance on external recruitment. Employee transition risk due

to reduced enrolment also remains flat given the anticipated reduction in enrolment for fall 2026. Transition risk continues to be mitigated through Early Retirement and Voluntary Severance programs in addition to ongoing communication about organizational changes, with an intention to reduce disruption and retain critical talent while effectively managing College resources.

## Workforce Management

Heat Map:



**Risk Name:** Operational Resilience

**Risk Category:** Operational

**Description:** Ability to effectively prepare for, respond to, and recover from disruptive events, ensuring the safety of people, protection of assets, and the timely continuation or restoration of essential operations.

**Risk Response Tactics:**

- Emergency Management Plan is being updated in 2026 to align with provincial guidelines
- Emergency Management exercises and drills planned for 2026
- Updated Hazard, Risk, and Vulnerability Analysis (HRVA)
- Updated Occupational Hazard Assessment
- Continuity Management Plan is being updated to align with new Emergency Management Plan
- Department Business Continuity Plans being updated in 2026
- Continuity Management tabletop exercises planned for 2026

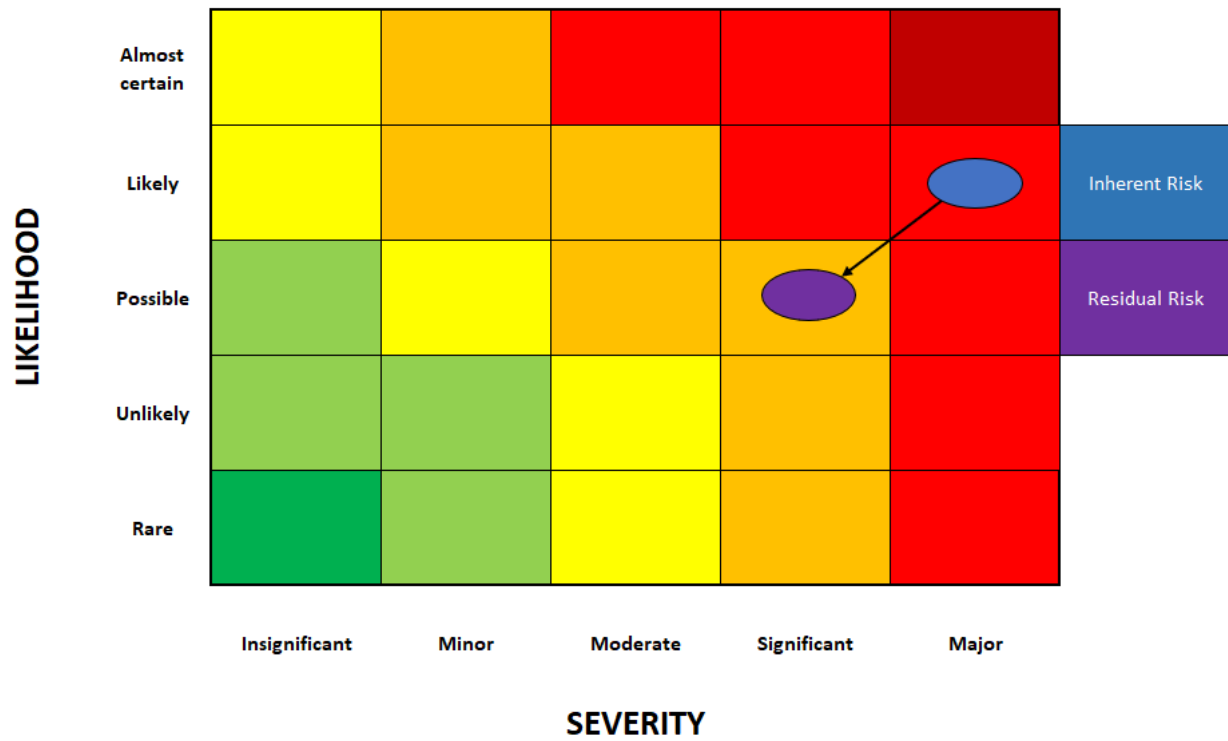
**Effectiveness of Response:** Strong

**Trend:** Flat

**Summary:** There is an increased risk of impact to operations related to climate events, and system or labour disruptions highlighting the importance of effective emergency and continuity management. Significant updates underway to the Emergency Management Plan and Continuity Management Plan will enhance operational resilience and align with provincial guidelines. Regular exercises and drills will help orientate stakeholders to roles, responsibilities, systems and procedures and ensure the effectiveness of the plans.

# Operational Resilience

Heat Map:



**Risk Name:** Strategic Capacity

**Risk Category:** Strategic

**Description:** Ability to achieve milestones and objectives within the Inspire roadmap

**Risk Response:**

- Draft IRP Roadmap project governance and accountability framework created to clarify roles, responsibilities, and workflows with an emphasis on involving more levels of the organization into projects to increase capacity.
- Continued emphasis on involving more levels of the organization into projects to increase capacity.
- Changing enrolment context is viewed as an opportunity to optimize and action initiatives. Strategic focus is being built into the IRP process.

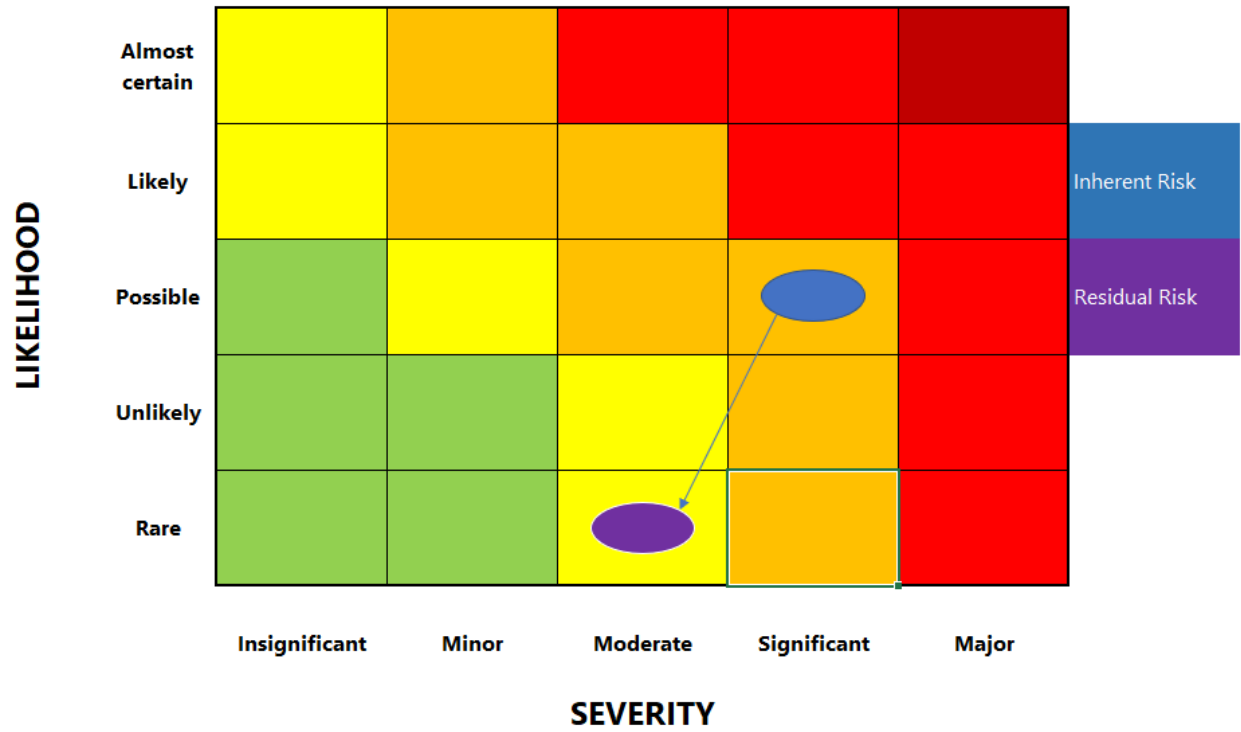
**Effectiveness of Response:** Strong

**Trend:** Decreasing

**Summary:** Risk associated with the achievement of the Inspire Strategic Plan has decreased. The draft IRP Roadmap Project Governance and Accountability Framework was created to clarify roles, responsibilities, and workflows with an emphasis on involving more levels of the organization into projects to increase capacity.

# Strategic Capacity

Heat Map:





## BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.3.3

<b>Title</b>	Third Quarter (Q3) Financial Statement 2025-26		
<b>Action and/or Recommendation</b>	For Information		
<b>Meets OC's Inspire Plan...</b>	<b>Values</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Students First</li> <li><input type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input checked="" type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input type="checkbox"/> Effective and Efficient</li> </ul>	<b>Commitments</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input type="checkbox"/> Life-long learning partnerships</li> <li><input type="checkbox"/> Integration and focus</li> </ul>

### Background Statement

Okanagan College, and all other organizations within the BC Public Sector, must provide government with financial projections and statements on a quarterly basis. The Finance, Audit and Risk Committee approved the Third Quarter Ministry Forecast at the December 2, 2025 meeting.

Okanagan College submitted the Third Quarter Ministry Forecast to government by the December 8, 2025 deadline, and the Third Quarter Financial Statements to government by the January 15, 2026, deadline.

### Reference Materials

- Third Quarter Financial Graphs
- Third Quarter Statements as submitted to government

### Supporting Analysis

The financial information presented in the Third Quarter Financial Forecast 2025-26 did not change before submission of the Third Quarter Financial Statements 2025-26 as attached. It is submitted for information to the Board to ensure transparency of the College's financial situation.

### Alignment to the Strategic Plan Roadmap

Financial sustainability

Integrated Resource Planning and Assessment System

### Risk Implication & Mitigation Steps

**Financial:** Ongoing monitoring of the budget helps to mitigate financial risk.

**Proposed and Prepared by**

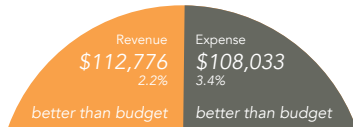
Jackie Dueck, Director, Financial Services  
 Curtis Morcom, CFO & VP, Corporate Services

<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Committee	2/4/2026
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Finance, Audit and Risk Committee	2/10/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

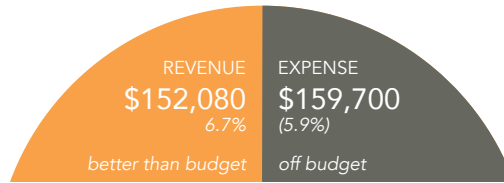
## (Amounts in \$000s)

### Year-End Forecast

#### Year-to-Date

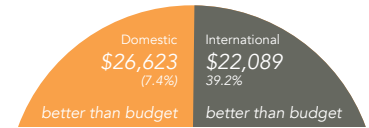


\$4,744 Actual Surplus  
\$6,225 Better than Budget



0.8% Better than Budget  
(\$7,620) Deficit

#### Tuition Year-End Forecast



### Approved Budget

REVENUE	EXPENSE	BUDGETED DEFICIT
\$142,525	\$150,857	(\$8,331)

### Q3 Year-End Forecast Variance to Approved Budget

REVENUE	EXPENSE	FORECASTED DEFICIT
Variance \$9,555 6.7%	Variance \$8,843 5.9%	Better than Budget \$711 0.8%

Favourable      Favourable

**Grants**  
\$2,581 3.2%  
Increase in annual operating grant funded by the Ministry, and recognition of prior year deferred revenue from one-time grants received for BCBTAC and Nursing.

**International Tuition**  
\$6,218 39.2%  
Higher international student enrolment than expected. Conservative enrolment assumptions were made in response to the anticipated impact of IRCC policy changes on post-secondary institutions.

**Investment Income**  
\$460 42.2%  
Exceeded budget due to conservative budget assumptions and higher-than-anticipated investment returns.

**Domestic Tuition**  
\$1,842 7.4%  
Increased enrollment forecast for domestic students related to Health and Distance Education programs than anticipated.

**Other administration fees and sundry**  
\$712 90.5%  
Increased revenue earned from campus facility rentals.

**Amortization of Deferred Contributions for Tangible Capital Assets**  
\$363 4.9%  
(below threshold)

**Ancillary Services**  
(\$1,314) (15.1%)  
Less than budget due to lower-than-expected occupancy from new Housing operations.

**Contract Services**  
(\$1,307) (36.0%)  
Decrease in contract activity in Continuing Studies.

**Salaries and Benefits**  
(\$4,206) (3.9%)  
One-time costs related to additional grant funding and delays in workforce reduction costs.

**Supplies and Services**  
(\$4,217) (14.1%)  
One-time costs related to KF Aerospace, one-time grant activity and purchase of Business curriculum

**Amortization of Tangible Capital Assets**  
(\$314) (2.8%)  
(below threshold)

**Interest on Long Term Debt**  
(\$106) (7.3%)  
(below threshold)

Unfavourable      Unfavourable

Budget line items with a material variance forecast for year-end are explained in detail. A material variance is \$400K and 2% of the budget line object or the components within the line item are above the \$400K and 2% threshold.

Note: the size of boxes is for illustrative purposes only and are not to scale

LEGEND	Material	<Material
Favourable		
Unfavourable		

# Statement of Consolidated Operations 2025-26

## as at Quarter 3, December 31, 2025

### (Amounts in \$000s)

	A	B	Variance Favourable (Unfavourable) [A vs B]	Variance as a % of Budget	C	D	Variance Favourable (Unfavourable) [C vs D]	Variance as a % of Budget	Note
	Actual Q3	Budget Q3			Q3 Forecast Year End 2025-26	Budget Approved 2025-26			
<b>REVENUE</b>									
Grants	63,785	63,793	(8)	0.0%	82,810	80,230	2,581	3.2%	1
Domestic tuition and mandatory fees	18,036	18,604	(568)	-3.1%	26,623	24,781	1,842	7.4%	2
International tuition and mandatory fees	16,023	11,533	4,490	38.9%	22,089	15,871	6,218	39.2%	3
Contract services	1,535	3,043	(1,509)	-49.6%	2,324	3,631	(1,307)	-36.0%	4
Ancillary service sales	5,069	6,245	(1,175)	-18.8%	7,380	8,694	(1,314)	-15.1%	5
Investment income	1,749	839	910	108.5%	1,550	1,090	460	42.2%	6
Other administration fees and sundry	948	687	261	38.0%	1,499	787	712	90.5%	7
Amortization of deferred contributions for tangible capital assets	5,632	5,581	51	0.9%	7,805	7,442	363	4.9%	
<b>TOTAL REVENUE</b>	112,776	110,324	2,452	2.2%	152,080	142,525	9,555	6.7%	
<b>EXPENSE</b>									
Salaries and benefits	78,418	80,000	1,582	2.0%	112,474	108,268	(4,206)	-3.9%	8
Supplies and services	19,984	22,035	2,050	9.3%	34,208	29,990	(4,217)	-14.1%	9
Interest on long term debt	1,148	1,422	273	19.2%	1,572	1,465	(106)	-7.3%	
Amortization of tangible capital assets	8,482	8,349	(133)	-1.6%	11,446	11,132	(314)	-2.8%	
<b>TOTAL EXPENSE</b>	108,033	111,806	3,773	3.4%	159,700	150,857	(8,843)	-5.9%	
<b>SURPLUS (DEFICIT)</b>	4,744	(1,482)	6,225	5.6%	(7,620)	(8,331)	711	0.8%	

#### Year End Forecast Variance to Budget Material Notes: threshold > \$400K and 2% of the budget line

1. Grants: exceeds budget due to increase in annual operating grant funded by the Ministry, as well as recognition of prior year deferred revenue and one-time grants received for BCBTAC and Nursing.
2. Domestic tuition and mandatory fees: higher than budgeted due to increased enrollment forecast for domestic students related to Health and Distance Education programs than anticipated.
3. International tuition and mandatory fees: exceeds budget due to higher international student enrolment than expected. Conservative enrolment assumptions were made in response to the anticipated impact of IRCC policy changes on post-secondary institutions.
4. Contract Services: less than budget due to decreases in contract activity in Continuing Studies.
5. Ancillary service sales: less than budget due to lower-than-expected occupancy from new Housing operations.
6. Investment income: exceeded budget due to conservative budget assumptions resulting in higher-than-anticipated investment returns.
7. Other administrative fees and sundry: exceeds budget due to increased revenue earned from campus facility rentals.
8. Salaries and benefits: exceed budget due to one-time costs related to additional grant funding and delays in workforce reduction costs.
9. Supplies and services: exceed budget due to one-time costs, contribution towards Kelowna Aerospace, and curriculum purchases for Business.

