



College of
New Caledonia

Board of Governors

AGENDA

REGULAR MEETING OF THE COLLEGE BOARD

December 12, 2025

1:30pm - 3:00pm

CNC Boardroom 3-311

Page

1. CALL TO ORDER

CNC would like to acknowledge that we are on the unceded territory of the Lheidli T'enneh (Klay-ut-lee) First Nation

- a) **Board Member Disclosure of any actual, potential or perceived conflicts of interest in accordance with procedures set out in the Board's Code of Conduct.**

2. APPROVAL OF CONSENT AGENDA

3 - 8

- a) **MOTION: MOVED THAT** the Consent Agenda be approved.
The Consent Agenda includes the draft Minutes of the November 21, 2025, and November 26 Public meeting of the Board.

3. ADOPTION OF AGENDA

- a) **MOTION** to Adopt Agenda

4. PRESENTATIONS

5. REPORTS

5.1. Education Council Report/Action Item

9 - 13

- i. **MOTION** Approval of Education Council Recommendations; November 18, 2025.

6. Yinka Dene Council Report - No Report

7. BOARD COMMITTEES

7.1. Board Executive Report

7.2. Finance and Audit Committee

7.3. HR Committee

7.4. Governance Committee

8. ACTION / DECISION ITEMS

9. INFORMATION / DISCUSSION ITEMS

- a) Academic Education Plan; Bruce McKay, Vice President Academic
- b) Indigenous Education Plan; Jessie King, Vice President Indigenization
- c) Equity, Diversity, Inclusion and Belonging (EDIB); Jessie King, Vice President Indigenization

9.1. Financial Statements for November 2025

- i. November 2025 Financials

9.2. Board Calendar

Regular Meeting, February 27, 2026

10. ADJOURNMENT

14 - 21



**Public Meeting of the Board
Minutes**

November 21, 2025
1:00pm – 2:30pm
CNC Boardroom 30311

1. CALL TO ORDER: Judy Vasily, Board Chair called the meeting to order at 1:00pm. Ms. Vasily acknowledged the unceded territory of the Lheidli T'enneh First Nation.

Board Member Disclosure of Conflict: None

Attendance Board Members:

B. Boswell	V. Kumar	W. Schwab
B. Buksa - Regrets	S. Rock	G. Singh
B. Campbell	R. Saxena	J. Vasily
F. Khan	L. Scott - Regrets	C. Heitman - President
T. Lewis – Regrets	D. Schroeter, Vice Chair -Teams - Regrets	M. Beaulieu - Secretary
D. Nnane		

Regrets:

Attendance Administration:

E. Benoit, Associate VP Academic - Regrets	J. King, Vice President Indigenization
S. Carter-Rose, Vice President Student Affairs	T. Szerencsi, VP Finance & Corporate Services - Teams
B. McKay, Vice President Academic	M. Erickson, Special Advisor to the President on Indigenous Affairs - Regrets

2. APPROVAL OF THE CONSENT AGEANDA

MOTION **MOVED THAT** the consent agenda be approved as presented. The consent agenda included the Draft Minutes of the September 26, 2025, and October 23, 2025, Public Board Meeting.

Boswell/Nanne

CARRIED

3. ADOPTION OF THE AGENDA

MOTION **MOVED THAT** the CNC Board adopt the agenda as presented.

Kumar/Rock

CARRIED

4. PRESENTATIONS – None

5. REPORTS

5.1 President's Report. Cindy Heitman, President and CEO provided a verbal report.

5.2 Education Council Report/Action Item

Education Council Recommendations for October 14, 2025

Wendel Schwab, Education Council Chair reviewed this item and provided rationale for the motion.

MOTION **MOVED THAT** subject to budgetary or resource implications, the College Board approve implementation of the following recommendations made by Education Council at their meeting of October 14, 2025:

- Academic Conduct Procedure Proposal be approved, as presented.

Khan/Boswell

CARRIED

6. Yinka Dene Council Report

- a) Cindy Heitman, President and CEO reported that the YDC last met on November 7, 2025. The meeting provided an opportunity to reconnect with the group and discuss community needs.