## STATEMENT 1

**OKANAGAN COLLEGE**  
**STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2025**  
(with comparative figures as at March 31, 2025)

	DECEMBER 2025	DECEMBER 2024	MARCH 2025
<b>Financial assets</b>			
Cash and cash equivalents	\$ 40,773,329	\$37,328,395	\$43,032,330
Investments	16,688,739	15,028,948	15,214,709
Accounts receivable	6,014,535	8,222,394	2,295,651
Inventory for resale	736,035	763,407	369,323
	<u>64,212,638</u>	<u>61,343,144</u>	<u>60,912,013</u>
<b>Financial liabilities</b>			
Accounts payable and accrued liabilities	14,672,541	16,902,334	22,233,991
Long term debt	32,071,137	18,549,813	32,296,392
Deferred revenues	25,649,059	24,612,639	18,494,222
Asset Retirement Obligation	570,220	550,870	570,220
Employee future benefit obligations	13,350,600	12,807,100	13,350,600
Deferred contributions for tangible capital assets	185,137,379	162,968,113	166,261,686
	<u>271,450,936</u>	<u>236,390,869</u>	<u>253,207,111</u>
<b>Net financial debt</b>	<u>(207,238,298)</u>	<u>(175,047,725)</u>	<u>(192,295,098)</u>
<b>Non-financial assets</b>			
Prepaid expenses	1,583,754	677,558	2,116,957
Tangible capital assets	238,254,609	213,738,226	217,403,327
	<u>239,838,363</u>	<u>214,415,784</u>	<u>219,520,284</u>
<b>Accumulated surplus</b>	<u>\$ 32,600,065</u>	<u>\$ 39,368,059</u>	<u>\$ 27,225,186</u>

STATEMENT 2

**OKANAGAN COLLEGE**  
**STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS**  
**FOR THE NINE MONTHS ENDED DECEMBER 31, 2025**  
(with comparative figures for 2024-2025)

	2025-2026 Approved Budget	2025-2026 Approved Budget Year-to-Date	2025-2026 Actual to 31-Dec-25	2025-2026 Approved Budget Year-to-Date Variance	2025-2026 Approved Budget Actual as a % of	2025-2026 Projected to 31-Mar-26	2025-26 Projected Variance	2025-26 Projected as a % of Budget	2024-2025 Approved Budget	2024-2025 Actual to 31-Dec-24	2024-2025 Actual as a % of Budget	2024-2025 Actual to 31-Mar-25	Variance CYTD Actual PYTD Actual
<b>REVENUE</b>													
Grants	\$ 80,229,841	\$ 63,792,863	\$ 63,784,773	\$ (8,090)	79.5%	\$ 82,810,433	\$ 2,580,592	103.2%	\$ 76,969,357	\$ 70,403,981	91.5%	\$ 83,940,145	(6,619,208)
Domestic tuition and mandatory fees	24,781,306	18,603,763	18,035,959	(567,804)	72.8%	26,623,445	1,842,139	107.4%	25,315,497	18,559,536	73.3%	25,381,920	(523,577)
International tuition and mandatory fees	15,871,173	11,532,684	16,022,598	4,489,914	101.0%	22,088,807	6,217,634	139.2%	28,793,866	21,215,755	73.7%	30,734,659	(5,193,157)
Contract services	3,630,956	3,043,302	1,534,784	(1,508,518)	42.3%	2,324,060	(1,306,896)	64.0%	4,030,767	3,044,195	75.5%	3,568,052	(1,509,411)
Ancillary service sales	8,693,776	6,244,836	5,069,414	(1,175,422)	58.3%	7,379,840	(1,313,936)	84.9%	6,200,997	3,976,223	64.1%	6,177,930	1,093,191
Investment income	1,090,000	838,736	1,748,854	910,118	160.4%	1,549,943	459,943	142.2%	1,090,000	1,724,070	158.2%	2,263,332	24,784
Other administration fees and sundry	786,560	686,547	947,752	261,205	120.5%	1,498,632	712,072	190.5%	703,578	974,820	138.6%	1,502,998	(27,068)
Amortization of deferred contributions for tangible capital assets	7,441,871	5,581,403	5,632,085	50,682	75.7%	7,804,844	362,973	104.9%	6,795,773	4,814,431	70.8%	6,757,096	817,654
	142,525,483	110,324,134	112,776,219	2,452,085	79.1%	152,080,004	9,554,521	106.7%	149,899,835	124,713,011	83.2%	160,326,132	(11,936,793)
<b>EXPENSE</b>													
Salaries and benefits	108,268,390	79,999,999	78,417,893	1,582,106	72.4%	112,474,160	(4,205,770)	103.9%	108,765,733	79,919,655	73.5%	113,117,001	1,501,762
Supplies and services	29,990,466	22,034,676	19,984,310	2,050,366	66.6%	34,207,924	(4,217,458)	114.1%	29,548,084	20,350,023	68.9%	31,834,789	365,713
Interest on long term debt	1,465,199	1,421,822	1,148,351	273,471	78.4%	1,571,520	(106,321)	107.3%	1,592,963	563,585	35.4%	958,399	(584,766)
Amortization of tangible capital assets	11,132,483	8,349,362	8,482,093	(132,731)	76.2%	11,446,087	(313,604)	102.8%	9,993,055	7,075,349	70.8%	9,859,991	(1,406,744)
	150,856,538	111,805,859	108,032,647	3,773,212	71.6%	159,699,691	(8,843,153)	105.9%	149,899,835	107,908,612	72.0%	155,770,180	(124,035)
Surplus (deficit)	(8,331,055)	(1,481,725)	4,743,572	6,225,297		(7,619,686)	711,369		-	16,804,399		4,555,952	(12,060,828)
Unrealized gain (loss) on marketable securities	-	-	631,307			750,000	750,000		-	613,398		718,972	17,909
Accumulated surplus, beginning of period	4,825,598		27,225,186			27,225,186			-	21,950,262		21,950,262	5,274,924
<b>Accumulated surplus, end of period</b>	\$ (3,505,457)		\$ 32,600,065			\$ 20,355,500			\$ -	\$ 39,368,059		\$ 27,225,186	\$ (6,767,995)

**OKANAGAN COLLEGE**  
**STATEMENT OF CASHFLOWS**  
**FOR THE NINE MONTHS ENDED DECEMBER 31, 2025**  
(with comparative figures as at March 31, 2025)

	DECEMBER 2025	DECEMBER 2024	MARCH 2025
<b>Net cash inflow (outflow) related to the following activities</b>			
<b>Operating activities</b>			
Surplus (deficit)	\$ 4,743,572	\$ 16,804,399	\$ 4,555,952
Adjust for non-cash items:			
Realized (gain) loss on disposal of investments	(437,639)	(170,422)	(170,422)
Actuarial adjustment on long term debt	(35,341)	-	(160,939)
Accretion expense	-	-	19,350
Amortization of deferred contributions for tangible capital assets	(5,632,085)	(4,814,431)	(6,757,096)
Amortization of tangible capital assets	8,482,093	7,075,349	9,859,991
	<u>7,120,600</u>	<u>18,894,895</u>	<u>7,346,836</u>
Changes in non-cash working capital:			
Accounts receivable	(3,718,884)	(3,218,524)	2,708,219
Prepaid expenses and deposits	533,203	924,025	(515,374)
Inventory for resale	(366,712)	(275,506)	118,578
Accounts payable and accrued liabilities	(7,561,450)	(13,190,768)	(7,859,111)
Deferred revenues	7,154,837	4,952,282	(1,166,135)
Employee future benefit obligations	-	-	543,500
	<u>3,161,594</u>	<u>8,086,404</u>	<u>1,176,513</u>
<b>Capital activities</b>			
Acquisition of tangible capital assets	(29,333,376)	(22,798,440)	(29,248,183)
	<u>(29,333,376)</u>	<u>(22,798,440)</u>	<u>(29,248,183)</u>
<b>Investing activities</b>			
Purchase of investments	(1,305,083)	(2,131,085)	(2,211,272)
Proceeds from disposal of investments	900,000	850,000	850,000
	<u>(405,083)</u>	<u>(1,281,085)</u>	<u>(1,361,272)</u>
<b>Financing activities</b>			
Deferred contributions for tangible capital assets	24,510,750	10,786,476	16,022,714
Proceeds of long term debt	-	16,424,908	30,332,426
Repayment of long term debt	(192,885)	(192,885)	(192,885)
	<u>24,317,865</u>	<u>27,018,498</u>	<u>46,162,255</u>
(Decrease) increase in cash and cash equivalents	(2,259,000)	11,025,378	16,729,313
Cash and cash equivalents at beginning of year	43,032,330	26,303,017	26,303,017
<b>Cash and cash equivalents at end of year</b>	<u>\$ 40,773,329</u>	<u>\$ 37,328,395</u>	<u>\$ 43,032,330</u>

## STATEMENT 1A

**OKANAGAN COLLEGE**  
**STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2025**  
**GAAP Format**  
(with comparative figures as at March 31, 2025)

	OPERATING FUND	SPECIFIC PURPOSE FUND	CAPITAL FUND	DECEMBER 2025	DECEMBER 2024	Change Increase/(Decrease)		MARCH 2025
<b>ASSETS</b>								
<b>Current assets</b>								
Cash	\$ 35,545,094	\$ -	\$ -	\$ 35,545,094	\$ 32,322,176	\$ 3,222,918	10.0%	\$ 38,052,834
Cash equivalents	5,228,235	-	-	5,228,235	5,006,219	222,016	4.4%	4,979,496
Investments	16,688,739	-	-	16,688,739	15,028,948	1,659,791	11.0%	15,214,709
Accounts receivable	5,660,137	354,398	-	6,014,535	8,222,394	(2,207,859)	-26.9%	2,295,651
Prepaid expenses	1,566,972	16,782	-	1,583,754	677,558	906,196	133.7%	2,116,957
Inventory for resale	736,035	-	-	736,035	763,407	(27,372)	-3.6%	369,323
Interfund activity	(3,356,224)	3,342,674	13,550	-	-	-	0.0%	-
	62,068,988	3,713,854	13,550	65,796,392	62,020,702	3,775,690	6.1%	63,028,970
Tangible capital assets	-	-	238,254,609	238,254,609	213,738,226	24,516,383	11.5%	217,403,327
Total assets	62,068,988	3,713,854	238,268,159	304,051,001	275,758,928	28,292,073	10.3%	280,432,297
<b>LIABILITIES AND NET ASSETS</b>								
<b>Current liabilities</b>								
Accounts payable and accrued liabilities	13,746,372	926,169	-	14,672,541	16,902,334	(2,229,793)	-13.2%	22,233,991
Deferred revenues	25,649,059	-	-	25,649,059	24,612,639	1,036,420	4.2%	18,494,222
	39,395,431	926,169	-	40,321,600	41,514,973	(1,193,373)	-2.9%	40,728,213
Asset retirement obligation	-	-	570,220	570,220	550,870	19,350	3.5%	570,220
Long term debt	-	-	32,071,137	32,071,137	18,549,813	13,521,324	72.9%	32,296,392
Employee future benefit obligations	13,350,600	-	-	13,350,600	12,807,100	543,500	4.2%	13,350,600
Deferred contributions for tangible capital assets	-	-	185,137,379	185,137,379	162,968,113	22,169,266	13.6%	166,261,686
Total liabilities	52,746,031	926,169	217,778,736	271,450,936	236,390,869	35,060,067	14.8%	253,207,111
<b>Net Assets</b>								
Invested in tangible capital assets	-	-	20,489,423	20,489,423	31,669,430	(11,180,007)	-35.3%	18,275,029
Unrestricted surplus	22,673,557	-	-	22,673,557	17,271,581	5,401,976	31.3%	19,873,506
Restricted surplus	-	2,787,685	-	2,787,685	3,234,148	(446,463)	-13.8%	2,427,251
	22,673,557	2,787,685	20,489,423	45,950,665	52,175,159	(6,224,494)	-11.9%	40,575,786
Employee future benefit obligations	(13,350,600)	-	-	(13,350,600)	(12,807,100)	(543,500)	4.2%	(13,350,600)
Total fund balance at end of period	9,322,957	2,787,685	20,489,423	32,600,065	39,368,059	(5,680,994)	-14.4%	27,225,186
Total liabilities and fund balances	\$ 62,068,988	\$ 3,713,854	\$ 238,268,159	\$ 304,051,001	\$ 275,758,928	\$ 28,292,073	10.3%	\$ 280,432,297



## BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026  
 Agenda #: 4.3.4

<b>Title</b>	Forgiveness of Foundation Receivable		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended motion:</u>  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve forgiveness of the 2025-26 receivable from the Okanagan College Foundation for actual capital campaign expenses up to \$460,000, pending Okanagan College’s year-end financial position as recommended by the Finance, Audit and Risk Committee.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input checked="" type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

### Background Statement

The Okanagan College Foundation’s sole purpose is to raise funds to further the mission of Okanagan College. Okanagan College, through the Advancement Department, provides annual funding to support the ongoing operations of the Foundation. At certain times campaigns are undertaken to raise funds for specific projects: for example, the current campaigns for the Recreation and Wellness Centre and the Food, Wine, Tourism Centre in Kelowna. Additional costs to hire campaign fundraisers, agency support, events and other campaign expenses are incurred to achieve the desired fundraising targets. Under an agreement between the Foundation and the College, funds are advanced to the Foundation annually to cover the increased operating costs of the fundraising campaign. Funds to repay this OC receivable are expected to come from donations received.

### Reference Materials

- Not applicable. A presentation will be made to the Board on the return on investment.

### Supporting Analysis

In the past, the College has forgiven the Foundation for the increased operating costs related to these fundraising campaigns. This provides the opportunity for the full amount of the donations to move to the College for its intended purpose at the time it is needed. Donors also realize the full value of their donation toward the project they have chosen to support.

Amount of the receivable fluctuates from year to year depending on the level of activity and number of active campaigns. The estimated receivable forgiveness for 2025-26 is a maximum of \$460,000

(prior year \$415,000). The increase this year is a result of having two major projects (CFWT & Wellness Centre) underway.

The College will forgive the Foundation’s receivable, provided the funds are available in the College’s year end budget.

**Alignment to the Strategic Plan Roadmap**

*Financial Sustainability.*

*Effectiveness and Efficiency.*

**Risk Implication & Mitigation Steps**

**Reputational:** The College risks an eroding reputation with donors if the Foundation receivable is not funded. Funding the Foundation receivable maximizes the amount from received donations that will go toward capital fundraising expenses. This risk is mitigated as we collect interest on the capital donations to help cover campaign operating expenses.

**Proposed and Prepared by**

Helen Jackman, Executive Director, OC Foundation  
 Curtis Morcom, CFO & Vice President, Corporate Services

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Team	2/18/2026
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit and Risk Committee	3/3/2026
	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026  
 Agenda #: 4.3.6

<b>Title</b>	Finance, Audit and Risk Committee Terms of Reference Review		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the revised Finance, Audit and Risk Committee Terms of Reference as recommended by the Finance, Audit and Risk Committee.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input checked="" type="checkbox"/> Integration and focus

## Background Statement

The Finance, Audit and Risk Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in 2022. Due to the number of materials reviewed that year, an initial review was completed after one year of use before the Board adopted the three-year review cycle outlined in the Committees’ Terms of Reference.

The Finance, Audit and Risk Committee provided feedback on the revised Terms of Reference and is recommending them for approval.

## Reference Materials

- Finance, Audit and Risk Committee Terms of Reference (redline)

## Supporting Analysis

Administration suggested a minor revision to clarify that the committee’s scope for review of material litigation acknowledges its general risk versus only the impacts on financial reporting. No other changes were proposed by the Finance, Audit, and Risk Committee.

## Alignment to the Strategic Plan Roadmap

**Inspire Plan.** The Terms of Reference align the work of the Committee to the Strategic Plan.

## Risk Implication & Mitigation Steps

**Effectiveness and Efficiency. Integration and Focus.** This review of the Committee's Terms of Reference will ensure that Committee continues to function effectively in carrying out its delegated responsibilities to the Board.

### Proposed and Prepared by

Curtis Morcom, CFO & Vice President, Corporate Services

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Neil Fassina, President	2/13/2026
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit and Risk Committee	3/3/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Finance, Audit and Risk Committee

## Terms of Reference

### Okanagan College Board of Governors

2026 Review

#### A. **PURPOSE**

The purpose of the Finance, Audit, and Risk Committee (the “Committee”) is to assist the Board of Governors (the “Board”) in fulfilling its obligations and responsibilities relating to financial, audit, and risk oversight in alignment to the College’s Mission, Vision, and Inspire Strategy. These include, but are not limited to, the College’s operating and capital resource planning processes, financial monitoring and reporting, investment activities, internal and external audit processes, the system of internal controls, and enterprise risk.

#### B. **MEMBERSHIP**

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the membership.
- Board Chair (*ex officio*)
- President (*ex officio*)

The Chair of the Committee will be appointed by the Board Chair from the members appointed via an Order in Council. Ideally, the Chair will have either a professional financial designation (e.g., CPA, CFA) or significant experience in the financial industry.

#### C. **OKANAGAN COLLEGE SUPPORT STAFF**

The Committee is supported by the:

- Governance and Privacy Coordinator
- CFO and Vice President, Corporate Services

#### D. **EXTERNAL AUDITOR**

The Committee shall meet with the external auditors as it deems appropriate to consider any matter that the Committee or auditors determine should be brought to the attention of the Board.

#### E. **MEETINGS**

The Committee shall meet at least four (4) times each year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

#### F. **VOTING AT COMMITTEE MEETINGS**

Each member of the Committee, except the President (*ex-officio*), has one vote on the Committee.

## G. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- i) Resource Planning
  - Review and make recommendations to the Board for approval in respect of:
    - Any changes in tuition fees and other assessed fees in consideration of any regulation set forth by the Government of BC related to student fees.
    - The appropriateness and validity of any material assumptions and estimates used in the preparation of resource plans.
    - The annual operating and capital resource plan ensuring consistency with the College's plans, goals, and policies.
- ii) Financial Reporting
  - Ensure the Board receives on a timely basis meaningful financial information regarding the College's quarterly financial statements, budget variance reports, and up-to-date forecasts required to make decisions.
  - Review and recommend for approval to the Board, the annual audited financial statements and other financial information that requires Board approval.
  - Approve the quarterly financial forecasts before submission to the Provincial Government.
  - Monitor compliance with all financial statutory and regulatory obligations.
  - Receive and review the accounting principles and critical accounting policies adopted by management, including alternative treatments that are available for consideration under Canadian Public Sector Accounting Standards.
  - Receive and review any significant accounting provisions, accruals, and estimates included in the financial statements.
  - Receive and review with management any proposed changes in significant accounting policies, key estimates, or judgements that may be material to the financial statements.
- iii) Internal Control Systems and Internal Audit
  - Review and obtain reasonable assurance that internal control systems are operating effectively to produce accurate, appropriate, and timely information; and
  - Review semi-annually a summary of the President's and Vice Presidents' expenses.
- iv) External Audit
  - Review the planning and results of external audit activities and the ongoing relationship with the external auditor.
  - Review and recommend to the Board, for approval, engagement of the external auditor.
  - Review the annual external audit plan.
  - Meet, at least annually, with the external auditor without management present; and
  - Review and receive assurances on the independence of the external auditor.
- v) Enterprise Risk
  - Review and endorse the College's enterprise risk framework.
  - Monitor and review the College's risk mitigation strategies in respect to the category of risk with which the Committee is concerned.

- Receive quarterly risk management reports and ensure appropriate and timely reporting to the Board.
  - Recommend any changes in policy or process which may be needed from time to time to realize the overall objectives of the College's Risk Management Program.
- vi) Material Litigation
- Review material litigation and its impacts [related to risk on financial reporting](#).
- vii) Investment Management Activity
- Annually review the Investment Policy and recommend any needed revisions to the Board including, but not limited to, a lens of Environmental, Sustainability, and Governance (ESG).
  - Where appropriate, recommend the appointment, renewal or replacement of fund managers.
  - Regularly review the performance of fund managers against the Investment Policy.
- viii) Lease Agreements
- The Committee will review the financial terms of leases which require Board approval and make recommendations to the Board in collaboration with the Campus Planning Committee.

## H. ACCOUNTABILITY

The Committee will report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next in-camera Board meeting.

## I. REVIEW

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

## J. REVIEW HISTORY

<b>Date</b>	<b>Review</b>
2023-05-23	Revision approved by Okanagan College Board of Governors
2022-05-24	Revision approved by Okanagan College Board of Governors
2016-11-29	Revision approved by Okanagan College Board of Governors
2011-03-29	Revision approved by Okanagan College Board of Governors
2008-09-30	Revision approved by Okanagan College Board of Governors
2007-01-30	Revisions approved by Okanagan College Board of Governors
2007-07-07	
2006-09-26	Approved by Okanagan College Board of Governors



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.4.1

<b>Title</b>	Code of Conduct Policy		
<b>Action and/or Recommendation</b>	For Approval  Recommended motion:  <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the revised Code of Conduct Policy to replace the Code of Ethical Practices Policy as recommended by the Human Resource and Compensation Committee.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input checked="" type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input checked="" type="checkbox"/> Respect <input type="checkbox"/> Courage <input checked="" type="checkbox"/> Relationships <input checked="" type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

## Background Statement

The proposed Code of Conduct Policy (revised to replace the Code of Ethical Practices Policy) was due for regular review in the 2025/2026 policy review cycle. It is an important Board policy that sets out the standard of conduct for employees, and the proposed policy name change will increase employee awareness of the policy’s content and expectations of employee conduct.

The Policy sets out the standards of behaviour for employees with respect to:

- Maintaining a respectful workplace
- General standards of conduct for employees
- Employees’ responsibilities for protecting confidential information
- Identifying a range of potential conflicts of interest and the need for disclosure to manage and address real or perceived conflicts of interest.

Importantly this policy is specific regarding respectful and professional relationships with students. The Policy is foundational to both the Sexual Violence and Misconduct Policy and the Discrimination, Bullying and Harassment Policy.

## Reference Materials

- Revised Code of Conduct Policy (clean version)
- [Revised Code of Conduct Policy \(draft redline version\)](#) (linked)
- Link to current [Code of Ethical Practices Policy](#)

## Supporting Analysis

The updates to the policy are relatively non-substantive and are primarily to align with other critical finance and IT College policies such as the Sexual Violence and Misconduct Policy, the Discrimination, Bullying and Harassment Policy, Use of IT Resources Policy, Capital & Surplus Asset Policy, and Procurement Policy. A summary of the proposed revisions includes:

- Contents moved to the Policy and Procedure Framework template.
- The addition of respectful workplace language to align with the Discrimination, Bullying and Harassment Policy.
- Added language to define appropriate conduct around the use of artificial intelligence technologies.
- Addressing appropriate conduct around the protection of, use, and disposal of college assets.
- Providing guidance around the storage or duplication of College information within College systems and resources.
- Additional language to reference employees' participation in external research opportunities provided that it does not interfere with, or have an affiliation with an employees' work at the College or present any conflict of interest.
- Guidance for employees on how to report a breach of the Policy.

The supporting FAQ "Questions & Answers – Relationships Between Employees and Students" document referenced in the policy will be reviewed and updated as needed with the policy rollout.

## Alignment to the Strategic Plan Roadmap

This Policy sets out critical standards of behaviour that are required of all employees and that are foundational to achieving the commitments and responsibilities identified in the Inspire Plan.

## Risk Implication & Mitigation Steps

**Reputational:** Employees behaving in appropriately is critical to maintaining the reputation of the College. This Policy sets out standards of behaviour that can be enforced through education and disciplinary process if necessary to protect the reputation of the College and ensure that students are provided with the best possible conditions for learning.

### Proposed by

Gill Henderson, Associate Vice President, People Services

Consultation / Engagement	Group/Individual, Title	Date
Advice Provided	Director of Financial Services	9/2/2025
Advice Provided	College Information Officer	9/2/2025
Reviewed	Leadership Council	11/27/2025
Reviewed	OC Executive Team	11/12/2025
Recommended		1/28/2026
Recommended	Human Resource & Compensation Committee	3/3/2026



## CODE OF CONDUCT POLICY

Policy Area:	Board		
Policy Number:	TBA		
Policy Sponsor:	College Human Resources Officer & CFO, Vice President Corporate Services		
Policy Contact:	College Human Resources Officer		
Stakeholders:	All Employees		
Authority:	<i>College and Institute Act</i>		
Approval Authority:	Board of Governors		
Approval Date:	March XX, 2026		
Effective Date:	March XX, 2026		
Replaces or New:	Code of Ethical Practices Policy (E.2.5) (2021)		
Last reviewed:	March 2026	Scheduled review date:	March 2029

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Procedures: *None*

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### 1. Policy Statement

Okanagan College strives to provide a workplace that supports excellence in education and an environment in which Employees thrive and are proud to work. To contribute to these goals, all Employees of Okanagan College are accountable for their actions and are expected to always act in an honest, ethical and professional manner.

### 2. Purpose

The purpose of the Code of Conduct Policy is to set out the principles and standards of conduct expected of all Employees of the College, and to guide Employees in identifying and resolving issues of ethical conduct and conflict of interest that may arise during the course of their employment. Employees are expected to engage in open, honest and respectful dialogue, and to raise concerns and issues in a professional manner at the earliest opportunity.

### 3. Scope and Application

This policy applies to all Employees of the College. Employees are responsible for making themselves aware of, understanding and complying with all College policies and procedures and are expected to seek clarification where necessary. Normally, the Employee's Supervisor will be responsible for providing guidance on a policy in response to an Employee's question.

This policy will not interfere with the rights and obligations specified in collective agreements governing bargaining-unit Employees of the College, and where there is an inconsistency between a collective agreement and this policy, the collective agreement terms shall prevail to the extent of the inconsistency.

#### 4. Definitions

##### **Confidential Information**

Means information disclosed to, used by, developed by, or made known to an Employee in the course of their employment that is not generally known by persons outside the College. It includes, but is not limited to, personal information pertaining to the College's Employees (past, present and potential new Employees); Student personal information; operations; practices; facilities; technology; research; marketing methods or strategies; finances; inventions; routines; etc.

##### **Conflict of Interest**

Means any situation where an Employee has Personal Interests, whether direct or indirect, that are in conflict, potentially in conflict or could result in the reasonable perception of a conflict, with the interests of the College. This includes, but is not limited to, situations where the independence, impartiality and objectivity the Employee is obliged to exercise in the performance of their duties and responsibilities could be compromised. A Conflict of Interest can occur in three ways:

1. an actual conflict of interest refers to a situation where an Employee takes some action or exercises a power or performs a duty or responsibility, and in doing so, there is the opportunity to further the Employee's Personal Interests;
2. a potential conflict of interest refers to a situation where an Employee's Personal Interests could influence the exercise of the Employee's actions, power or performance of their duties or responsibilities to the College;
3. a perceived conflict of interest refers to a situation where an informed person might reasonably hold an apprehension that a conflict of interest exists on the part of the Employee in relation to a Personal Interest. A perceived conflict of interest is determined by the perception of a reasonable person (a hypothetical member of the public) who is reasonably well informed.

##### **Employee**

Means any person employed by (or who has an appointment with) the College. For the purposes of this policy, Employee includes members of the Board of Governors.

##### **Gift(s)**

Means kickbacks, favours, meals, entertainment, privileges or other similar services of value greater than \$250.00 or a Gift less than \$250.00 which may compromise, or appear to compromise, the objectivity of the Employee in the performance of their duties to the College.

<b>Personal Interest</b>	Means a personal, private or financial interest (including any real or tangible benefit, direct or indirect pecuniary or economic interest or advantage) that benefits an Employee or a Related Party.
<b>Related Party(ies)</b>	Means a person who is: <ul style="list-style-type: none"> <li>• related to the Employee by blood, adoption, marriage or common-law marriage;</li> <li>• a close personal friend of the Employee;</li> <li>• living in the same dwelling or household as the Employee of the College;</li> <li>• in a romantic or intimate (including, but not limited to, sexual) relationship with the Employee within the previous five (5) years; or</li> <li>• shares a Significant Financial Interest, either directly or indirectly, with the Employee.</li> </ul>
<b>Significant Financial Interest</b>	Means any interest substantial enough that decisions of the College could result in a personal gain for the Employee or a Related Party.
<b>Student</b>	Means any person enrolled as a Student at Okanagan College.
<b>Supervisor</b>	Means the person to whom the Employee directly reports or the Senior Leadership or Executive Team member responsible for the Employee's department.

## 5. Respectful Workplace

- 5.1 Okanagan College is committed to ensuring that all Employees and Students are provided with the best possible conditions for learning and working and can enjoy an environment that is dedicated to excellence, equity and mutual respect.
- 5.2 Okanagan College's *Competency Framework* sets out the expectations for Employees with respect to the behaviour expected of all Employees.
- 5.3 The best possible environment for working, learning and living is one in which respect, civility, diversity, opportunity and inclusion are valued. Everyone at Okanagan College is expected to conduct themselves in a manner that upholds these principles in all communications and interactions with other College community members and the public in all College related settings.
- 5.4 While active discussion and disagreements are part of a healthy and thriving workplace such discourse must always be carried out in a respectful, considerate and thoughtful manner, that does not diminish either of the parties to a discussion. Name calling, voices raised above a conversational level, intimidating or threatening behaviour will not be tolerated.
- 5.5 The responsibility for maintaining a positive and respectful learning and work environment falls on all Employees.

## 6. Standards of Conduct

- 6.1 The effective and efficient operation of the College relies on Employees fulfilling their roles and responsibilities with the highest standards of conduct and professionalism.
- 6.2 Employees have a duty to be responsible for the welfare and reputation of the College and accordingly, Employees must not allow their Personal Interests to conflict, or appear to conflict, with their duties and responsibilities at the College.
- 6.3 Employees of the College must:
- a) devote all their time and attention, and provide their best efforts, skills and talents, to the business of the College during the Employee's working hours;
  - b) faithfully, diligently and honestly perform their duties and responsibilities;
  - c) ensure their conduct and language reflect social standards of courtesy, dignity, trust, inclusion, and respect;
  - d) act with care and in a prudent and diligent manner, and keep themselves informed of the policies, business and affairs of the College;
  - e) avoid creating the impression of speaking or acting on behalf of the College when they speak or act as private persons;
  - f) ensure that their interactions and relationships with Students, co-workers and any other individual who deals in any way with the College are always appropriate; and
  - g) not plagiarize and must properly acknowledge authorship of materials, including situations where the work has not been explicitly protected by copyright; and
  - h) ensure that the use of any artificial intelligence (AI) tools is appropriately referenced and any content derived from AI is checked and authenticated; and
  - i) ensure that when using an AI tool no personal information of any Employee, or Student such as ID number, name, or other confidential information is included; and
  - j) ensure that College assets are respected and maintained in good condition and that College assets are to be properly disposed of and not to be taken for personal use unless explicitly approved by the Supervisor in writing.
- 6.4 Employees are expected to act in a prudent and diligent manner and must:
- a) provide services within the boundaries of their role and their competence, based on their education, training, professional experience and professional development;
  - b) truthfully and accurately represent their qualifications, educational backgrounds, experience and professional credentials;
  - c) ensure that Confidential Information is protected from unauthorized access, use and disclosure, and otherwise maintain the confidentiality of the affairs and dealings in the College; and
  - d) conduct their work in full compliance with both the letter and the spirit of all applicable laws and regulations and avoid any situation which could be perceived as an improper attitude towards compliance. If in doubt, Employees are expected to ask for clarification from their Supervisor.

## 7. Protection of Confidential Information

- 7.1 In the course of employment or performing their duties, Employees may be given access to or become aware of Confidential Information of the College or of a third party who has disclosed such information to the College.
- 7.2 Employees are expected to maintain the confidentiality of such Confidential Information, in whatever form and however stored or transmitted, and to protect such information from loss, theft or misuse. Employees should not duplicate or store information in alternate locations outside of the College systems.
- 7.3 Employees shall not disclose or use Confidential Information gained by virtue of their association with the College for personal gain, personal benefit or to benefit a Related Party or associates.
- 7.4 Employees shall not provide personal or information that could identify an individual to an artificial intelligence (AI) tool.
- 7.5 If in doubt regarding what is Confidential Information, Employees shall seek guidance from their Supervisor.

## 8. Conflict of Interest

- 8.1 In general, a Conflict of Interest exists for Employees who use their position at the College to pursue or advance a benefit for themselves, a Related Party or a person to whom the Employee owes an obligation.
- 8.2 All Employees:
  - a) are required to disclose an actual, potential or perceived Conflict of Interest at the earliest possible opportunity to their Supervisor (see [Disclosure](#) section below);
  - b) shall perform their duties and responsibilities, and act in such a manner as to avoid any actual, potential or perceived Conflict of Interest. The interests of the College shall always prevail where an Employee is in a situation of Conflict of Interest or perceived Conflict of Interest, or where the personal interest of a Related Party places an Employee in a situation of an actual, potential or perceived Conflict of Interest;
  - c) shall avoid any situation in which there is an actual, potential or perceived Conflict of Interest that could interfere with the Employee's judgment in making decisions in the best interest of the College. Where an Employee is in doubt about whether a particular set of circumstances may give rise to an actual, potential or perceived Conflict of Interest, the Employee should discuss the situation with their Supervisor; and
  - d) are encouraged to report to their Supervisor any situation an Employee believes could be a Conflict of Interest involving another Employee of the College that has not been reported. If the potential Conflict of Interest involves a romantic or sexual relationship with a Student, the Employee is required to report it to their Supervisor.
- 8.3 Where an actual, potential or perceived Conflict of Interest is disclosed, the College will take steps to determine whether a Conflict of Interest exists and, if so, implement measures to avoid or manage the Conflict of Interest.
- 8.4 The following sections are a non-exhaustive list of examples that illustrate situations that are usually considered to create an actual, potential or perceived Conflict of Interest:

**8.4.1 Relationships with Students**

- a) At all times, Employees are required to act in a fair, objective, professional and unbiased manner in their dealings with Students.
- b) There is an inherent power imbalance between Employees and Students (in particular Employees in instructional positions). Any Employee who has a direct or indirect influence, input or significant decision-making power over a Student regarding:
  - i) marks;
  - ii) discipline;
  - iii) other academic interests; and/or
  - iv) other College related matters;

must not become involved in a business, financial, or a personal relationship (including, but not limited to, romantic or sexual) with a Student for the duration of their professional, supervisory, evaluative or potential influence-making role without first disclosing and resolving the Conflict of Interest (see *Disclosure* section below).
- c) The potential for a Conflict of Interest still exists even if the business, financial or personal relationship with a Student starts soon after the instructional, evaluative or supervisory role concludes. For example, if the Student's marks are not completed and submitted, or any other evaluative or supervisory decisions are pending.
- d) An Employee's current or past (within 5 years) business, financial, or personal relationship, including a romantic or sexual relationship, with a Student constitutes an actual, potential or perceived Conflict of Interest and must be promptly disclosed to the Employee's Supervisor.
- e) In addition to 8.4.1(b) above, all Employees are strongly discouraged from commencing any consensual romantic or sexual relationship with a Student. If such a relationship develops, it may raise concerns of, among other things:
  - i) harassment (including sexual harassment);
  - ii) the creation of favouritism and bias;
  - iii) actual, potential or perceived Conflict of Interest; and
  - iv) impairment of the integrity and trust required to maintain the academic/work relationship with that Student and/or with other Students.
- f) Employees should be aware that others may perceive their behaviour differently than was intended when it comes to Students. Interactions that are perceived as informal and personal may make Students feel uncomfortable and may lead them to question the Employee's intent. The following non-exhaustive list of behaviours may be perceived differently than the Employee intended and may even constitute harassment (including sexual harassment):
  - i) a social invitation to an individual Student (e.g. for dinner, coffee or drinks);
  - ii) commenting on a Student's dress or appearance;
  - iii) an invitation to an individual Student to the Employee's home;
  - iv) requesting an individual Student to do a task of a personal nature;
  - v) a gift;
  - vi) a proposal to share accommodation;
  - vii) personal questions or disclosures;

- viii) connecting privately on social media (e.g. Facebook); and
  - ix) physical contact of any kind that is not part of the training requirement in the program (e.g. nursing, dental).
- g) When in doubt about a particular situation, the Employee should discuss it with their Supervisor and follow the steps in the Disclosure section.
  - h) For more information, see the document at this link: [Questions & Answers – Relationships Between Employees and Students](#). This is an information document and does not form part of this policy.

#### **8.4.2 Workplace Relationships**

- a) Employees must disqualify themselves as participants in employment decisions when their objectivity could be compromised for any reason. Employees who engage in workplace relationships should be aware of their professional responsibilities and are responsible for ensuring that the relationship does not raise concerns regarding an actual, potential or perceived Conflict of Interest, abuse of power, harassment, favouritism or bias.
- b) When in doubt as to whether a workplace relationship may create an actual, potential or perceived Conflict of Interest, the Employee must err on the side of disclosure and discuss the situation with their Supervisor and follow the steps in the Disclosure section.
- c) Two or more Employees who are Related Parties as defined in this Policy are prohibited from being employed in situations where:
  - i) a reporting relationship exists where one of the Employees has influence, input or decision-making capacity over another Employee in relation to their work, remuneration or similar employment-related matters; or
  - ii) the relationship may compromise or appear to compromise, the objectivity between the Employees or would have a detrimental effect on the College.
- d) Employees are required to disclose all workplace relationships involving a Related Party to their Supervisor.

#### **8.4.3 Accepting or Giving Gifts or Other Complimentary Items**

- a) It is essential to fair business practices that all those who associate with the College, as suppliers, contractors or Employees, be treated fairly and without favouritism.
- b) To ensure the College's image and integrity in the community, Employees are prohibited from requesting, accepting or giving gifts intended to unfairly influence (or that may give the appearance of unfairly influencing) a decision concerning College affairs.
- c) Employees and Related Parties shall not request or accept Gifts that create or appear to create a favoured position for doing business with the College.
- d) Similarly, no Employee shall offer or give Gifts to secure preferential treatment for themselves or a Related Party.
- e) Under no circumstances shall Employees offer or receive cash, loans or commissions in exchange for preferential treatment. Any Employee experiencing or witnessing such an offer shall report the incident to their Supervisor immediately.
- f) Notwithstanding the above, gifts may be accepted or offered by Employees in the normal exchanges common to, and generally accepted in, established business relationships. An

exchange of gifts must not create a sense of obligation. Employees should note the following with respect to accepting or offering gifts:

- i) Employees are prohibited from accepting or offering unlawful gifts;
  - ii) when in doubt as to whether to accept or offer a gift, the Employee should err on the side of caution and discuss the situation with their Supervisor in order to gain approval or be given other advice.
- g) Any gift received by an Employee shall be returned to the donor if the Gift does not comply with the requirements of this policy.

#### **8.4.4 Conflict of Interest Concerning Employee Personal Interests**

- a) Employees must not use their position, office affiliation, or College property to pursue Personal Interests.
- b) Employees must ensure that no Conflict of Interest exists between their Personal Interests, and the execution of their duties or responsibilities to the College or the operations of the College. When commencing employment with the College, Employees shall arrange their private affairs in a manner that will prevent any Conflicts of Interest from arising, or if such re-arranging is not possible, the Conflict of Interest must be disclosed to their Supervisor.
- c) In the performance of their duties, Employees must not give preferential treatment to Related Parties, organizations or other entities in which the Employee, or Related Parties have a pecuniary, financial, business or other interest.
- d) Employees must exercise due care in the management of their private affairs so as to not benefit, or be perceived to benefit from, among other things:
  - i) the use of College Confidential Information; or
  - ii) the College's Employees, resources, intellectual property, materials, facilities or assets for Personal Interests or other matters unrelated to their employment with the College; or
  - iii) any College transactions over which the Employee can influence decisions (e.g., investments, borrowing, purchasing, sales, contracts, grants, discretionary approvals and/or appointments).
- e) Employees shall not, either directly or through Related Parties or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed Confidential Information obtained in the course of their work at the College which could reasonably affect the value of that interest or securities.