7. BOARD COMMITTEES

7.1 Board Executive; Judy Vasily, Board Chair reported that the committee met on November 13, 2025, in preparation for the November 21, 2025, Board meeting.

7.2 Finance & Audit Committee; Ben Campbell, Committee Chair reported that the committee met on November 12, 2025; reviewed Committee workplan, draft budget development documents and the October 2025 financial statements.

7.3 HR Committee; Judy Vasily, Board Chair reported on behalf of Tom Lewis, HR Committee Chair. Ms. Vasily reported that the committee last met on November 20, 2025, no further report at this time.

- 7.4 Governance Committee;** Judy Vasily, Board Chair reported on behalf of David Schroeter, Committee Chair. The Committee reviewed the Appeal of Suspension to the Board of Governors Policy and Procedures. President Heitman provided further details concerning the policy, noting that recommendations for revisions are included in the final draft. President Heitman further noted that the committee reviewed a list of out-of-date policies.

8. ACTION/DECISION ITEMS

- a) **MOTION; 2026/27 Budget Development Documents;** Tara Szerencsi, Vice President Finance & Corporate Services. Ms. Szerencsi reviewed the budget development documents, noting approved documents will be posted on the CNC website.

MOTION MOVED THAT the 2026/27 Budget Development Documents be approved as presented.

Saxena/Boswell

CARRIED

- b) **MOTION: Appeal of Suspension to the Board of Governors;** Cindy Heitman, President and CEO provided background details concerning the policy and procedures.

MOTION MOVED THAT the Appeal of Suspension to the Board of Governors Policy and Procedures be approved as presented.

Khan/Boswell

1 Opposed, 1 Abstention

CARRIED

9. INFORMATION/DISCUSSION ITEMS

- a) **Sexual Misconduct Annual Report to the Board;** Shelley Carter-Rose, Vice President Student Affairs reviewed the report; attached to the November 21, 2025, Public Board meeting agenda for reference.

9.1 Financial Statement for October 2025. Tara Szerencsi, Vice President Finance & Corporate Services reviewed the financial statements; attached to the November 21, 2025, Public Board meeting agenda for reference.

9.2 Board Calendar. Judy Vasily, Board Chair, noted that a Special Meeting of the Board will be held on November 26, 2025, and a Regular Board Meeting on December 12, 2025.

10. ADJOURNMENT

MOTION

MOVED THAT the meeting adjourn at 2:10pm.

Kumar/Khan

CARRIED

Judy Vasily, Board Chair

Marlene Beaulieu, Board Secretary

Date

Date

DRAFT



**Special In-Camera Meeting of the Board
Minutes**

November 26, 2025
3:30pm – 4:00pm
CNC Boardroom 3-311

1. CALL TO ORDER: Judy Vasily, Board Chair called the meeting to order at 4:46 pm. Ms. Vasily acknowledged the unceded territory of the Lheidli T'enneh First Nation.

Board Member Disclosure of Conflict:

Daniel Nnane will abstain from voting on item 3a) Program Cancellations.

Attendance Board Members:

B. Boswell - Teams	V. Kumar	W. Schwab
B. Buksa - Teams	S. Rock	G. Singh
B. Campbell	R. Saxena - Teams	J. Vasily
F. Khan - Regrets	L. Scott	C. Heitman - President
T. Lewis	D. Schroeter, Vice Chair - Regrets	M. Beaulieu - Secretary
D. Nnane		

Regrets:

Attendance Administration:

E. Benoit, Associate VP Academic - Regrets	J. King, Vice President Indigenization
S. Carter-Rose, Vice President Student Affairs	T. Szerencsi, VP Finance & Corporate Services - Teams
B. McKay, Vice President Academic	M. Erickson, Special Advisor to the President on Indigenous Affairs - Regrets

2. ADOPTION OF THE AGENDA

MOTION MOVED THAT the CNC Board adopt the agenda as presented.

Campbell/Scott

CARRIED

3. ACTION/DECISION ITEM

a) MOTION; Program Cancellations; Bruce McKay, Vice President Academic.

Bruce McKay, Vice President Academic reviewed the program cancellations briefing note, attached to the Special Public Meeting of the Board Agenda for November 26, 2025.

MOTION **MOVED THAT** the CNC Board approve the cancellation of the following Programs, effective January 2026.

- Medical Science Diploma - Dental Pathway (HE-MSDP2)
- Medical Science Diploma - Medical Pathway (HE-HSMP2)
- Medical Sciences Diploma - Pharmacy Pathway (HE-MSPP2)
- Medical Sciences Diploma - Veterinary Pathway (HE-MSVP2)
- Nursing Pathway Certificate (HE-NRPW1)
- Physical Therapy Bridging Certificate (HE-PHBR1)
- Post Baccalaureate in Accounting Diploma (BU-ACCT4)

Scott/Kumar

3 Abstentions

CARRIED

President Heitman acknowledged the work and decisions that the Board is called upon to make at this time.

4. ADJOURNMENT

MOTION **MOVED THAT** the meeting adjourn at 3:40pm.

Scott/Campbell

CARRIED

Judy Vasily, Board Chair

Marlene Beaulieu, Board Secretary

Date

Date



(Public Session – For Information)

TO: College Board

DATE: November 19, 2025

RE: Education Council Recommendations

Recommendations:

THAT, subject to budgetary or resource implications, the College Board approve implementation of the following recommendations made by Education Council at their meeting of **November 18th, 2025**:

INDS 120 New Proposal THAT the Proposal be **APPROVED**, as presented.

ITAN Certificate and Diploma Program Proposal THAT the Proposal be **APPROVED**, as presented.

Available to speak to these items

Wendel Schwab, Education Council Chair

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "W. Schwab", is written over a light blue rectangular background.

Wendel Schwab, Education Council Chair
/lf

Program Proposal Rationale Summary November 18, 2025

INDS 120 New Course Proposal

Effective communication is crucial in the healthcare industry, impacting patient care, team dynamics, and overall organizational efficiency. Given the success of the previous communications course for business professionals, adapting and developing a similar course tailored for healthcare professionals was identified as a priority. The rationale is as follows:

- **Unique Communication Challenges in Healthcare**
 - Healthcare professionals face specific communication challenges, such as conveying complex medical information to patients and their families, discussing sensitive topics, and ensuring clear communication across multidisciplinary teams. A course tailored to these needs will address these unique aspects, unlike a general business communications course.
- **Enhancing Patient Care and Satisfaction**
 - Effective communication directly impacts patient care and satisfaction. Healthcare professionals must communicate clearly, empathetically, and accurately to ensure patients understand their conditions, treatment options, and care plans. This course can provide tools and techniques to improve these interactions, leading to better patient outcomes and higher satisfaction.
- **Interdisciplinary Team Communication**
 - The healthcare environment often involves collaboration among various professionals. Effective communication is essential for seamless teamwork and coordinated care. A course designed for healthcare professionals can focus on strategies for enhancing interdisciplinary communication and improving overall team performance.
- **Addressing Emotional and Ethical Dimensions**
 - Healthcare communication often involves emotional and ethical dimensions, such as sharing unfavorable news and managing conflicts. This course can provide training in handling these sensitive situations with empathy, professionalism, and ethical considerations.
- **Promoting Cultural Safety and Humility**
 - Healthcare professionals often interact with patients from diverse cultural backgrounds. Effective communication requires cultural humility to understand and respect different perspectives and practices. This course can include modules on cultural sensitivity and competence, helping healthcare professionals to provide more inclusive, trauma-informed, respectful care.
- **Improving Professional Development and Leadership**
 - Strong communication skills are vital for leadership and career advancement in healthcare. By incorporating leadership communication training, the course can help healthcare professionals develop the skills necessary for leadership roles, contributing to their professional growth and the overall improvement of healthcare organizations.

By developing a communications course specifically for healthcare professionals, we can address the unique challenges and needs of the healthcare environment, ultimately leading to improved patient care, enhanced team collaboration, and better overall organizational performance. This tailored approach ensures that the communication skills taught are relevant, practical, and applicable to the healthcare setting.