#### **8.4.5 Outside Business Interests**

- a) Employees must disclose possible conflicting outside business activities at the commencement of their employment at the College or immediately upon the Employee becoming aware of it. Such disclosure shall be made to their Supervisor.
- b) No Employee shall hold a Significant Financial Interest, either directly or through a Related Party, nor hold or accept a position as an officer or Employee in an organization in a material relationship with the College, where by virtue of their position in the College, the Employee could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the College, unless that interest has been disclosed to the Employee's Supervisor and a remedy has been developed and approved.

- i) These restrictions apply equally to interests in companies or institutions that may compete with the College in all areas of activity.
- ii) No Employee will enter into a personal contract for research activity with a industry or community partner who is sponsoring or paying for the College to carry out research on their behalf.
- iii) Notwithstanding any outside activities, Employees are required to act in the best interest of the College.

#### **8.4.6 External Remuneration**

- a) Employees may be invited by other colleges, institutions, businesses, government agencies, community groups, etc. to engage in remunerative employment, including research outside of their position at the College. The College allows this participation, providing that such ventures do not: disrupt College services, impact College operations, impose a financial burden on the College or create an actual, potential or perceived Conflict of Interest.
- b) Where research is not being carried out through regular assigned workload, then for any external remuneration for research activities, Employees must not receive remuneration for research that is in excess of 20% of their base annual College salary unless otherwise approved by the applicable Dean.
- c) Employees may engage in remunerative employment with other employers, maintain businesses and receive remuneration from public funds for activities outside their position, provided that:
  - i) it does not interfere with the performance of their duties as an Employee;
  - ii) it does not bring the College into disrepute and harm the College's reputation;
  - iii) it does not represent a Conflict of Interest;
  - iv) it is not performed in such a way as to appear to be an official act of the College or to represent the College's opinion or policy; and
  - v) it does not involve the use of College-paid time, or the College's premises, services, equipment, or supplies to which an Employee has access by virtue of their employment with the College.

#### **8.4.7 College Tools, Equipment, Supplies and Goods**

- a) Employees are entrusted with the care, management and cost-effective use of the College's tools, equipment, supplies and other goods.
- b) Employees cannot use College tools, equipment, supplies and goods to support research activities that are external to, and outside of, the Employee's duties and responsibilities at the College.
- c) Employees may not dispose of, remove or purchase the College's tools, equipment, supplies and other goods except in accordance with any approved policies and procedures established by the College including the Asset Disposal Policy.
- d) Employees may only use tools, equipment, supplies and other goods owned by the College, excluding vehicles and heavy equipment, except as provided for in the Use of IT Resources Policy with respect to IT equipment or with written approval from the Employee's Supervisor and such use is limited to temporary, incidental personal use.

- e) Incidental personal use means infrequent and of short duration, that does not impact the College's operations and does not cause the College to incur any cost or inconvenience.

## 9. Disclosure

- 9.1 At the time of appointment or at any time during employment, an Employee must disclose to their Supervisor any interests and relationships of which the Employee is aware which will or may give rise to an actual, potential or perceived Conflict of Interest.
- 9.2 Full and timely disclosure under the policy enables the College and Employee to manage and resolve a Conflict of Interest or unclear situation before any difficulty can arise.
- 9.3 If, at any time during their employment at the College, an Employee:
  - a) perceives that their actions/activities may be deemed, by a reasonable person, as an actual, potential or perceived Conflict of Interest or an Employee becomes aware of an actual, potential or perceived Conflict of Interest before or after an action/activity is complete; or
  - b) is concerned that another Employee is in an actual, potential or perceived Conflict of Interest situation; or
  - c) is in doubt whether a situation involves an actual, potential or perceived Conflict of Interest; the Employee shall disclose to their Supervisor the nature, facts and extent of their concern immediately upon becoming aware of the matter. However, if the situation involves their Supervisor or, for any reason the Employee is not comfortable disclosing their concern to their Supervisor, then such disclosure shall be made to the College Human Resources Officer (CHRO) or the Vice President responsible for the area where that Employee works.
- 9.4 When a disclosure of an actual, potential or perceived Conflict of Interest is received, the Supervisor will consult and seek advice from other appropriate individuals within the College and externally as necessary. The Supervisor will develop measures to address or manage the Conflict of Interest. If the Supervisor determines it is appropriate, the Supervisor will consult with the Employee to participate in the development of a remedy to the actual, potential or perceived Conflict of Interest.
- 9.5 A record of the disclosure of the actual, potential or perceived Conflict of Interest activity and the resolution shall be kept on the Employee's personnel file.
- 9.6 If an Employee may have been involved in an actual, potential or perceived Conflict of Interest activity and has failed to disclose such activity, the Supervisor will consult with the CHRO or their designate, who will take the necessary steps to investigate and determine if the Employee has breached this policy and will make a recommendation to the Employee's Supervisor and appropriate Vice President concerning a remedy, including possible disciplinary action.

## 10. Breach

- 10.1 Compliance with this policy is a condition of employment for all Employees.
- 10.2 Any suspected breach of this Policy must be reported to the applicable Supervisor who has responsibility for that portfolio. The Supervisor should seek guidance from the CHRO or designate in determining the appropriate next steps.
- 10.3 An Employee found to have breached their duty by violating this policy may be subject to discipline up to and including dismissal from employment. Disciplinary action shall be recorded and retained on the Employee's personnel file.

10.4 A Supervisor who knows of or directs or approves of a violation of this policy, or who fails to report a violation, of which they have knowledge, may also be in violation of this policy.

## 11. Safe Disclosure

11.1 While Employees are encouraged to report any suspected breach of this Policy to their Supervisor, Employees can make a confidential report of concerns they may have regarding a suspected violation of this Policy through the confidential reporting mechanism that exists as part of the College's Safe Disclosure Policy.

## 12. Related Acts and Regulations

*College and Institute Act*  
*BC Human Rights Code*  
*Freedom of Information and Protection of Privacy Act*

## 13. Supporting References, Policies, Procedures and Forms

### **Employee References**

*Okanagan College's Competency Framework*  
*Faculty Association Collective Agreement*  
*BCGEU Support Staff Collective Agreement*  
*BCGEU Vocational Instructor Collective Agreement*  
*Post-Employment Restrictions for Senior Executives Policy*  
*Exempt Employees Terms & Conditions of Employment*

### **Policies**

*Discrimination, Bullying and Harassment Policy*  
*Sexual Violence and Misconduct Policy*  
*Capital Asset Surplus and Disposal Policy*  
*Fraud Policy*  
*Privacy Policy*  
*Procurement Policy*  
*Use of Information Technology Resources Policy*  
*Use of Materials Protected by Copyright*  
*Violent and Threatening Behaviour Policy*

### **History / Revisions**

Date	Action
Click or tap to enter a date.	Revision Approved by Board: <i>Code of Conduct</i>
2021-03-30	Revision Approved by Board: <i>Code of Ethical Practices (E.2.5)</i>
2014-11-06	Revision Approval by Board: <i>Code of Ethical Practices</i>
2008-08-18	Approved by Board: <i>Code of Ethical Practices</i>



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.4.2

<b>Title</b>	Human Resource and Compensation Committee Terms of Reference Review		
<b>Action and/or Recommendation</b>	<p>Recommended motion:</p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revised Human Resource &amp; Compensation Committee Terms of Reference as recommended by the Human Resource &amp; Compensation Committee.”</i></b></p>		
<b>Meets OC’s Inspire Plan...</b>	<p><b>Values</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Students First</li> <li><input type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input checked="" type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input checked="" type="checkbox"/> Effective and Efficient</li> </ul>	<p><b>Commitments</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input type="checkbox"/> Life-long learning partnerships</li> <li><input checked="" type="checkbox"/> Integration and focus</li> </ul>

## Background Statement

The Human Resource and Compensation Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in 2022. Due to the number of materials reviewed that year, an initial review was completed after one year of use before the Board adopted the three-year review cycle outlined in the Committees’ Terms of Reference.

The HRC Committee provided feedback on the revised Terms of Reference and is recommending them for approval.

## Reference Materials

- Human Resource Committee Terms of Reference (redline version)

## Supporting Analysis

Administration suggested language to delegate to the HRC Committee, the reporting obligations of the President for employee suspensions under section 37 of the College and Institute Act. This information is also included in the involuntary turnover report to the Board produced by People Services and reported to the Board Chair. The HRC Committee suggested it is more appropriate for the Executive Committee, which is made up of appointed members, than the Board to provide approval of the Committee’s ability to seek external advice as any advice sought by the Committee would most likely be on employee-related matters.

## Alignment to the Strategic Plan Roadmap

**Inspire Plan.** The Terms of Reference align the work of the Committee to the Strategic Plan.

## Risk Implication & Mitigation Steps

**Effectiveness and Efficiency. Integration and Focus.** This review of the Committee's Terms of Reference will ensure that Committee continues to function effectively in carrying out its delegated responsibilities to the Board.

### Proposed and Prepared by

Neil Fassina, President

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Human Resource and Compensation Committee	3/3/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Human Resources and Compensation Committee

## Terms of Reference

### Okanagan College Board of Governors

Review 2026

#### A. PURPOSE

The purpose of the Human Resources and Compensation Committee (the "Committee") is to assist the Board of Governors (the "Board") in fulfilling its obligations relating to human resources matters in alignment with the College's Mission, Vision, and Inspire Strategy. This includes, but is not limited to, president evaluation and compensation, succession planning, collective bargaining, and significant human resource policies affecting employee working conditions and conduct.

#### B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five Board Members all of whom are appointed by an Order in Council to the Board.
- Board Chair (ex officio)
- President (ex officio)

The Chair of the Committee will be appointed by the Board Chair from members appointed by Order in Council.

#### C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by:

- Governance and Privacy Coordinator
- Associate Vice President, People Services

#### D. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Okanagan College when it deems it necessary, subject to the approval of the [Board Executive Committee](#).

#### E. MEETINGS

The Committee shall meet at least four (4) times per year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

#### F. VOTING AT COMMITTEE MEETINGS

Each member of the Committee, except the President, has one vote on the Committee.

## G. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

### i) President

- When required, prepare the terms of reference for a President Selection Committee (PSC), review the job description, and advise on the terms and conditions of employment for the President.
- The Committee shall recommend, for the Board's approval, members of the President Selection Committee as well as advise on the President's term, compensation, and duties.
- Oversee the development of the President's annual goals and objectives, for recommendation to the Board.
- Oversee the President's annual performance review and evaluation and compensation review, for recommendation to the Board.

### ii) Compensation Philosophy

- Ensure Okanagan College's compensation and human resource philosophies and strategies are in keeping with the College's mission, vision, and strategic goals as well as legislative and policy guidelines and requirements.

### iii) Executive Succession Planning and Development

- Review and recommend to the Board, the College's development and succession plan, and affiliated strategies, for Okanagan College's President and executive leadership team.
- Review major changes in the management organizational structure as proposed by the President.

### iv) Collective Bargaining

- Review and provide feedback on proposed bargaining strategy, bargaining mandates, and bargaining committee proposals.
- Review and recommend for approval or rejection by the Board tentative collective agreements.

### v) Human Resources

- Annually receive and review reports regarding the outcome of employee surveys and the College's plans related to employee and organizational wellness and engagement.
- Ensure that senior leadership has implemented processes to receive and respond to complaints or allegations of wrong-doing or questionable acts by any member of the College's community including, but not limited to, employees, Board Members, contractors, volunteers, and students.
- Review reports regarding human resource related issues and incidents reportable under applicable College policies [or the College and Institute Act](#).
- Annually review and monitor the College's risk appetite, tolerance, and profile for risks relevant to the Committee's mandate.
- Annually receive and review reports regarding human resources key indicators applicable to the business and operations as well as the College's strategic plan.

Review, and recommend for approval to the Board, any new or revised human resources related policies that require approval by the Board.

## H. **ACCOUNTABILITY**

The Committee shall report its discussions to the closed meetings of the Board by maintaining minutes of its meetings and providing a verbal report at the next closed meeting of the Board.

## I. **REVIEW**

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

## J. **REVIEW HISTORY**

<b>Date</b>	<b>Review</b>
<a href="#">2026-05</a>	
2023-05-23	Revision approved by Okanagan College Board of Governors
2022-05-24	Revision approved by Okanagan College Board of Governors
2016-11-29	Revision approved by Okanagan College Board of Governors
2008-09-30	Revision approved by Okanagan College Board of Governors
2008-02-15	Revision approved by Okanagan College Board of Governors
2007-06-20	Revision approved by Okanagan College Board of Governors
2007-03-27	Approved by Okanagan College Board of Governors



# BOARD OF GOVERNORS – BRIEFING NOTE

March 3, 2026

Agenda #: 4.5.1

<b>Title</b>	Board Terms of Reference		
<b>Action and/or Recommendation</b>	For approval <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the revised Board Terms of Reference as recommended by the Governance Committee.”</i></b>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input type="checkbox"/> Students First <input type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input checked="" type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input type="checkbox"/> Life-long learning partnerships <input checked="" type="checkbox"/> Integration and focus

## Background Statement

The Board Terms of Reference were first developed and approved by the Board as part of a comprehensive review of governance materials that took place in 2022. A review of the Board Terms of Reference is scheduled with the Committee Terms of Reference on the 2026 Board workplan.

The Board Terms of Reference form a key role in the Board’s governance materials. Unlike the Board Bylaws which provide the rules that the Board follows to conduct its business the Board Terms of Reference outlines and provides guidance to Board members on their duties and responsibilities.

## Reference Materials

- Board Terms of Reference (redline version)

## Supporting Analysis

Administration and the Governance Committee have completed a review and are recommending three inclusions for the Board’s consideration:

- 1) Adding language to reflect the Board’s role in governance foresight and responsibility as stewards of the College’s strategic direction.
- 2) Linking to the Board’s role in governance foresight, adding language that reflects the Board’s individual and shared accountabilities for its governance functions and related responsibilities.
- 3) Adding language that reflects the Board’s role in supporting the College’s educational mandate and its relationship to academic quality.

The Board is invited to provide additional feedback on its Terms of Reference including how they are meeting the needs of the Board.

## Alignment to the Strategic Plan Roadmap

**Responsibility of Effective and Efficient.** With the relevant and appropriate Bylaws and supporting documents in place the Board can ensure that the work they do is conducted effectively, efficiently, and in alignment with best practice. Regular review of the Board’s governing documents ensures the Board continues to be aware of and function effectively in carrying out its responsibilities.

## Risk Implication & Mitigation Steps

**Governance & Legal.** The Board Terms of Reference addresses governance and legal risks by effectively defining the scope of duties and responsibilities of the Board. Without clear definition of these responsibilities, the Board encounters the potential risk of not fulfilling its fiduciary and/or legal responsibilities. Additionally, in the absence of a clear definition of responsibilities, the Board risks scope creep into matters more appropriately handled by Administration. Having clear Board Terms of Reference mitigates this risk.

**Proposed and Prepared by** Neil Fassina, President

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Governance Committee	3/10/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Board Terms of Reference

## Okanagan College Board of Governors

2026 Review

### A. PURPOSE

With the authority granted under the College and Institute Act (Act) of British Columbia, Okanagan College's Board of Governors (Board) is responsible for:

- Setting bylaws for the orderly conduct of its affairs.
- The management, administration and control of the property, revenue, expenditures, business, and affairs of the College.
- The establishment of committees considered necessary by the Board.
- The determination of courses or programs to be offered or cancelled by the College.
- The management and promotion of educational or training programs.
- The determination of qualifications for admission.
- Providing for the granting of diplomas, certificates, associate degrees, baccalaureate degrees, and applied baccalaureate degrees.
- The establishment and administering of trust funds for scholarships, fellowships, exhibitions, bursaries, prizes, and student loans out of money donated or made available for that purpose.
- Performing other functions consistent with the Act that the Board considers advisable for the proper administration and advancement of the institution.

### B. DEFINING GOVERNANCE

At Okanagan College, the ~~three~~ four primary functions of Board governance are:

- Approval – governance approves specific policies, plans or projects according to established procedures.
- Oversight – governance receives a wide variety of reports and information through which it monitors the quality and substance of institutional leadership and decision-making.
- Advice – governance is consulted and provides input, sometimes in confidence, on proposed initiatives at various stages of development.
- [Foresight – governance anticipates emerging risks and opportunities and scans the external environment to steward the College's strategic direction and long-term sustainability.](#)

To fulfil its governance role, the Board as a whole and its members as individuals act in accordance with the duties, expectations, and attributes of Governors outlined in the Board's Code of Conduct.

### C. ADMINISTRATION

In general, the President, as chief executive officer, and the Administration have the responsibility for articulating the College's mission and strategic directions on the advice of and for ultimate approval by governance. In fulfilling its governance role, the Board enables and empowers Administration to undertake the operational activities necessary to articulate the College's mission and strategic direction. Although the Board may provide advice on such matters, the Board does not have any direct involvement in the operations of the College.

To enable the Board's oversight role, the President and the Administration have responsibility for outlining problems, explaining issues, identifying the need for changes in policy, and formulating new policy for governance consideration.

## D. DUTIES AND RESPONSIBILITIES

Although the Act requires that the Board carry out certain activities, the Board retains wide latitude for policy making for the College's operation. It is the responsibility of the Board of Governors to:

### i) Strategy, Monitoring, and Reporting

- Review and approve the College's vision, mission, and values.
- Provide input, review, and approve the College's strategic plan as developed by Administration.
- Direct the Administration to develop, implement and maintain reporting systems that accurately measure the College's progress towards, and performance against, the performance expectations set out in its strategic and operational plans.
- Ensure that Administration fulfils annual public reporting requirements set forth by the Government of British Columbia.
- Review and approve revisions to the College's strategic direction as presented by the Administration in response to changing circumstances.

### ii) [Shared Governance Accountability](#)

- [Share mutual and individual accountability to the Board in carrying out each primary function of Board governance.](#)
- [Ask strategic and values-based governance-level questions, and to constructively hold peers accountable where such questions, behaviours, or practices do not reflect the Board's governance responsibilities.](#)

### iii) Internal Controls & Financial Reporting

With the support of the Finance, Audit, and Risk Committee:

- Review and approve the College's annual operating and capital plans and budgets.
- Ensure the integrity of the College's internal controls by establishing appropriate internal and external audit and control systems and by receiving regular status updates.
- Review financial reports and related materials of the College prior to release and receive an analysis of those reports from Administration to assist in the review.
- Approve year end financial statements.
- Ensure financial results are reported fairly and in accordance with generally accepted accounting principles.
- Ensure adequate procedures for managing conflicts of interest.

### iv) Enterprise Risk

With the support of the Finance, Audit, and Risk Committee:

- Understand the key risks affecting the College's operations.
- Receive regular reports and assessments on key risks to ensure that Administration has established appropriate systems to manage these risks.