ITAN Certificate and Diploma Program Updates Proposal

After feedback from instructors, current students and graduates, it was determined that two specific courses in the 1st semester of the ITAN program(s) were “out of place” due to workload and difficulty for student success in the program.

These two courses (ITAN 120 and ITAN 140) are better suited in later semesters due to workload and study demand from other courses in the 1st semester.

Notes:

- ITAN 180 Interconnecting Networks III is not a requirement for an ITAN certificate, but it is required for an ITAN Diploma. Therefore, it can be moved out of semester 2. (ITAN 120 Network Infrastructure covers the “computer networking” section of the program profile for the ITAN certificate program)
- ENG 113 will help student success by being part of the ITAN Certificate program “early” in the academic flow, as this will give students a chance to hone their English and Technical writing skills as they progress through the program at CNC.
- Re-vamping workload (and stress) in the first semester will help the program and reduce student attrition.
- ITAN 250 Data Cabling is an essential foundation course that provides students with the skills to manage and maintain copper and fibre optic networks. This course should be available to ITAN Certificate students.
- All course pre-requisites in the ITAN program (Certificate or Diploma) are acknowledged, except for the minor revisions in ITAN 170 and ITAN 180. (Course outlines and changes highlighted below)

Program Proposal Rationale Summary November 18, 2025

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**College of New Caledonia
Financial Statements
for the month ending November 30, 2025**

	2025/26 Annual Budget	2025/26 Actual	Available Budget		Prior Year Actual
			Amount	Percentage	
Revenue					
Government Grants (Ministry and Trades)	\$ 52,222,734	\$ 34,687,476	\$ 17,535,257	33.6	\$ 36,441,625
Ministry of Post-Sec/Future Skills (Capital)	260,000	180,000	80,000	30.8	100,000
Government Grants (Ministry and Trades)	\$ 52,482,734	\$ 34,867,476	\$ 17,615,257	33.6	\$ 36,541,625
Ancillary Services	3,229,130	1,668,203	1,560,927	48.3	1,986,954
Amortization of Deferred Capital Grants	5,383,207	3,471,977	1,911,230	35.5	3,249,194
Tuition	22,365,285	14,698,039	7,667,246	34.3	19,631,597
Specific Projects	132,884	2,442,241	(2,309,357)	(1,738)	2,501,171
Other	7,322,052	4,094,459	3,227,593	44.1	5,587,607
Total Revenue	90,915,292	61,242,395	29,672,896	32.6	69,498,147
Expenses					
Instruction	\$ 48,693,904	\$ 28,920,602	\$ 19,773,301	40.6	\$ 34,662,324
Student and Institutional Support	27,345,400	20,749,963	6,595,437	24.1	16,467,204
Facilities Operations, Maintenance & Infrastructure	6,196,498	4,127,544	2,068,954	33.4	4,836,223
Amortization	5,709,295	3,696,347	2,012,948	35.3	3,483,104
Ancillary Services	2,837,311	1,514,039	1,323,272	46.6	2,067,710
Specific Projects	132,884	1,837,385	(1,704,501)	(1,282.7)	2,699,273
Total Expenses	90,915,292	60,845,879	30,069,412	33.1	64,215,838
Excess (deficiency) of revenue over expenses before endowment	\$ -	\$ 396,516	\$ 59,742,308		\$ 5,282,309
Endowment Donations	-	71,684			1,043,700
Annual surplus/(deficit)	-	468,200			6,326,009
Accumulated surplus, beginning of year	19,473,299	21,611,831			19,473,299
Accumulated surplus, end of year	\$ 19,473,299	\$ 22,080,031			\$ 25,799,308
Accumulated remeasurement gain/(loss)	-	1,527,455			563,994
Restated Accumulated surplus	\$ 19,473,299	\$ 23,607,486			\$ 26,363,302

College of New Caledonia
Financial Statements
for the month ending November 30, 2025

OPERATING FUND - REVENUE

	2025/26 Annual Budget	2025/26 Actual	Available Budget		Prior Year Actual
			Amount	Percentage	
Regular Programs					
Grants					
Ministry of Post-Sec/Future Skills - Base	\$ 45,974,775	\$ 30,649,840	\$ 15,324,935	33.3	\$ 30,696,018
Ministry of Post-Sec/Future Skills - Leases	155,268	104,472	50,796	32.7	104,472
Ministry of Post-Sec/Future Skills - Additional	2,202,461	620,973	1,581,488	71.8	863,761
Other Grants/Partnerships	2,612	17,500	(14,888)	(570.1)	-
Skilled Trades British Columbia	3,741,051	2,861,742	879,309	23.5	3,186,004
	<u>52,076,167</u>	<u>34,254,527</u>	<u>17,821,640</u>	<u>34.2</u>	<u>34,850,255</u>
Tuition					
International					
Health Science & Human Services	633,904	648,569	(14,665)	(2.3)	1,521,617
Technologies, Applied Arts & Trades	1,365,140	1,006,886	358,254	26.2	980,124
University Transfer, Access and Business	11,513,473	7,282,328	4,231,145	36.7	11,005,128
Post Credential	919,041	658,277	260,764	28.4	1,263,729
Health Science & Human Services	3,488,573	2,259,892	1,228,681	35.2	2,147,011
Technologies, Applied Arts & Trades	2,406,173	1,418,190	987,983	41.1	1,306,146
University Transfer, Access and Business	1,392,799	806,293	586,506	42.1	793,350
	<u>21,719,103</u>	<u>14,080,436</u>	<u>7,638,667</u>	<u>35.2</u>	<u>19,017,105</u>
Other					
Dental Clinic	20,000	9,820	10,180	50.9	10,539
Interest	1,000,000	607,943	392,057	39.2	1,009,974
Materials Fee	465,393	261,255	204,138	43.9	245,291
Development/Service Fee	502,000	382,315	119,685	23.8	450,138
Registration/Application Fee	455,040	272,159	182,881	40.2	300,493
Rentals	74,230	43,800	30,430	41.0	59,200
Learning Commons	3,500	2,050	1,450	41.4	1,860
Student Services	43,710	28,600	15,110	34.6	23,794
Sundry	374,836	184,779	190,057	50.7	365,112
Sundry - International Education	235,000	263,856	(28,856)	(12.3)	333,496
Technology Fee	185,000	136,127	48,873	26.4	161,517
	<u>3,358,709</u>	<u>2,192,705</u>	<u>1,166,004</u>	<u>34.7</u>	<u>2,961,412</u>
Total Regular Programs	<u>77,153,979</u>	<u>50,527,667</u>	<u>26,626,311</u>	<u>34.5</u>	<u>56,828,772</u>
Special and Temporary Programs					
Operating Grant/ITA	146,567	237,312	(90,745)	(61.9)	688,877
Tuition	646,182	617,603	28,579	4.4	614,492
Other	3,963,343	1,901,754	2,061,589	52.0	2,600,065
Total Special and Temporary Programs	<u>4,756,092</u>	<u>2,756,669</u>	<u>1,999,423</u>	<u>42.0</u>	<u>3,903,434</u>
Total Operating Fund Revenue	<u>\$ 81,910,071</u>	<u>\$ 53,284,336</u>	<u>\$ 28,625,734</u>	<u>34.9</u>	<u>\$ 60,732,207</u>
Total Operating Fund Expense	<u>81,975,802</u>	<u>53,630,683</u>	<u>28,484,996</u>	<u>34.7</u>	<u>55,205,751</u>
Operating Fund Surplus/(Deficit)	<u><u>\$ (65,731)</u></u>	<u><u>\$ (346,346)</u></u>	<u><u>\$ 57,110,730</u></u>		<u><u>\$ 5,526,455</u></u>