- Receive regular reports on the management of material risks to the College.

v) Human Resources

With the support of the Human Resources and Compensation Committee:

- Recruit, appoint, and replace the President as appropriate.
- Monitor and annually evaluate the President's performance.
- Approve the President's compensation and any changes made therein.
- Advise on, and where appropriate approve, human resource policies.
- Receive reports from Administration regarding key measures related to the human resources of the College.
- Advise and approve the College's compensation philosophy.
- Ensure that the College has an integrated talent management strategy and affiliated processes for the ongoing sustainability and viability of the College's employee base.

vi) Academic Quality

With the support of [the Governance Committee and](#) Education Council:

- Ensure that clear processes for assurance of academic quality are in place and implemented.
- Ensure that policies and practices are in place and implemented for assurance of quality across all dimensions of the student experience.
- [Receive reports from Administration regarding material risks to achieving the College's educational mandate including any proposed mitigation strategies.](#)

vii) Communications

- Ensure the College has a plan in place to communicate effectively with internal and external communities and to accommodate feedback from those parties.
- The President, or their designate, is the spokesperson for the College.
- The Chair of the Board, or their designate, is the spokesperson for the Board.

## E. REVIEW HISTORY

<b>Date</b>	<b>Review</b>
2026	Review
2022-06-22	Approved by the Board of Governors <a href="#">(New)</a>



## BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.5.2

<b>Title</b>	Governance Committee Terms of Reference Review		
<b>Action and/or Recommendation</b>	For Discussion/Advice		
<b>Meets OC's Inspire Plan...</b>	<b>Values</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Students First</li> <li><input type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input type="checkbox"/> Effective and Efficient</li> </ul>	<b>Commitments</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input type="checkbox"/> Life-long learning partnerships</li> <li><input type="checkbox"/> Integration and focus</li> </ul>

### Background Statement

The Governance Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in 2022. Due to the number of materials reviewed that year, an initial review was completed after one year of use before the Board adopted the three-year review cycle outlined in the Committees' Terms of Reference.

The Governance Committee provided feedback on the revised Terms of Reference and is recommending them for approval.

### Reference Materials

- Governance Committee Terms of Reference (redline version)

### Supporting Analysis

Administration suggested including language to delegate the distinction of governance responsibilities between the Board and Education Council to the Governance Committee. No other changes were proposed in the Governance Committee's discussions.

The Board is invited to provide additional feedback on the Terms of Reference, including how they are meeting the needs of the Committee and Board as a whole.

### Alignment to the Strategic Plan Roadmap

**Inspire Plan.** The Terms of Reference align the work of the Committee to the Strategic Plan.

### Risk Implication & Mitigation Steps

**Effectiveness and Efficiency. Integration and Focus.** This review of the Committee's Terms of Reference will ensure that Committee continues to function effectively in carrying out its delegated responsibilities to the Board.

**Proposed and Prepared by** Neil Fassina, President

<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Governance Committee	3/10/2026
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



# Governance Committee

## Terms of Reference

### Okanagan College Board of Governors

2026 Review

#### A. PURPOSE

The purpose of the Governance Committee (the "Committee") is to ensure an effective governance framework to enhance the effectiveness of the Board of Governors (the "Board"), Board committees, and individual Board members in alignment to the College's Mission, Vision, and Inspire Strategy.

#### B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the membership.
- Board Chair (ex officio)
- President (ex officio)

The Chair of the Committee will be appointed by the Board Chair from the members appointed by Order in Council.

#### C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by the Governance and Privacy Coordinator.

#### D. MEETINGS

The Committee shall meet at least four (4) times per year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

#### E. VOTING

Each member of the Committee has one vote on the Committee.

#### F. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- i) Governance
  - Review the governance framework of Okanagan College at least bi-annually including the bylaws and code of conduct and advises the Board on areas of concern, best practices, and recommended changes.
  - [Liases with and makes recommendations to Education Council that maintain the distinction of governance responsibilities between the Board and Education Council under the College and Institute Act.](#)

- Review, make recommendations, and oversee the implementation of Board policies for which the Board has direct oversight with reference to best practice, provincial policies, and regulations that affect the governance role of the Board and bring forward related recommendations to the Board.
- In concert with the Governance Committee Chair, the Board Chair and the President, support new Board member orientations and exiting member transitions.
- At the request of the Board Chair, make recommendations on appointments to the Board's standing committees.

#### ii) Board Succession Planning

- Develop, and annually update a long-term plan for Board composition that takes into consideration the current strengths, skills, and experience of the Board, term end dates, and the College's strategic direction.
- Develop a succession plan for the Board which includes recommendations regarding the Board's competency matrix and the essential and desired experience and skills for potential new Board members.
- In consultation with the President and Board Chair, recommend, through the Board Chair, to the Government the criteria and names of potential candidates.
- Prior to the election process and through the Registrar, ensure that the chief officers of the stakeholder groups represented on the Board through election are provided with information regarding individual Board member roles and responsibilities as well as preferred background, experience, and skills to fill upcoming vacancies.

#### iii) Board Policies

- Annually review the policy workplan for policies within the Board's area of responsibility to ensure that review and renewal timelines are properly maintained.
- At the direction of the Committee Chair, the Committee may by written resolution direct the President to seek feedback on Board policies under development.

#### iv) Board Evaluation and Development

- Assist and support the annual review and evaluation process of the Board, the Board Chair, Board Committees, and individual Board members for presentation and review by the Board.
- Develop and implement a Board development plan to increase Board awareness, knowledge, and competency regarding their duties, roles, and responsibilities in governance.
- At the request of the Board Chair, undertake such other governance initiatives as may be necessary or desirable to improve the operation of the Board and contribute to the success of the College.

### G. **ACCOUNTABILITY**

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next regular Board meeting.

### H. **REVIEW**

The Terms of Reference for the Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

**I. REVIEW HISTORY**

<b>Date</b>	<b>Review</b>
2026	Review
2023-05-24	Revision approved by Board of Governors
2022-06-22	Revision approved by Board of Governors
2022-11-24	Revision approved by Board of Governors
2016-11-29	Revision approved by Board of Governors
2008-02-15	Revision approved by Board of Governors
2006-09-26	Approved by the Board of Governors



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.6.1

<b>Title</b>	New Courses		
<b>Action and/or Recommendation</b>	For Approval <u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new courses as recommended by Education Council and as presented:</i></b> <ul style="list-style-type: none"> <li>• <b><i>LSIN 040 Global Awareness;</i></b></li> <li>• <b><i>LSIN 041 World History; and</i></b></li> <li>• <b><i>MATH 081 Mathematics 081.”</i></b></li> </ul>		
<b>Meets OC’s Inspire Plan...</b>	<b>Values</b> <input checked="" type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input checked="" type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<b>Responsibilities</b> <input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input type="checkbox"/> Effective and Efficient	<b>Commitments</b> <input type="checkbox"/> Inclusive & Equitable Access <input checked="" type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

## Background Statement

The College and Institute Act states in section 23(1) that “An education council must advise the board, and the board must seek advice from the education council, on the development of educational policy for the following matters:

- (b) proposals about implementation of courses or programs leading to certificates, diplomas or degrees, including the length of or hours for courses or programs;
- (d) priorities for implementation of new programs and courses leading to certificates, diplomas or degrees;
- (m) qualifications for admission policies;

Additionally, the Act states in section 19(1) that the board may:

- (d) determine courses or programs to be offered or cancelled at the institution;

Education Council has reviewed and is recommending Board approval of the following new courses:

- Global Awareness (LSIN 040)
- World History (LSIN 041)
- Mathematics 081 (MATH 081)

## Reference Materials

Course outlines and resource plans for new courses:

- Global Awareness (LSIN 040)
- World History (LSIN 041)

- Mathematics 081 (MATH 081)

## Supporting Analysis

Please see attached course outlines for each new course.

## Alignment to the Strategic Plan Roadmap

The new courses represent OC's ability to pivot to meet the demands of the community and industry and provide prospective students with programming relevant to their needs.

## Risk Implication & Mitigation Steps

**Lack of Participants:** Mitigated by strong collaboration with community partners. Strong marketing collateral and a solid marketing plan with dedicated resources to ensure the reach of promotions throughout the Okanagan Valley.

**Instructor Availability:** Mitigated through collaboration between programs and faculty to source subject matter experts who will be qualified to teach.

**Content Quality:** This risk is mitigated with the use of subject matter experts who are currently working in the industry and are knowledgeable of the current trends, competencies and skills required.

## Proposed and Prepared by

Jillian Garrett, Education Council Chair

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Council	1/22/2026-2/19/2026
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Neil Fassina, President	3/3/2026
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Samantha Lenci, Provost & Vice President Academic	3/3/2026



## COURSE OUTLINE

<b>Program:</b>	Accessible Education and Training (AET)
<b>Course Title:</b>	<b>Global Awareness</b>
<b>Course Number:</b>	<b>LSIN 040</b>
<b>Length of Course:</b>	80 hours
<b>Prerequisites:</b>	None. See note.*
<b>Presentation Format:</b>	In-person
<b>Assessment:</b>	See note.*
<b>Recommended:</b>	January 22, 2026

## COURSE DESCRIPTION

This course is designed to foster global awareness and to examine its significance in today's interconnected world. It aims to provide students with an introductory understanding of key global concepts, including geography, political systems, and cultural diversity. Through this curriculum, students will develop a greater awareness of their individual roles within both local and global contexts, enhancing their understanding of the world and their place within it.

## COURSE OUTCOMES

1. Explain the concept of global awareness and articulate its significance in fostering understanding, empathy, and respect among diverse populations.
2. Identify and locate the seven continents and Canada on a world map, demonstrating basic geographic literacy.
3. Summarize the historical impact of world exploration and colonialism, recognizing their influence on contemporary global relations.
4. Identify and describe the core principles of major political parties, with a particular focus on Canadian politics and governance.
5. Compare and contrast cultural practices and values across various world regions and within Canada, recognizing patterns of diversity and commonality.
6. Explain the ways in which individuals and nations are globally interconnected, including economic, technological, cultural, and familial linkages.
7. Discuss major global environmental challenges, and evaluate current strategies and initiatives aimed at addressing these issues.
8. Engage with and critically analyze current global events, applying a global perspective to understand their context and implications.

\*NOTE: This course outline suggests a body of material to be covered, however it must be understood that AET courses are skills-based and are adjusted to meet individual student needs. Course work begins at each student's level of competency. Skills aimed at and achieved will vary according to the needs, goals, and abilities of the students enrolled in the course. It may be beneficial for this course to be taken more than once to enhance skill development and material retention.

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Course**  
**March 2026**

**Plan Overview**

<b>Name of Course:</b>	Global Awareness (LSIN 040)
<b>Course Length:</b>	80 lecture hours
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	internally budgeted, existing budget
<b>The Course/Program is offered at full cost recovery:</b>	No, Part of tuition-free AET program
<b>Is funding temporary or ongoing?</b>	Ongoing, already exists

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>	0	0	0
<b>Operating:</b>	0	0	0
<b>Salary:</b>	0	0	0
<b>Equipment and Supplies:</b>	0	0	0
<b>Promotional:</b>	0	0	0
<b>Total Cost:</b>	\$0	\$ 0	\$ 0
<b>Total Costs over 3 years:</b>	\$ 0		

**Demand**

<b>Projected enrolment: (include immediate + future)</b>	40 immediate 120 total in one year period
<b>Enrolment required for break-even:</b>	N/A
<b>List similar courses/programs assessed:</b>	
<b>The course/program has a defined target market:</b>	Yes
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes

### Student Fees

<b>Course/Program Tuition Fees:</b>	\$0 (non-tuition)
<b>Course/Program Material Fees:</b>	\$0
<b>Other Course/Program Costs:</b>	

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

### Human Resources

<b>Staffing Plan:</b>	existing employees
<b>Number of faculty/instructors required:</b>	
<b>List any additional staffing requirements if applicable</b> (e.g. Toolroom Attendant, Lab Technician, support, etc.):	
<b>Staffing requirements for each position (continuing, term, contact):</b>	Currently, all positions are continuing
<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	Winter (as demand warrants), Summer (as demand warrants), and Fall (in alternate years)

### Other Resources

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	AET designated delivery rooms
<b>Is the College required to provide new technological resources?</b>	No
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	This program runs in dedicated spaces
<b>List the campuses the Course/Program will be offered.</b>	Penticton, KLO, Vernon, Salmon Arm
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	In-person



## COURSE OUTLINE

<b>Program:</b>	Accessible Education and Training (AET)
<b>Course Title:</b>	World History
<b>Course Number:</b>	LSIN 041
<b>Length of Course:</b>	80 hours
<b>Prerequisites:</b>	None. See note.*
<b>Presentation Format:</b>	Lecture 4 hours/week (4-month semester)
<b>Assessment:</b>	See note*.
<b>Recommended:</b>	January 22, 2026

## COURSE DESCRIPTION

This course offers a survey of world history from ancient civilizations to the modern era, exploring the political, economic, cultural, and technological developments that have shaped human societies. Students will examine major global events, influential leaders, transformative movements, and key interactions among societies. Through reading, discussion, and project-based learning, students will gain a deeper understanding of how past events influence the present and inform the future.

## COURSE OUTCOMES

1. Demonstrate knowledge of major civilizations, including their geography, culture, government, and achievements (e.g., Ancient Egypt, Greece, China, Rome, and the Islamic World).
2. Describe key historical events and movements, such as the rise and fall of empires, major wars, and periods of exploration.
3. Use historical thinking skills like sequencing, comparing, and identifying cause and effect to understand the past.
4. Explain how ideas, technology, and people moved and influenced different regions over time.
5. Make connections between past and present, showing how history helps us understand the world today.
6. Present historical information clearly, using writing, presentations, and creative projects to show understanding.

**\*NOTE:** This course outline suggests a body of material to be covered, however it must be understood that AET courses are skills-based and are adjusted to meet individual student needs. Course work begins at each student's level of competency. Skills aimed at and achieved will vary according to the needs, goals, and abilities of the students enrolled in the course. It may be beneficial for this course to be taken more than once to enhance skill development and material retention.

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Course**  
**March 2026**

**Plan Overview**

<b>Name of Course:</b>	World History (LSIN 041)
<b>Course Length:</b>	80 lecture hours
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	Internally funded (no new resources needed to offer course)
<b>The Course/Program is offered at full cost recovery:</b>	No. Part of tuition-free AET program
<b>Is funding temporary or ongoing?</b>	Ongoing, existing funding

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>	0	0	0
<b>Operating:</b>	0	0	0
<b>Salary:</b>	0	0	0
<b>Equipment and Supplies:</b>	0	0	0
<b>Promotional:</b>	0	0	0
<b>Total Cost:</b>	\$0	\$ 0	\$0
<b>Total Costs over 3 years:</b>	\$ 0		

**Demand**

<b>Projected enrolment: (include immediate + future)</b>	40 immediate 120 total in one year period
<b>Enrolment required for break-even:</b>	N/A
<b>List similar courses/programs assessed:</b>	
<b>The course/program has a defined target market:</b>	Yes
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes

### Student Fees

<b>Course/Program Tuition Fees:</b>	\$ 0 (non-tuition)
<b>Course/Program Material Fees:</b>	\$0
<b>Other Course/Program Costs:</b>	

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

### Human Resources

<b>Staffing Plan:</b>	existing employees
<b>Number of faculty/instructors required:</b>	1-4, depending on demand on each campus
<b>List any additional staffing requirements if applicable</b> (e.g. Toolroom Attendant, Lab Technician, support, etc.):	
<b>Staffing requirements for each position (continuing, term, contact):</b>	Currently, all positions are continuing
<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	Winter (in alternate years), Summer, and Fall (in alternate years)

### Other Resources

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	AET designated delivery rooms
<b>Is the College required to provide new technological resources?</b>	No
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	
<b>List the campuses the Course/Program will be offered.</b>	Penticton, KLO, Vernon, Salmon Arm
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	In-person



## COURSE OUTLINE

<b>Program:</b>	Adult Basic Education
<b>Course Title:</b>	Mathematics 081
<b>Subject Description:</b>	Mathematics
<b>Course Number:</b>	081
<b>Prerequisites:</b>	Minimum 60% grade in Mathematics 070, or a level 5 on the MSI (Math Skills Indicator).
<b>Presentation Format:</b>	Lecture 4 hours/week (4-month semester) Seminar 4 hours/week (4-month semester)
<b>Assessment:</b>	40% Assignments, Quizzes or Projects (online or in person) 30% Midterm Exam (in person) 30% Final Exam (in person)
<b>Recommended:</b>	February 19, 2026

## COURSE DESCRIPTION

This course is designed to provide the student with practical applications useful in future vocational training, careers, or personal life. The student will complete three core topics (Operations with Real Numbers, First-Degree Equations and Inequalities, and Equations and their Graphs) and then must complete three of ten optional topics (Systems of Equations, Consumer Mathematics, Finance, Data Analysis I, Data Analysis II, Geometry, Trigonometry, Measurement, Trades Option, or Health Option). This course satisfies the math requirement for the B.C. Adult Graduation Diploma.

## LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:

1. Use operations with real numbers, powers, roots, and scientific notation.
2. Solve linear equations, inequalities, and related word problems.
3. Plot and interpret graphs of equations and identify key features.
4. Solve systems of linear equations using graphs or algebra.
5. Apply math to consumer and financial problems.
6. Collect, analyze, and interpret data using graphs and statistics.
7. Use geometry to solve problems.
8. Solve right triangles using trigonometry.
9. Calculate measurements and conversions.
10. Solve practical trade math problems.
11. Apply math skills to health scenarios.

After completion of MATH 081, students will have met the outcomes described in Mathematics: Advanced Level – Business/Technical in the 2025/2026 Adult Basic Education Articulation Guide available at <https://www.bctransferguide.ca/transfer-options/adult-basic-education/>

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Course**  
**March 2026**

**Plan Overview**

<b>Name of Course:</b>	Mathematics 081 (MATH 081)
<b>CourseLength:</b>	4 lecture hours; 4 hours seminar
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	Internally funded (no new resources needed to offer course)
<b>The Course/Program is offered at full cost recovery:</b>	Part of tuition-free ABE program, course would be included within a multi-level, self-paced environment, layered onto existing offerings.
<b>Is funding temporary or ongoing?</b>	Ongoing, already existing funds

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>	0	0	0
<b>Operating:</b>	0	0	0
<b>Salary:</b>	0	0	0
<b>Equipment and Supplies:</b>	0	0	0
<b>Promotional:</b>	0	0	0
<b>Total Cost:</b>	\$ 0	\$ 0	\$ 0
<b>Total Costs over 3 years:</b>	\$ 0		

**Demand**

<b>Projected enrolment: (include immediate + future)</b>	5 immediate per semester (part of multi-level sections with capacities of 30 and which typically see 26+ enrolments across all levels in each section).
<b>Enrolment required for break-even:</b>	N/A (non-tuition course). Course sections expected to run with 26+ enrolments.
<b>List similar courses/programs assessed:</b>	
<b>The course/program has a defined target market:</b>	Yes
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes If no, please explain.