**College of New Caledonia
Financial Statements
for the month ending November 30, 2025**

<u>Expenses Summary</u>	2025/26	2025/26	Available Budget		Prior Year
	Annual Budget	Actual	Amount	Percentage	Actual
Instruction					
Base	\$ 42,242,587	\$ 25,251,025	\$ 16,991,562	40.2	\$ 28,100,938
Cost Recovery	4,415,093	2,349,469	2,065,624	46.8	3,951,358
International Ed	2,036,224	1,320,109	716,115	35.2	2,610,028
Total Instruction	<u>\$ 48,693,904</u>	<u>\$ 28,920,602</u>	<u>\$ 19,773,301</u>	40.6	<u>\$ 34,662,324</u>
Student and Support					
Operating	\$ 27,004,401	\$ 20,534,659	\$ 6,469,742	24.0	\$ 16,215,503
Cost Recovery	340,999	215,304	125,695	36.9	251,701
Total Student and Institutional Support	<u>\$ 27,345,400</u>	<u>\$ 20,749,963</u>	<u>\$ 6,595,437</u>	24.1	<u>\$ 16,467,204</u>
Facilities Operations, Maintenance & Infrastructure					
Facilities Operations, Maintenance & Infrastructure	\$ 5,936,498	\$ 3,961,861	\$ 1,974,637	33.3	\$ 4,076,223
Capital Fund - Infrastructure	5,969,295	3,862,030	2,107,265	35.3	7,767,563
	<u>\$ 11,905,793</u>	<u>\$ 7,823,891</u>	<u>\$ 4,081,902</u>	34.3	<u>\$ 11,843,786</u>

College of New Caledonia Financial Statements for the month ending November 30, 2025					
OPERATING FUND - EXPENSE	2025/26	2025/26	Available Budget		Prior Year
Regular Programs	Annual Budget	Actual	Amount	Percentage	Actual
Instructional					
Prince George					
Health Sciences & Human Services	11,321,256	6,678,187	4,643,069	41.0	7,378,123
Technologies, Applied Arts & Trades	10,069,904	6,108,339	3,961,565	39.3	6,502,965
University Transfer, Access and Business Studies	10,998,337	6,754,008	4,244,329	38.6	7,903,862
Post Credential Programs	852,345	519,907	332,438	39.0	965,577
Student Support Services	1,201,844	627,575	574,269	47.8	544,131
Teaching & Learning	1,792,520	1,028,433	764,087	42.6	941,971
Vice President Academic	1,955,147	1,442,060	513,087	26.2	1,461,421
Sub-total Prince George	38,191,353	23,158,509	15,032,843	39.4	25,698,050
Fort St James	349,519	36,941	312,578	89.4	231,737
Lakes District	370,044	100,159	269,885	72.9	407,437
Mackenzie	779,609	325,883	453,726	58.2	625,335
Nechako	563,703	299,619	264,084	46.8	257,536
Quesnel	3,740,944	2,378,641	1,362,303	36.4	2,373,022
Valemount	12,500	12,500	-	-	12,500
Total Instructional	44,007,672	26,312,252	17,695,419	40.2	29,605,617
Support					
Communication and Advancement	430,153	214,531	215,622	50.1	338,049
Facilities	5,936,498	3,961,861	1,974,637	33.3	4,076,223
Financial Services	1,748,379	1,141,565	606,814	34.7	1,214,757
Human Resources	2,465,411	6,161,001	(3,695,590)	(149.9)	2,031,706
Information Technology Services	5,055,742	3,464,170	1,591,572	31.5	3,521,655
International	757,428	453,854	303,574	40.1	1,239,039
Marketing and Events	1,208,785	687,329	521,456	43.1	886,711
Policy, Planning & Strategy	2,255,249	1,394,695	860,554	38.2	1,307,035
President's Office & College Board	958,465	621,476	336,989	35.2	647,447
Procurement	544,497	325,900	218,597	40.1	379,059
Learning Commons	1,399,833	879,063	520,770	37.2	903,836
Safety & Security	1,144,359	831,089	313,270	27.4	829,164
Student Services/Office of the Registrar	5,959,581	3,661,984	2,297,597	38.6	3,738,045
Transportation & Vehicles	54,273	10,375	43,898	80.9	4,348
VP Finance & Corporate Services	540,794	715,427	129,476	15.3	287,547
VP Indigenization & EDIB Office	844,903	306,976	660,310	68.3	67,841
VP Student Affairs	967,286	259,347	707,939	73.2	306,904
Total Support	32,271,636	25,090,642	7,180,994	22.3	21,779,368
Development/Contingency Reserve	1,417,263	-	1,417,263	100.0	-
Recovery of Overhead	(476,861)	(336,984)	-	-	(382,293)
Total Regular Programs	77,219,710	51,065,910	26,293,677	34	51,002,692
Total Special & Temporary Programs	4,756,092	2,564,773	2,191,319	46.1	4,203,059
Total Operating Fund Expenses	\$ 81,975,802	\$ 53,630,683	\$ 28,484,996	34.7	\$ 55,205,751