### Student Fees

<b>Course/Program Tuition Fees:</b>	\$0 (non-tuition)
<b>Course/Program Material Fees:</b>	\$0
<b>Other Course/Program Costs:</b>	

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

### Human Resources

<b>Staffing Plan:</b>	Existing employees
<b>Number of faculty/instructors required:</b>	1-4 instructors teach multi-level math depending on demand and semester of delivery.
<b>List any additional staffing requirements if applicable</b> (e.g. Toolroom Attendant, Lab Technician, support, etc.):	
<b>Staffing requirements for each position (continuing, term, contact):</b>	Currently, all positions are continuing
<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	Every Summer, Fall, and Winter

### Other Resources

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	ABE designated multi-access delivery rooms at each campus
<b>Is the College required to provide new technological resources?</b>	These rooms include already existing multi-modal delivery equipment
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	As this course will be layered into existing multi-level, self paced Math offerings, they rely on the same resources that already in place and being used.
<b>List the campuses the Course/Program will be offered.</b>	Multi-access delivery model means the course will be available across OC simultaneously in-person and online, and there are typically sections at different times of day (i.e., morning, afternoon, evening).
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	Multi-access delivery



## BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.6.2

Title	New Programs
<b>Action and/or Recommendation</b>	<p>For Approval</p> <p><u>Recommended motions:</u></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Practical Analytics &amp; Reporting Micro-Credential (PARMC) subject to approval by the Post-Secondary Institution Proposal System (PSIPS), as recommended by Education Council.”</i></b></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Bachelor of Computer Information Systems Degree - Cybersecurity Option as recommended by Education Council.”</i></b></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Bachelor of Computer Information Systems Degree - Honours Option as recommended by Education Council and as presented, and thereby approves the following new courses:</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>COSC 491 Research Methods; and</i></b></li> <li>• <b><i>COSC 492 Computer Information Systems Research Project.”</i></b></li> </ul> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Community Cook Micro Credential as recommended by Education Council and thereby approves the new courses:”</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>CMCK 100 Orientation and Industry Certifications;</i></b></li> <li>• <b><i>CMCK 101 Safety and Hygiene;</i></b></li> <li>• <b><i>CMCK 102 Prep and Cold Kitchen Basics;</i></b></li> <li>• <b><i>CMCK 103 Fruits, Vegetables and Grains;</i></b></li> <li>• <b><i>CMCK 104 Proteins;</i></b></li> <li>• <b><i>CMCK 105 Pasta and Sauces;</i></b></li> <li>• <b><i>CMCK 106 Pastries, Sweets, and Breads; and</i></b></li> <li>• <b><i>CMCK 107 Community Events and Celebrations.”</i></b></li> </ul>

Meets OC's Inspire Plan...	Values	Responsibilities	Commitments
	<input checked="" type="checkbox"/> Students First <input checked="" type="checkbox"/> Community <input type="checkbox"/> Respect <input type="checkbox"/> Courage <input checked="" type="checkbox"/> Relationships <input type="checkbox"/> Distinction	<input type="checkbox"/> Reconciliation <input type="checkbox"/> EDISJ <input type="checkbox"/> Sustainability <input type="checkbox"/> Resilience <input type="checkbox"/> Effective and Efficient	<input type="checkbox"/> Inclusive & Equitable Access <input checked="" type="checkbox"/> Life-long learning partnerships <input type="checkbox"/> Integration and focus

## Background Statement

The College and Institute Act states in section 23(1) that “An education council must advise the board, and the board must seek advice from the education council, on the development of educational policy for the following matters:

- (b) proposals about implementation of courses or programs leading to certificates, diplomas or degrees, including the length of or hours for courses or programs;
- (d) priorities for implementation of new programs and courses leading to certificates, diplomas or degrees;
- (f) evaluation of programs and educational services;
- (m) qualifications for admission policies; and
- (n) criteria for awarding certificates, diplomas and degrees...”

In alignment with its advisory role to the Board, Education Council has reviewed and is recommending Board approval of the following new programs:

- Practical Analytics & Reporting Micro-Credential (PARMC)
- Bachelor of Computer Information Systems Degree (BCIS), Cybersecurity Option
- Bachelor of Computer Information Systems Degree (BCIS), Honours Degree Option
- Community Cook Micro Credential (MCCMCK)

## Reference Materials

Proposals and resource plans for New Programs:

- Practical Analytics & Reporting Micro-Credential
- Bachelor of Computer Information Systems Degree, Cybersecurity Option
  - *Note: no resource plan attached as this program offering is repackaged from existing OC courses.*
- Bachelor of Computer Information Systems Degree, Honours Degree Option
  - [Link to new course outlines for BCIS Honours:](#)
    - *COSC 491 Research Methods*
    - *COSC 492 Computer Information Systems Research Project*
- Community Cook Micro Credential
  - [Link to new course outlines for Community Cook Micro Credential:](#)
    - *CMCK 100 Orientation and Industry Certifications*
    - *CMCK 101 Safety and Hygiene*
    - *CMCK 102 Prep and Cold Kitchen Basics*

- *CMCK 103 Fruits, Vegetables and Grains*
- *CMCK 104 Proteins*
- *CMCK 105 Pasta and Sauces*
- *CMCK 106 Pastries, Sweets, and Breads*
- *CMCK 107 Community Events and Celebrations*

**Supporting Analysis**

Please see attached proposals for the new programs.

**Alignment to the Strategic Plan Roadmap**

These new programs represent OC’s ability to pivot to meet the demands of the community and industry and provide prospective students with programming relevant to their needs.

**Risk Implication & Mitigation Steps**

**Lack of Participants:** Mitigated by strong collaboration with community partners. Strong marketing collateral and a solid marketing plan with dedicated resources to ensure the reach of promotions throughout the Okanagan Valley.

**Instructor Availability:** Mitigated through collaboration between programs and faculty to source subject matter experts who will be qualified to teach.

**Content Quality:** This risk is mitigated with the use of subject matter experts who are currently working in the industry and are knowledgeable of the current trends, competencies and skills required.

<b>Proposed and Prepared by</b>		Jillian Garrett, Education Council Chair		
<b>Consultation History</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual, Title</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Council	1/22/2026-2/19/2026
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Neil Fassina, President	3/3/2026
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Samantha Lenci, Provost & Vice President Academic	3/3/2026

**Okanagan College Education Council**  
**Proposal for New Program**  
**March 2026**

**Program Summary**

<b>Name of Program:</b>	<b>Practical Analytics &amp; Reporting Micro-Credential</b>
<b>Program Outcome/Credential:</b>	Microcredential
<b>Program Length:</b>	1 semester / 9 credits (3 credit courses)
<b>Education Council Approval Date:</b>	2/19/2026
<b>PSIPS review:</b>	Posted February 25, 2026 for 30 calendar days

**Program Outline**

<b>Program description:</b>	<p>The Practical Analytics and Reporting Micro-Credential is a program designed for learners interested in developing foundational skills in data analytics. The program consists of three courses that introduce key concepts such as data wrangling, dashboards, and analytic reporting. Learners gain experience organizing and interpreting data using tools such as Microsoft Excel, Word and PowerPoint.</p> <p>The program is offered in both in-person and online hybrid formats during the Fall and Winter terms, with potential expansion to Summer. Online and asynchronous options may be available for mature learners and working professionals seeking flexible training.</p>
<b>Learners served by this program:</b>	<p>This program serves individuals seeking data analytics skills, including mature learners, career changers, and industry professionals needing to re-skill or co-skill. It also supports those exploring laddering pathways into related Okanagan College programs. Flexible online options allow the program to be accessible to working adults and learners requiring adaptable study formats.</p>
<b>Career Outcomes and Pathways:</b>	<p>Graduates gain skills that support roles in data analytics, reporting and data-informed decision making. The program provides a foundation for further study in data analytics programs at the College. It also helps working professionals enhance their capacity to analyze data and create reports.</p>
<b>Admission Requirements:</b>	<p><b>Regular Applicants:</b></p> <ul style="list-style-type: none"> <li>• B.C. secondary school graduation (or equivalent).</li> <li>• English 12 or <a href="#">alternatives</a>.</li> <li>• Math requirement:             <ul style="list-style-type: none"> <li>○ A minimum of 60% in any of:                 <ul style="list-style-type: none"> <li>▪ Pre-calculus Grade 11</li> <li>▪ Foundations of Mathematics Grade 11</li> <li>▪ Adult Basic Education MATH 011</li> <li>▪ Adult Basic Education MATH 080</li> <li>▪ Adult Basic Education MATH 085</li> <li>▪ Adult Basic Education IALG 011</li> </ul> </li> </ul> </li> </ul>

## Program Outline

- Or a minimum score of 16/25 on the Basic Algebra Proficiency Test
- Or completion of one MATH/ STAT/ DSCI course at the 1XX level or higher.

### **Mature Students:**

- Mature applicants are at least 19 years of age and have been out of full-time secondary study for at least one year.
- Secondary school graduation will be waived for mature applicants.
- Mature applicants must meet the English and Mathematics requirements.

### **Required Courses:**

#### **Program outline**

Complete all of the following:

- DSCI300 - Data Wrangling and Visualization (3)
- DSCI315 - Dashboards and Analytic Reporting (3)

Completed at least 1 of the following:

- STAT121 - Elementary Statistics (3)
- STAT124 - Business Statistics (3)
- STAT205 - Introduction to Mathematical Statistics (3)
- STAT230 - Elementary Applied Statistics (3)
- BIOL202 - Elementary Applied Statistics (3)

### **Graduation Requirements:**

Successful completion of the prescribed courses as listed in the program outline with a minimum graduating grade average of 60%.

### **Other comments:**

The Practical Analytics & Reporting Micro-Credential was posted on the Post-Secondary Institution Proposal System (PSIPS) for a thirty-day period on February 25, 2026 and is anticipated to be fully approved for implementation on March 26, 2026 pending comments from other institutions.

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Program**  
**March 2026**

**Plan Overview**

<b>Name of Program:</b>	Practical Analytics and Reporting Micro-Credential
<b>Program Length:</b>	3 courses, ~150hrs
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	Internal budget; existing courses already delivered within existing programs
<b>The Course/Program is offered at full cost recovery:</b>	No
<b>Is funding temporary or ongoing?</b>	Ongoing (normally offered courses)

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>	0	0	0
<b>Operating:</b>			
<b>Salary:</b>			
<b>Equipment and Supplies:</b>	0	0	0
<b>Promotional:</b>	0	0	0
<b>Total Cost:</b>	\$ 0	\$ 0	\$ 0
<b>Total Costs over 3 years:</b>	\$ 0		

**Demand**

<b>Projected enrolment: (include immediate + future)</b>	5, increasing to 10
<b>Enrolment required for break-even:</b>	None- courses run within existing programs
<b>List similar courses/programs assessed:</b>	No comparable programs, no micro-credentials in this area.
<b>The course/program has a defined target market:</b>	This micro-credential is designed to provide opportunities for those in industry to re-skill or co-skill, support continued learning by encouraging continued professional development, and provide laddering pathways into various Okanagan College programs. Current students enrolled in a program at Okanagan College can take this suite of courses as electives to earn the micro-credential as well.
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes

### Student Fees

<b>Course/Program Tuition Fees:</b>	\$
<b>Course/Program Material Fees:</b>	\$0
<b>Other Course/Program Costs:</b>	

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

### Human Resources

<b>Staffing Plan:</b>	Existing employees
<b>Number of faculty/instructors required:</b>	No new faculty. Three faculty total- one per course.
<b>List any additional staffing requirements if applicable</b> (e.g. Toolroom Attendant, Lab Technician, support, etc.):	None
<b>Staffing requirements for each position (continuing, term, contact):</b>	Existing courses delivered in existing programs. Teaching assignments could have full time or term faculty assigned.
<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	Fall to start, could expand into Winter.

### Other Resources

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	Classroom
<b>Is the College required to provide new technological resources?</b>	No
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	Existing courses in existing programs. Resources (rooms and technology) are already provided through regular scheduling and course delivery processes.
<b>List the campuses the Course/Program will be offered.</b>	Courses are available to students from all campuses via online/ hybrid delivery. One of the three courses is offered in-person at least once per year on non-Kelowna campuses.
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	In-person and/or Hybrid

**Okanagan College Education Council**  
**Proposal for New Program**  
**March 2026**

**Program Summary**

<b>Name of Program:</b>	<b>Bachelor of Computer Information Systems Degree, Cybersecurity Option</b>
<b>Program Outcome/Credential:</b>	Degree
<b>Program Length:</b>	4 years / 120 credits (40 credit courses)
<b>Education Council Approval Date:</b>	1/22/2026

**Program Outline**

<b>Program description:</b>	<p>The Cybersecurity Option within the Bachelor of Computer Information Systems (BCIS) degree develops advanced technical skills by preparing students to design, manage, secure, and optimize data systems. The program includes a broad selection of computing, mathematics, business, and communications courses that support graduates' success in roles in the information technology sector.</p> <p>During years 3 and 4 of the degree, students focus on specialized courses in cybersecurity and information technology, building competency in network security, threat analysis, system protection, and ethical practices. This option prepares learners to address emerging cyber risks and supports industry needs for professionals.</p>
<b>Learners served by this program:</b>	This program serves learners who want to deepen their technical skills and pursue advanced study in computing specifically in cybersecurity. It supports students seeking, strong analytical abilities and preparation for professional roles in information technology.
<b>Career Outcomes and Pathways:</b>	Graduates may pursue careers as software developers, systems analysts, database administrators, quality assurance analysts, data scientists, or IT consultants. Completing the Cybersecurity Option will also give graduates a competitive advantage for careers specific to cybersecurity. With further independent study, graduates may earn industrial certification from companies such as Oracle, IBM, Cisco or Microsoft.
<b>Admission Requirements:</b>	<p>B.C. secondary school graduation or equivalent, or 19 years of age and out of secondary school for one year as of the first day of classes.</p> <p><b>English Requirement:</b> English 12 with 60% or <a href="#">alternatives</a>.</p> <p><b>Math Requirement:</b></p> <ul style="list-style-type: none"> <li>• A minimum of 60% in any of:             <ul style="list-style-type: none"> <li>• Pre-calculus Grade 12</li> <li>• Principles of Mathematics 12</li> <li>• Adult Basic Education MATH 012</li> <li>• Okanagan College MATH 120</li> </ul> </li> </ul> <p>Or a minimum of 67% in any of:</p>

## Program Outline

- Pre-calculus Grade 11
- Foundations of Mathematics Grade 12
- Foundations of Mathematics Grade 11
- Principles of Mathematics 11
- Applications of Mathematics 11
- Applications of Mathematics 12
- Adult Basic Education MATH 011
- Adult Basic Education MATH 084 and MATH 085
- Adult Basic Education IALG 011

Or a minimum of 70% in any of:

- An Okanagan College Mathematics 11 Proficiency Test
- An Okanagan College Mathematics 12 Proficiency Test

**Other Requirements:** Attendance at a mandatory orientation.  
Applicants will be notified of dates.

**Applicants to third year:** Students who have completed Okanagan College's Computer Information Systems diploma, Infrastructure and Computing Technology diploma, or a similar program of studies from another institution may enter at year three.

**Keyboarding Skills:** Keyboarding skills of at least 20 wpm are strongly recommended.

**Access to a Personal Computer:** Students entering this program are strongly advised to have access to a personal computer at home with Internet access, both with adequate resources for this level of study. Students may consult the Computer Science Department for hardware and software recommendations.

**Personal Suitability:** Prospective applicants should consider assessing their suitability for the program by researching Computer Information Systems.

### Required Courses:

#### Year 1

Complete all of the following:

- COSC109 - Technical Aspects of Operating Systems (3)
- COSC111 - Computer Programming I (3)
- COSC121 - Computer Programming II (3)
- COSC126 - Systems Analysis and Design (3)
- COSC117 - Computer Science Fundamentals (3)
- COSC118 - Networks and Telecommunications I (3)

Complete two Mathematics courses in either of these two ways:

Either, complete:

- MATH139 - Mathematics for Information Technology (3)

And one of:

- COSC221 - Introduction to Discrete Structures (3)
- MATH251 - Introduction to Discrete Structures (3)
- MATH231 - Introduction to Cryptography (3)

Or, complete:

- MATH112 - Calculus I (3)

And one of:

- MATH122 - Calculus II (3)

## Program Outline

- MATH221 - Linear Algebra I (3)

Complete the two communications courses:

- CMNS113 - Technical Communication I for Information Technology (3)
- CMNS123 - Technical Communication II for Computer Science (3)

Alternative Communications and English courses from other programs and accredited post-secondary institutions for transfer students will be considered on a case-by-case basis.

### Year 2

Complete all of the following courses:

- COSC205 - Project Management (3)
- COSC211 - Machine Architecture (3)
- COSC213 - Web development with LAMP (3)
- COSC219 - Client-side Web Systems (3)
- COSC222 - Computer Data Structures (3)
- COSC224 - Projects in Computer Science (3)
- COSC236 - Object-Oriented Systems Analysis and Design (3)
- COSC304 - Introduction to Database Management Systems (3)
- COSC315 - Introduction to Operating Systems (3)
- COSC215 - Graphical User Interface Programming (3)

Please refer to the CIS diploma program page for details of the typical sequencing of courses for the first two years of the BCIS degree.

### Year 3 and 4

30 credits required for the option:

- COSC404 - Advanced Database Management Systems (3)
- COSC434 - Database Administration (3)
- COSC470 - Software Engineering (3)
- COSC471 - Software Engineering Project (3)

At least one of:

- BUAD335 - Electronic Commerce (3)
- COSC341 - User Experience (3)
- COSC331 - Microservices and Software Architecture (3)
- COSC360 - Server Platform as a Service (3)

And at least one of:

- COSC318 - Network Programming (3)
- COSC328 - Linux Networking (3)

And at least two of:

- COSC416 - Topics in Database (3)
- COSC436 - Data Warehousing (3)
- COSC437 - Data Mining (3)

Plus, a minimum of 6 upper-level COSC credits (not already chosen).

Required for all BCIS students, also complete the following:

- BUAD123 - Management Principles (3)
- PHIL331 - Ethics of Computer Usage (3)

Students also need to complete 24 credits of electives to meet the total credits requirement. See Notes section for details on choosing electives.

### Graduation Requirements:

Students must complete a minimum of 120 credits of required and elective courses as listed with a minimum graduating average of 60%.

## Program Outline

**Other comments:**

The Cybersecurity Option received external support from the Chair of the Cyber Systems Security Working Group (Committee) of Engineers for the Profession (E4Pinc). It was noted that the demand for Cyber Systems Security professionals is one of the top demand skills across Canada.