**College of New Caledonia
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OPERATING FUND	2025/26	2025/26	Available Budget		Prior Year
Special and Temporary Programs	Annual Budget	Actual	Actual	Percentage	Actual
Prince George					
Revenue	\$ 1,375,702	\$ 953,035	\$ 422,667	30.7	\$ 1,299,784
Expenses	1,375,702	830,994	544,708	39.6	1,362,066
Surplus/(Deficit)	\$ -	\$ 122,041	\$ (122,041)		\$ (62,282)
Applied Research					
Revenue	\$ -	\$ -	\$ -	-	\$ 7,454
Expenses	-	-	-	-	26,865
Surplus/(Deficit)	\$ -	\$ -	\$ -		\$ (19,411)
Fort St James					
Revenue	\$ 483,774	\$ 88,298	\$ 395,476	81.7	\$ 304,951
Expenses	483,774	165,273	318,501	65.8	304,219
Surplus/(Deficit)	\$ -	\$ (76,975)	\$ 76,975		\$ 732
Nechako					
Revenue	\$ 403,917	\$ 328,517	\$ 75,400	18.7	\$ 426,823
Expenses	403,917	353,525	50,392	12.5	427,355
Surplus/(Deficit)	\$ -	\$ (25,009)	\$ 25,009		\$ (531)
Lakes District					
Revenue	\$ 638,100	\$ 279,470	\$ 358,630	56.2	\$ 379,585
Expenses	638,100	281,514	356,586	55.9	376,593
Surplus/(Deficit)	\$ -	\$ (2,044)	\$ 2,044		\$ 2,992
Mackenzie					
Revenue	\$ 1,009,552	\$ 600,234	\$ 409,318	40.5	\$ 826,008
Expenses	1,009,552	503,985	505,567	50.1	1,012,772
Surplus/(Deficit)	\$ -	\$ 96,249	\$ (96,249)		\$ (186,764)
Quesnel					
Revenue	\$ 845,047	\$ 507,116	\$ 337,931	40.0	\$ 658,829
Expenses	845,047	429,481	415,566	49.2	693,190
Surplus/(Deficit)	\$ -	\$ 77,635	\$ (77,635)		\$ (34,361)
Special Programs - Surplus/(Deficit)	\$ -	\$ 190,154	\$ 191,897		\$ (299,625)

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ANCILLARY FUNDS

	2025/26	2025/26	Available Budget		Prior Year
	Annual Budget	Actual	Actual	Percentage	Actual
College Bookstore					
Revenue					
Sales	\$ 1,363,000	\$ 743,965	\$ 619,035	45.4	\$ 943,495
Less: Cost of Sales	962,005	553,213	408,792	42.5	665,919
Net Revenue	400,995	190,753	(210,242)	(52.4)	277,576
Less: Expenses	253,698	179,318	74,380	29.3	211,177
Surplus/(Deficit)	\$ 147,297	\$ 11,435	\$ (135,862)		\$ 66,400
Cost of sales percent	70.60%	74.36%			70.58%
Printing					
Revenue					
Sales	\$ 121,500	\$ 43,012	\$ 78,488	64.6	\$ 78,623
Less: Cost of Sales	50,629	14,869	35,760	70.6	32,762
Net Revenue	70,871	28,143	(42,728)	(60.3)	45,861
Less: Expenses	85,761	54,918	30,843	36.0	73,934
Surplus/ (Deficit)	\$ (14,890)	\$ (26,775)	\$ (11,885)		\$ (28,073)
Cost of sales percent	41.70%	34.57%			41.67%
Food Services					
Revenue					
Sales	\$ 757,077	\$ 388,989	\$ 368,088	48.6	\$ 427,396
Less: Cost of Sales	371,119	201,535	169,584	45.7	215,621
Net Revenue	385,958	187,454	(198,504)	(51.4)	211,775
Less: Expenses	385,958	206,802	179,156	46.4	226,633
Surplus/(Deficit)	\$ -	\$ (19,348)	\$ (19,348)		\$ (14,859)
Cost of sales percent	49.00%	51.81%			50.45%