**Okanagan College Education Council**  
**Proposal for New Program**  
**March 2026**

**Program Summary**

<b>Name of Program:</b>	<b>Bachelor of Computer Information Systems Degree, Honours Degree Option</b>
<b>Program Outcome/Credential:</b>	Degree
<b>Program Length:</b>	4 years / 126 credits (42 credit courses)
<b>Education Council Approval Date:</b>	1/22/2026

**Program Outline**

<b>Program description:</b>	<p>The Honours Degree Option within the Bachelor of Computer Information Systems (BCIS) develops advanced technical skills by preparing students to design, manage, secure, and optimize data systems. The program includes a broad selection of computing, mathematics, business, and communications courses that support graduates' success in roles in the information technology sector. Students in the Honours Degree Option will complete 90 credits from the BCIS degree with a grade of 82% or higher to be eligible for the option. In addition to the required courses, students will complete the following two new courses:</p> <ul style="list-style-type: none"> <li>• COSC 491 - Research Methods</li> <li>• COSC 492 - Computer Information Systems Research Project</li> </ul>
<b>Learners served by this program:</b>	<p>This program serves learners who want to deepen their technical skills and pursue advanced study in computing. It supports students seeking, strong analytical abilities and preparation for professional roles in information technology. The Honours Degree Option benefits learners aiming for competitive career pathways or future graduate work.</p>
<b>Career Outcomes and Pathways:</b>	<p>Graduates may pursue careers as software developers, systems analysts, database administrators, quality assurance analysts, data scientists, or IT consultants. Completing the Honours Degree Option will give graduates a competitive advantage in their career pursuits. With further independent study, graduates may earn industrial certification from companies such as Oracle, IBM, Cisco or Microsoft.</p>
<b>Admission Requirements:</b>	<p>B.C. secondary school graduation or equivalent, or 19 years of age and out of secondary school for one year as of the first day of classes.  <b>English Requirement:</b> English 12 with 60% or <a href="#">alternatives</a>.  <b>Math Requirement:</b></p> <ul style="list-style-type: none"> <li>• A minimum of 60% in any of:</li> <li>• Pre-calculus Grade 12</li> <li>• Principles of Mathematics 12</li> <li>• Adult Basic Education MATH 012</li> <li>• Okanagan College MATH 120</li> </ul> <p>Or a minimum of 67% in any of:</p>

## Program Outline

- Pre-calculus Grade 11
- Foundations of Mathematics Grade 12
- Foundations of Mathematics Grade 11
- Principles of Mathematics 11
- Applications of Mathematics 11
- Applications of Mathematics 12
- Adult Basic Education MATH 011
- Adult Basic Education MATH 084 and MATH 085
- Adult Basic Education IALG 011

Or a minimum of 70% in any of:

- An Okanagan College Mathematics 11 Proficiency Test
- An Okanagan College Mathematics 12 Proficiency Test

**Other Requirements:** Attendance at a mandatory orientation.  
Applicants will be notified of dates.

**Applicants to third year:** Students who have completed Okanagan College's Computer Information Systems diploma, Infrastructure and Computing Technology diploma, or a similar program of studies from another institution may enter at year three.

**Keyboarding Skills:** Keyboarding skills of at least 20 wpm are strongly recommended.

**Access to a Personal Computer:** Students entering this program are strongly advised to have access to a personal computer at home with Internet access, both with adequate resources for this level of study. Students may consult the Computer Science Department for hardware and software recommendations.

**Personal Suitability:** Prospective applicants should consider assessing their suitability for the program by researching Computer Information Systems.

### Required Courses:

#### Year 1

Complete all of the following:

- COSC109 - Technical Aspects of Operating Systems (3)
- COSC111 - Computer Programming I (3)
- COSC121 - Computer Programming II (3)
- COSC126 - Systems Analysis and Design (3)
- COSC117 - Computer Science Fundamentals (3)
- COSC118 - Networks and Telecommunications I (3)

Complete two Mathematics courses in either of these two ways:

Either, complete:

- MATH139 - Mathematics for Information Technology (3)

And one of:

- COSC221 - Introduction to Discrete Structures (3)
- MATH251 - Introduction to Discrete Structures (3)
- MATH231 - Introduction to Cryptography (3)

Or, complete:

- MATH112 - Calculus I (3)

And one of:

## Program Outline

- MATH122 - Calculus II (3)
- MATH221 - Linear Algebra I (3)

Complete the two communications courses:

- CMNS113 - Technical Communication I for Information Technology (3)
- CMNS123 - Technical Communication II for Computer Science (3)

Alternative Communications and English courses from other programs and accredited post-secondary institutions for transfer students will be considered on a case-by-case basis.

### Year 2

Complete all of the following courses:

- COSC205 - Project Management (3)
- COSC211 - Machine Architecture (3)
- COSC213 - Web development with LAMP (3)
- COSC219 - Client-side Web Systems (3)
- COSC222 - Computer Data Structures (3)
- COSC224 - Projects in Computer Science (3)
- COSC236 - Object-Oriented Systems Analysis and Design (3)
- COSC304 - Introduction to Database Management Systems (3)
- COSC315 - Introduction to Operating Systems (3)
- COSC215 - Graphical User Interface Programming (3)

Please refer to the CIS diploma program page for details of the typical sequencing of courses for the first two years of the BCIS degree.

### Year 3 & 4

Complete all of the following

- Students must complete 90 credits in the BCIS degree with a grade of 82% or higher to be eligible for the Honours Degree Option.
- In addition to the 120 credits, students must also complete the following 6 credits: COSC491 and COSC492, and achieve a graduating grade average of 82% across the 126 credits.
  - COSC491 - Research Methods (3)
  - COSC492 - Computer Information Systems Research Project (3)

### Graduation Requirements:

For completion of the BCIS, students must complete a minimum of 120 credits of required and elective courses as listed with a minimum graduating average of 60%.

To graduate with the Honours Option, students must complete the additional six credits with a grade of 82% or higher across their program.

### Other comments:

The Honours Degree Option strengthens learning opportunities within the Bachelor of Computer Information Systems degree and supports institutional priorities related to workforce readiness and student success. The option encourages learners to excel in their coursework and provides a structured pathway for those who want to pursue advanced study and applied research.

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Program**  
**March 2026**

**Plan Overview**

<b>Name of Program:</b>	Bachelor of Computer Information Systems Honours Degree Option
<b>Program Length:</b>	2 courses, 6 credits
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	Internal budget
<b>The Course/Program is offered at full cost recovery:</b>	No
<b>Is funding temporary or ongoing?</b>	Ongoing

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>	0	0	0
<b>Operating:</b>			
<b>Salary:</b>			
<b>Equipment and Supplies:</b>	0	0	0
<b>Promotional:</b>	0	0	0
<b>Total Cost:</b>	\$ 0	\$ 0	\$ 0
<b>Total Costs over 3 years:</b>	\$ 0		

**Demand**

<b>Projected enrolment: (include immediate + future)</b>	For the two Honours courses; 4, increasing to 10
<b>Enrolment required for break-even:</b>	Directed Studies at no cost; need 15 students to run separate section
<b>List similar courses/programs assessed:</b>	BUAD 491 and 492
<b>The course/program has a defined target market:</b>	<p>The Bachelor of Computer Information Systems with Honours aims to enhance students' opportunities for engaging in applied research projects supported by industry sponsorships.</p> <p>Students who complete this program can work independently and possess a high level of technical competence in information technology. The Honours Degree program also equips students with strong analytical and communication skills.</p>
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes

### Student Fees

<b>Course/Program Tuition Fees:</b>	\$
<b>Course/Program Material Fees:</b>	\$0
<b>Other Course/Program Costs:</b>	

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

### Human Resources

<b>Staffing Plan:</b>	Existing employees
<b>Number of faculty/instructors required:</b>	No new faculty. Directed Studies fits into existing workloads.
<b>List any additional staffing requirements if applicable</b> (e.g. Toolroom Attendant, Lab Technician, support, etc.):	None
<b>Staffing requirements for each position (continuing, term, contact):</b>	Honours courses staffed by Full Time Continuing faculty as Directed Studies.
<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	Fall, could expand into second offering in Winter.

### Other Resources

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	Classroom and Computer Lab
<b>Is the College required to provide new technological resources?</b>	No
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	Resources (rooms and technology) are already provided through regular scheduling and course delivery processes.
<b>List the campuses the Course/Program will be offered.</b>	Kelowna
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	Hybrid

**Okanagan College Education Council**  
**Proposal for New Program**  
**March 2026**

**Program Summary**

<b>Name of Program:</b>	<b>Community Cook Micro Credential</b>
<b>Program Outcome/Credential:</b>	Microcredential
<b>Program Length:</b>	120 hours / 8 non-credit courses
<b>Education Council Approval Date:</b>	2/19/2026

**Program Outline**

<b>Program description:</b>	The Community Cook Micro Credential is a program that prepares learners by teaching basic cooking practices and techniques. The program supports rural and remote communities by providing practical culinary training that uses traditional methods and locally sourced ingredients whenever possible. Learners gain foundational knowledge in safety and sanitation, kitchen tools, food preparation and basic cooking techniques. They develop skills in preparing stocks, sauces and soups; vegetables, legumes, pasta and potatoes; meat, fish and poultry; wild game; seafood and shellfish; yeast and quick breads; and desserts. Graduates are equipped to contribute to local food services and support community food events.
<b>Learners served by this program:</b>	This program serves learners in rural and remote communities, including individuals who face barriers to education or employment. With no admission requirements, it provides an accessible entry point for those seeking foundational culinary skills. There is also opportunity to offer the micro credential as a sampler or dual credit program in interested school districts.
<b>Career Outcomes and Pathways:</b>	Graduates gain the basic skills and certifications needed for entry-level roles in community kitchens, camps, restaurants and food truck settings. The program also supports learners who wish to contribute to community food events or enhance cooking skills for home use.
<b>Admission Requirements:</b>	There are no admission requirements for this program.
<b>Required Courses:</b>	<p><b>Program Outline</b></p> <ul style="list-style-type: none"> <li>• CMCK100 - Orientation and Industry Certifications</li> <li>• CMCK101 - Safety and Hygiene</li> <li>• CMCK102 - Prep and Cold Kitchen Basics</li> <li>• CMCK103 - Fruits, Vegetables and Grains</li> <li>• CMCK104 - Proteins</li> <li>• CMCK105 - Pasta and Sauces</li> <li>• CMCK106 - Pastries, Sweets, and Breads</li> <li>• CMCK107 - Community Events and Celebrations</li> </ul>
<b>Graduation Requirements:</b>	Learners must pass each course with a grade of 70%.

## Program Outline

**Other comments:**

The College received funding from the Ministry of Post-Secondary Education and Future Skills to develop the Community Cook Micro Credential in partnership with the Tsal'alh First Nation. This support enabled the creation of an accessible program that can be delivered in small communities and adapted to a variety of kitchen settings.

**Okanagan College Provost Office**  
**Resource and Implementation Plan for New Program**  
**March 2026**

**Plan Overview**

<b>Name of Program:</b>	Community Cook Microcredential
<b>Program Length:</b>	120 hours
<b>Proposed for First Intake:</b>	September 2026

**Financial**

<b>Funding Source for Course/Program:</b>	Historically delivered through grant and PBLMT funding. The program is also deliverable as an open-enrolment, full cost-recovery model to ensure long-term sustainability independent of grant funding.
<b>The Course/Program is offered at full cost recovery:</b>	Yes
<b>Is funding temporary or ongoing?</b>	Grant funding has historically supported delivery; however, future offerings are designed to also operate at full cost recovery. Historically, cohorts have offset a portion of consumable costs through sale of butchered product and community meal service activities. While these revenues are not embedded in the base financial model to maintain conservative projections, they provide modest cost recovery opportunities where appropriate.

<b>Costs</b>	<b>Operating Years after Implementation Date</b>		
	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Year</b>
<b>Setup:</b>			
<b>Operating:</b>			
<b>Salary:</b>	\$10,530.00	\$10,530.00	\$10,530.00
<b>Equipment and Supplies:</b>	\$7,883.06	\$8040.72	\$8201.53
<b>Promotional:</b>	\$500.00	\$500.00	\$500.00
<b>Total Cost:</b>	\$ 18,913.06	\$ 19,070.72	\$ 19,231.53
<b>Total Costs over 3 years:</b>	\$ 57,215.31		
	<p>Facility rental and instructor travel costs are delivery-dependent and vary by community location. These expenses are not embedded in the base Operating projection and will be costed per offering based on confirmed delivery site and logistics.</p> <p>Equipment &amp; Supplies are projected based on a cohort of 12.</p> <p>Year-over-year cost projections reflect approximately 2% annual increases, primarily in equipment and supply expenses. Salary and promotional costs are projected to remain stable within the three-year window.</p>		

## Demand

<b>Projected enrolment: (include immediate + future)</b>	The program has operated successfully in three communities with 35 participants through funded cohorts. Based on demonstrated interest and industry demand, offerings are projected at 12–15 students per intake depending on location and facility capacity.
<b>Enrolment required for break-even:</b>	<p>Break-even enrolment of <b>6 participants</b> covers all direct delivery costs including:</p> <ul style="list-style-type: none"> <li>contract instructor salary (\$10,530)</li> <li>equipment and supplies (\$6146)</li> <li>promotional expenses (\$500)</li> </ul> <p>Enrolment beyond 6 participants generates positive contribution margin and improves program sustainability.</p>
<b>List similar courses/programs assessed:</b>	No directly comparable short-format community culinary microcredentials identified regionally. Market analysis included review of local culinary certificate offerings and private culinary training providers. There has been collaboration and alignment with Trades to ensure foundational competencies support transition into PC1 where appropriate.
<b>The course/program has a defined target market:</b>	<p>Yes, target market includes entry-level culinary workers, individuals seeking employment in hospitality and food service, and community members pursuing skills-based workforce training.</p> <p>This microcredential was identified by an Indigenous community as a pathway program to:</p> <ul style="list-style-type: none"> <li>Prepare learners for entry into <b>Professional Cook 1 (PC1)</b></li> <li>Or provide immediate entry-level culinary employment skills</li> </ul>
<b>The recruitment/marketing plan aligns with the implementation date.</b>	Yes

## Student Fees

<b>Course/Program Tuition Fees:</b>	\$ 2798.00
<b>Course/Program Material Fees:</b>	\$ 418.00
<b>Other Course/Program Costs:</b>	Nonslip shoes

Note: This section must include all tuition and material fees that OC students will be assessed by the College for the course or program. Tuition fees must follow the [BC Tuition Limit Policy](#).

## Human Resources

<b>Staffing Plan:</b>	Qualified contract instructors with demonstrated culinary and food safety credentials will be contracted through Continuing Studies processes.
<b>Number of faculty/instructors required:</b>	1-2
<b>List any additional staffing requirements if applicable (e.g. Toolroom Attendant, Lab Technician, support, etc.):</b>	N/A
<b>Staffing requirements for each position (continuing, term, contact):</b>	Contract

<b>Semesters/Intakes offered (Winter, Summer, Fall):</b>	As demand warrants or as part of funded contracts
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**Other Resources**

<b>Space &amp; facilities required to offer curriculum (e.g. classrooms, labs, studios, etc.):</b>	Delivery will occur in commercially licensed kitchen facilities secured through formal rental agreements. All facilities will meet local health authority standards and institutional risk management requirements.
<b>Is the College required to provide new technological resources?</b>	No
<b>Describe how available resources (space, equipment, supplies) are adequate to run the new Course/Program.</b>	Equipment inventory was originally purchased through funded contract delivery and remains available for use where applicable. For remote or community-based offerings, delivery occurs in commercially licensed kitchen facilities secured through formal rental agreements. Where equipment gaps exist, supplemental tools are transported or sourced locally to ensure program standards are maintained.
<b>List the campuses the Course/Program will be offered.</b>	As demand warrants – the program can be offered in any of OC’s locations as well as in communities outside of the Okanagan valley
<b>What are the delivery methods (in-person, online, or hybrid)?</b>	In-person delivery is required due to the applied, hands-on nature of culinary skill development.



# BOARD OF GOVERNORS – BRIEFING NOTE

March 10, 2026

Agenda #: 4.6.3

<b>Title</b>	Program Revisions		
<b>Action and/or Recommendation</b>	<p>For Approval</p> <p><u>Recommended Motions:</u></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions to the Bachelor of Computer Information Systems Degree Data Engineering and Artificial Intelligence (AI) Option and renaming from (BCIS) Database and Big Data Management Option a as recommended by Education Council and as presented.”</i></b></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions for the Licensed Practical Nursing (LPN) Orthopaedic Certificate as recommended by Education Council and as presented.”</i></b></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revisions for the Occupational Health and Safety Certificate as recommended by Education Council and as presented.”</i></b></p>		
<b>Meets OC’s Inspire Plan...</b>	<p><b>Values</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Students First</li> <li><input checked="" type="checkbox"/> Community</li> <li><input type="checkbox"/> Respect</li> <li><input type="checkbox"/> Courage</li> <li><input type="checkbox"/> Relationships</li> <li><input type="checkbox"/> Distinction</li> </ul>	<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reconciliation</li> <li><input type="checkbox"/> EDISJ</li> <li><input checked="" type="checkbox"/> Sustainability</li> <li><input type="checkbox"/> Resilience</li> <li><input checked="" type="checkbox"/> Effective and Efficient</li> </ul>	<p><b>Commitments</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Inclusive &amp; Equitable Access</li> <li><input checked="" type="checkbox"/> Life-long learning partnerships</li> <li><input checked="" type="checkbox"/> Integration and focus</li> </ul>

## Background Statement

In alignment with its advisory role to the Board, Education Council has reviewed and is recommending that the Board approve revisions to the following programs:

- Bachelor of Computer Information Systems Degree (BCIS), Data Engineering and Artificial Intelligence (AI) Option
- Licensed Practical Nursing (LPN) Orthopaedic Certificate (ZORTH)
- Occupational Health and Safety Certificate (ZOHS)

The College and Institute Act states in section 23(1) that “An education council must advise the board, and the board must seek advice from the education council, on the development of educational policy for the following matters:

- (b) proposals about implementation of courses or programs leading to certificates, diplomas or degrees, including the length of or hours for courses or programs;
- (e) cancellation of programs or courses offered by the institution or changes in the length of or hours for courses or programs offered by the institution;

- (f) evaluation of programs and educational services;
- (i) policies on faculty member qualifications;
- (m) qualifications for admission policies; and
- (n) criteria for awarding certificates, diplomas and degrees”

## Reference Materials

Proposals for Program Revisions:

- Bachelor of Computer Information Systems Degree, Data Engineering and Artificial Intelligence (AI) Option
- LPN Orthopaedic Certificate
- Occupational Health and Safety Certificate

## Supporting Analysis

See attached proposals for program revisions.

## Alignment to the Strategic Plan Roadmap

- Increase meaningful work and purposeful lives for college graduates and alumni.
- Improve student and alumni engagement.
- Increase participation and success of historically and currently marginalized populations.

## Risk Implication & Mitigation Steps

**Content Quality:** Mitigated by consulting with subject matter experts who are currently working in the industry and are knowledgeable of the current trends, competencies and skills required.

### Proposed and Prepared by

Jillian Garrett, Education Council Chair

Consultation History	Reviewed	Recommended	Group/Individual, Title	Date
	☒	☒	Education Council	1/22/2026 - 2/19/2026
	☒	☒	Neil Fassina, President	3/3/2026
	☒	☒	Samantha Lenci, Provost & Vice President Academic	3/3/2026

**Okanagan College Education Council**  
**Proposal for Program Revision**  
**March 2026**

### Program Revision Summary

<b>Name of Program:</b>	<b>Bachelor of Computer Information Systems Degree, Data Engineering and Artificial Intelligence (AI) Option</b>
<b>Program Outcome/Credential:</b>	Degree
<b>Program Length:</b>	4 years / 120 credits (40 credit courses)
<b>Proposed Revision Effective:</b>	Fall 2026
<b>Education Council Approval Date:</b>	01/22/2026

### Proposed Revised Program Outline

<b>Program description:</b>	<p>The Data Engineering and Artificial Intelligence (AI) Option within the Bachelor of Computer Information Systems (BCIS) develops technical skills by preparing students to design, manage, secure, and optimize data systems. The program includes a broad selection of computing, mathematics, business, and communications courses that support graduates' success in roles in the information technology sector.</p> <p>Building on core studies in software development, database systems, and systems analysis, learners explore big data management. Students enroll in foundational courses in their first and second years and specialized courses in their third and fourth years to complete the option. Upper-level coursework deepens expertise in computational methods used in modern AI applications.</p>
<b>Program revision process:</b>	<p>Proposed revisions to the Data Engineering and Artificial Intelligence (AI) Option include:</p> <ul style="list-style-type: none"> <li>• Updating the name of the option to better reflect the curriculum.</li> <li>• A minor update to the program description for clarity.</li> <li>• Adding the minimum qualifications required to teach the program.</li> </ul>
<b>Career Outcomes and Pathways:</b>	<p>Graduates may pursue careers as software developers, systems analysts, database administrators, quality assurance analyst, data scientists, or IT consultants. The Data Engineering and Artificial Intelligence (AI) Option provides a competitive advantage for graduates seeking roles that require AI understanding. With further independent study, graduates may earn industrial certification from companies such as Oracle, IBM, Cisco or Microsoft.</p>

<b>Proposed Revisions:</b>	<b>Current</b>	<b>Proposed</b>
<input checked="" type="checkbox"/> <b>Program Name</b>	Bachelor of Computer Information Systems Degree, <u>Database and Big Data Management Option</u>	Bachelor of Computer Information Systems Degree, <b>Data Engineering and Artificial Intelligence (AI) Option</b>

Proposed Revisions:	Current	Proposed
<input checked="" type="checkbox"/> <b>Qualifications to teach the Program:</b>	None	Master of Science in Computer Science or in related areas
<input checked="" type="checkbox"/> <b>Program Description</b>	<p>The Bachelor of Computer Information Systems degree is a four-year program that offers a broad selection of computing, mathematics, business, and communications courses so that graduates can function successfully in various roles in the Information Technology field.</p> <p>The courses are grouped into required courses (which all students take), courses from one or more options (an option is a collection of courses dealing with a specific area of computing), and elective courses. This structure allows students to concentrate on areas <u>of computing (Software Design and Development, Database Systems and General Studies)</u> that interest them while ensuring all graduates have a broad knowledge of computing. With further independent study, graduates may earn industrial certification from companies such as Oracle, IBM, Cisco or Microsoft.</p> <p>The BCIS degree is available as a co-op program. Taking co-op work terms may lengthen the program by one year or more.</p> <p>Students who have completed Okanagan College's Computer Information Systems diploma, the Infrastructure and Computing Technology (ICT) Diploma, or a similar program of studies may enter year three. Other students enter at year one.</p>	<p>The Bachelor of Computer Information Systems degree is a four-year program that offers a broad selection of computing, mathematics, business, and communications courses so that graduates can function successfully in various roles in the Information Technology field.</p> <p>The courses are grouped into required courses (which all students take), courses from one or more options (an option is a collection of courses dealing with a specific area of computing), and elective courses. This structure allows students to <b>concentrate on areas that interest them</b>, while ensuring that all graduates have a broad knowledge of computing. With further independent study, graduates may earn industrial certification from companies such as Oracle, IBM, Cisco or Microsoft.</p> <p>The BCIS degree is available as a co-op program. Taking co-op work terms may lengthen the program by one year or more.</p> <p>Students who have completed Okanagan College's Computer Information Systems diploma, the Infrastructure and Computing Technology (ICT) Diploma, or a similar program of studies may enter year three. Other students enter at year one.</p>

**Okanagan College Education Council**  
**Proposal for Program Revision**  
**March 2026**

### Program Revision Summary

<b>Name of Program:</b>	<b>Licensed Practical Nursing (LPN) Orthopaedic Certificate</b>
<b>Program Outcome/Credential:</b>	Certificate
<b>Program Length:</b>	635 hours / 5 non-credit courses
<b>Proposed Revision Effective:</b>	Summer 2026
<b>Education Council Approval Date:</b>	02/19/2026

### Proposed Revised Program Outline

<b>Program description:</b>	<p>The LPN Orthopaedic Certificate is a program designed for Licensed Practical Nurses (LPN) seeking specialized skills in orthopaedic care. Building on existing LPN training, the program extends knowledge of anatomy, physiology, and pathophysiology related to acute, trauma, and post-surgical orthopaedic settings. Students gain hands-on competence in radiology, assessments, and the application and removal of casts, splints, and braces. Coursework also covers traction equipment, wound care, and patient-care teaching specific to orthopaedics. The practicum within the program provides real-world experience in cast clinics, ambulatory care units, and emergency departments, preparing graduates for specialized clinical roles.</p>
<b>Program revision process:</b>	<p>Changes to the LPN Orthopaedic Certificate are intended to align the program with student readiness and remove barriers to entry.</p> <p>Proposed revisions include:</p> <ul style="list-style-type: none"> <li>• Updating the admission requirements to note that two years of acute care experience should be completed within the past five years. This change ensures applicants are adequately prepared for the program classes.</li> <li>• Removing the First Aid requirement from the admission requirements because in practice, LPNs are not typically required to hold a Standard First Aid certificate as a condition of employment.</li> <li>• Updating the program description and graduation requirements to use terminology that reflects "learner" rather than "student" to support inclusivity and acknowledge diverse educational pathways.</li> <li>• Adding the minimum qualifications required to teach the program.</li> </ul>
<b>Career Outcomes and Pathways:</b>	<p>Graduates can work as LPNs specializing in orthopaedics in settings such as cast clinics, emergency departments, and ambulatory care units. This specialized training enhances employability in acute and trauma settings and can support future pathways into advanced LPN roles, specialized clinical positions, or further education in orthopaedic or acute care nursing.</p>

Proposed Revisions:	Current	Proposed
<input checked="" type="checkbox"/> <b>Qualifications to teach the Program:</b>	<p><i>None</i></p>	<p>Minimum qualifications for instructors are a combination of industry experience and related education. Minimum of 5-10 years directly related industry experience in the field. Provincial Instructors Diploma (or equivalent) is an asset.</p>
<input checked="" type="checkbox"/> <b>Program Description</b>	<p>This 635-hour certificate provides Licensed Practical Nurses (LPN) with advanced knowledge and skills for an orthopaedic career working directly with nurse practitioners and medical practitioners.</p> <p><b>Students</b> will further their LPN training of anatomy, physiology, and pathophysiology in relation to orthopaedics in acute, trauma, and post-surgical settings. LPN skills will be enhanced to become competent in orthopaedic radiology, assessments, application and removal of casts, splints and braces. This program covers specialized orthopaedic procedures, including wound care, operating and adjusting traction equipment, and patient-care teaching specific to orthopaedics.</p> <p>This program provides a balance of both theory and hands-on experience. During the practicum, <b>students</b> will perform casting and splinting techniques, fit orthopaedic devices, and other duties performed in three areas of practice (cast clinic, ambulatory care units, and emergency rooms).</p>	<p>This 635-hour certificate provides Licensed Practical Nurses (LPN) with advanced knowledge and skills for an orthopaedic career working directly with nurse practitioners and medical practitioners.</p> <p><b>Learners</b> will further their LPN training of anatomy, physiology, and pathophysiology in relation to orthopaedics in acute, trauma, and post-surgical settings. LPN skills will be enhanced to become competent in orthopaedic radiology, assessments, application and removal of casts, splints and braces. This program covers specialized orthopaedic procedures, including wound care, operating and adjusting traction equipment, and patient-care teaching specific to orthopaedics.</p> <p>This program provides a balance of both theory and hands-on experience. During the practicum, <b>learners</b> will perform casting and splinting techniques, fit orthopaedic devices, and <b>perform</b> other duties in three areas of practice (cast clinic, ambulatory care units, and emergency rooms).</p>
<input checked="" type="checkbox"/> <b>Admission Requirements</b>	<p><b>Admission Requirements:</b></p> <ul style="list-style-type: none"> <li>Active practicing license with respective provincial professional body (LPN).</li> <li>Proof of a minimum of two years, full-time equivalent, acute care experience.</li> <li>Provide a written agreement of a practicum placement by an orthopaedic unit manager.</li> </ul>	<p><b>Admission Requirements:</b></p> <ul style="list-style-type: none"> <li>Active practicing license with respective provincial professional body (LPN).</li> <li>Proof of a minimum of two years of acute care experience (full-time equivalent), <b>completed within the past five years.</b></li> <li>Provide a written agreement of a practicum placement by an orthopaedic unit manager.</li> </ul>

**Proposed Revisions:****Current**

- Current CPR Level C (This must be maintained throughout the program.).
- ~~Either a current Red Cross Standard First Aid or St. John Ambulance Standard First Aid (This must be maintained throughout the program.).~~
- A criminal record check clearance from the B.C. Ministry of Public Safety and Solicitor General's Criminal Records Review Office. Okanagan College's Admissions will provide applicants with instructions to submit the request to the Solicitor General's Office and a deadline for the College to receive the clearance letter. Applicants should only initiate their criminal record check when instructed by Admissions. Failure to provide a clearance letter by the deadline may result in a cancellation of the applicant's admission application.
- Proof of one of the following:
  - Wound-care competency (written letter from a clinical manager)
  - Wound-care training within the last two years

**Program Requirements:**

- Results of tuberculin testing done no more than six months before the date of application, with evidence of appropriate follow up if the test was positive.
- Up-to-date Immunization Record based on vaccinations listed below. Please provide a photocopy of your completed immunization record; this record will be kept in your student file. Applicants are advised that, if they choose not to complete this recommended immunization schedule, any outbreak of an infectious disease can have serious implications for

**Proposed**

- Current CPR Level C (This must be maintained throughout the program.).
- *First Aid requirement removed*
- A criminal record check clearance from the B.C. Ministry of Public Safety and Solicitor General's Criminal Records Review Office. Okanagan College's Admissions will provide applicants with instructions to submit the request to the Solicitor General's Office and a deadline for the College to receive the clearance letter. Applicants should only initiate their criminal record check when instructed by Admissions. Failure to provide a clearance letter by the deadline may result in a cancellation of the applicant's admission application.
- Proof of one of the following:
  - Wound-care competency (written letter from a clinical manager)
  - Wound-care training within the last two years

**Program Requirements:**

- Results of tuberculin testing done no more than six months before the date of application, with evidence of appropriate follow up if the test was positive.
- Up-to-date Immunization Record based on vaccinations listed below. Please provide a photocopy of your completed immunization record; this record will be kept in your student file. Applicants are advised that, if they choose not to complete this recommended immunization schedule, any outbreak of an infectious disease can have serious implications for

Proposed Revisions:	Current	Proposed
	<p>their practice experience because of a requirement by the Health Authority that all those not immunized remain outside of the practice area.</p>	<p>their practice experience because of a requirement by the Health Authority that all those not immunized remain outside of the practice area.</p>
	<p>1. Tetanus and Diphtheria Toxoid (Td) - Booster doses of Td are recommended every 10 years, or as a minimum at least once during adult life.</p>	<p>1. Tetanus and Diphtheria Toxoid (Td) - Booster doses of Td are recommended every 10 years, or as a minimum at least once during adult life.</p>
	<p>2. Measles Vaccine - If born between 1957 and 1970, you should have proof of two live measles vaccinations, documentation of physician-diagnosed measles or laboratory evidence of immunity. If you already received one dose of measles vaccine, a second dose of vaccine is recommended and is given as Measles Mumps (MMR) vaccine.</p>	<p>2. Measles Vaccine - If born between 1957 and 1970, you should have proof of two live measles vaccinations, documentation of physician-diagnosed measles or laboratory evidence of immunity. If you already received one dose of measles vaccine, a second dose of vaccine is recommended and is given as Measles Mumps (MMR) vaccine.</p>
	<p>3. Polio Vaccine - Primary immunization with inactivated poliomyelitis vaccine (IPV) is indicated for all who have not had a primary course of poliovirus vaccine (OPV or IPV). If you have not been given a full primary course, you should have the series completed with IPV regardless of the interval since the last dose. Booster doses of IPV are not required in Canada.</p>	<p>3. Polio Vaccine - Primary immunization with inactivated poliomyelitis vaccine (IPV) is indicated for all who have not had a primary course of poliovirus vaccine (OPV or IPV). If you have not been given a full primary course, you should have the series completed with IPV regardless of the interval since the last dose. Booster doses of IPV are not required in Canada.</p>
	<p>4. Rubella Vaccine - If you do not have documented immunity as described above under Measles, you should be vaccinated with MMR, unless there are contraindications.</p>	<p>4. Rubella Vaccine - If you do not have documented immunity as described above under Measles, you should be vaccinated with MMR, unless there are contraindications.</p>
	<p>5. Hepatitis B Vaccine - Recommended because of potential exposure to blood or body fluids, as well as increased risk of penetrating injuries.</p>	<p>5. Hepatitis B Vaccine - Recommended because of potential exposure to blood or body fluids, as well as increased risk of penetrating injuries.</p>
	<p>6. Varicella Vaccine - Indicated for those who do not have</p>	<p>6. Varicella Vaccine - Indicated for those who do not have</p>

Proposed Revisions:	Current	Proposed
	<p>either reliable history of disease or serologic evidence of immunity.</p> <p>7. Flu Immunization - Annual Flu immunization is recommended.</p>	<p>either reliable history of disease or serologic evidence of immunity.</p> <p>7. Flu Immunization - Annual Flu immunization is recommended.</p>
<p>☒ <b>Graduation Requirements</b></p>	<p><u>Students</u> must pass the practicum and attain a minimum grade of 70% in <u>each of the other courses in the program.</u></p>	<p><b>Learners</b> must pass the practicum and attain a minimum grade of 70% <b>in each of the program courses.</b></p>

**Okanagan College Education Council**  
**Proposal for Program Revision**  
**March 2026**

**Program Revision Summary**

<b>Name of Program:</b>	<b>Occupational Health and Safety Certificate</b>
<b>Program Outcome/Credential:</b>	Certificate
<b>Program Length:</b>	272 hours / 8 non-credit courses
<b>Proposed Revision Effective:</b>	Summer 2026
<b>Education Council Approval Date:</b>	01/22/2026

**Proposed Revised Program Outline**

<b>Program description:</b>	The Occupational Health and Safety Certificate is an online program that equips learners with the theoretical knowledge and practical skills needed for careers in workplace health and safety. The curriculum covers health and safety legislation, facilitation techniques, ability management, risk management, investigations and audits in the development of effective health and safety systems. Learners go beyond the development and management of a technically sound health and safety system to learning about facilitating a workplace that takes a team approach to health and safety by reducing the human factor in accidents.
<b>Program revision process:</b>	<p>Changes to the Occupational Health and Safety Certificate are primarily intended to remove barriers for entry and graduation from the program .</p> <p>Proposed revisions include:</p> <ul style="list-style-type: none"> <li>• Updating the admission requirements to remove the math requirement. This is because most students in the program received a waiver for the math requirement and were successful.</li> <li>• Updating the graduation requirements to remove the statement that students must pass each final exam to receive the certificate after consultation with Adult Education.</li> <li>• Adding the minimum qualifications required to teach the program.</li> </ul>
<b>Career Outcomes and Pathways:</b>	Graduates are prepared for roles such as Health and Safety Advisor, Officer, Supervisor, Coordinator, Trainer, or Manager across industries including construction, forestry, mining, manufacturing, education, health care, government, agriculture, and oil and gas. The certificate also supports advancement toward professional safety designations, including eligibility to apply for Canadian Registered Safety Technician (CRST) certification.

<b>Proposed Revisions:</b>	<b>Current</b>	<b>Proposed</b>
<input checked="" type="checkbox"/> <b>Qualifications to teach the Program:</b>	<i>None</i>	Minimum qualifications for instructors are a combination of industry experience and related education. Minimum of 5-10 years directly related industry experience in the field of

Proposed Revisions:	Current	Proposed
<p>☒ <b>Admission Requirements</b></p>	<p><b>Admissions Requirements</b></p> <ul style="list-style-type: none"> <li>• B.C. secondary school graduation, or equivalent, or 19 years of age and out of secondary school for at least one year as of the first day of classes.</li> <li>• English 12 with minimum 60% or <a href="#">alternatives</a>.</li> <li>• <del>Math requirement:</del></li> </ul> <p><del>A minimum of 60% in any of:</del></p> <ul style="list-style-type: none"> <li>○ <del>Foundations of Mathematics and Pre-calculus Grade 10</del></li> <li>○ <del>Applications of Mathematics 10</del></li> <li>○ <del>Principles of Mathematics 10</del></li> <li>○ <del>Adult Basic Education MATH 071 and MATH 072</del></li> </ul> <ul style="list-style-type: none"> <li>• <del>Or a minimum of 65% on the ABLE Mathematics test. Test scores are only good for two (2) years.</del></li> </ul>	<p>Occupational Health and Safety. Provincial Instructors Diploma (or equivalent) is an asset.</p> <p><b>Admission requirements</b></p> <ul style="list-style-type: none"> <li>• B.C. secondary school graduation, or equivalent, or 19 years of age and out of secondary school for at least one year as of the first day of classes.</li> <li>• English 12 with minimum 60% or <a href="#">alternatives</a>.</li> </ul> <p><i>Removed</i></p>
<p>☒ <b>Graduation Requirements</b></p>	<ul style="list-style-type: none"> <li>• Students must pass each course with a minimum grade of 70% to receive the certificates.</li> <li>• <del>Students must pass each final exam to receive the certificate.</del></li> </ul>	<p>Students must pass each course with a minimum grade of 70% to receive the certificate.</p> <p><i>Removed</i></p>