Prior Year Cost of Sales is based on actual at March 31 inventory
Current Year Cost of Sales is based on actual cost

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ANCILLARY FUNDS (CONT'D)

	2025/26 Annual Budget	2025/26 Actual	Available Budget Actual Percentage		Prior Year Actual
Student Housing					
Revenue					
Rentals/Sales	\$ 633,353	\$ 344,081	\$ 289,272	45.7	\$ 358,715
Less: Operating Expense	466,181	267,242	198,939	42.7	309,059
Net Revenue	167,172	76,839	488,211	292.0	49,656
Less: Loan Expense	-	-	-	-	135,188
Surplus/(Deficit)	<u>\$ 167,172</u>	<u>\$ 76,839</u>	<u>\$ (90,333)</u>		<u>\$ (85,532)</u>
Parking					
Revenue					
Rentals/Sales	\$ 354,200	\$ 148,156	\$ 206,044	58.2	\$ 178,725
Less: Operating Expense	261,960	36,143	225,817	86.2	197,418
Surplus/(Deficit)	<u>\$ 92,240</u>	<u>\$ 112,013</u>	<u>\$ 431,862</u>		<u>\$ (18,693)</u>
Net Surplus/(Deficit) Ancillary Funds	<u>\$ 391,820</u>	<u>\$ 154,164</u>	<u>\$ (237,656)</u>		<u>\$ (80,757)</u>

	2025/26 Annual Budget	2025/26 Actual	Available Budget Actual Percentage		Prior Year Actual
<u>CAPITAL FUND</u>					
Revenue					
Ministry of Post-Sec/Future Skills	\$ 260,000	\$ 180,000	\$ 80,000	30.8	\$ 100,000
Amortization of Grants	5,383,207	3,471,977	1,911,230	35.5	3,249,194
Other Revenue	-	-	-	-	26,130
	5,643,207	3,651,977	1,991,230	35.3	3,375,324
Expenses					
Expenses - Other	260,000	165,683	94,317	36.3	760,000
Expenses - Amortization	5,709,295	3,696,347	2,012,948	35.3	3,483,104
	5,969,295	3,862,030	2,107,265	35.3	4,243,104
Surplus/(Deficit)	<u>\$ (326,088)</u>	<u>\$ (210,053)</u>	<u>\$ 116,035</u>		<u>\$ (867,780)</u>

**College of New Caledonia
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<u>SPECIFIC PROJECTS FUND</u>	Scholarships/ Bursaries	Endowment Fund	Emergency Student Loans	Youth in Care	Research Forest	TOTAL
Revenue						
Ministry Grants	\$ 66,138	\$ -	\$ -	\$ 129,500	\$ -	\$ 195,638
Donations	199,450	71,684	-	-	-	271,134
Interest	-	84,552	-	-	392,880	477,432
Other	-	314,585	-	-	1,000,058	1,314,643
	265,588	470,820	-	129,500	1,392,938	2,258,846
Expenses						
Scholarships/Bursaries	263,481	43,350	-	129,500	-	\$ 436,331
Other	2,107	6,009	-	-	1,392,938	1,401,054
	265,588	49,359	-	129,500	1,392,938	1,837,385
Net Revenue/(Expense)	\$ -	\$ 421,461	\$ -	\$ -	\$ -	\$ 421,461