



CAMOSUN
COLLEGE
50 YEARS
1971-2021

BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, December 6, 2021
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
Bijan Ahmadi
Sherri Bell, President
Tanya Clarmont, Vice Chair
Joanne Cumberland
Amanda Garner
Puneet Kaur
Lindsay Kearns
Richard Margetts
Brenda McBain
Brent Palmer (on leave)
Ruth Mojeed Ramirez
Mike Stubbing
Al van Akker

ADMINISTRATION:

John Boraas, VP Education
Heather Cummings, VP Student Experience
Rodney Porter, Exec. Dir., Communications & Marketing
Barbara Severyn, Exec. Dir., Human Resources
Geoff Wilmshurst, VP Partnerships

GUEST: Richard Gale, Director, Camosun Innovates

REGRETS: Deborah Huelscher, VP Administration & CFO

EXECUTIVE ASSISTANT: Heather Martin

Camosun College campuses are located on the Traditional Territories of the Lekwungen and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

	PAGE
I CALL TO ORDER	
II APPROVAL OF THE AGENDA	
III BOARD MEMBER REPORTS	
1. Chair's Report [5 min] (Monty Bryant)	no attachment
2. President's Report [5 min] (Sherri Bell)	no attachment
3. Foundation [5 min] (Sherri Bell/Geoff Wilmshurst)	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Ruth Mojeed Ramirez)	
i) Minutes of the October 20, 2021 meeting	attachment 4
5. Pacific Institute for Sport Excellence [no report] (Puneet Kaur)	no attachment

	PAGE
IV BOARD COMMITTEE REPORTS	
1. Executive Committee [5 min] (Monty Bryant)	no attachment
i) Program Cancellation: Live Event and Audio-Visual Technician – Internship [5 min] (John Boraas) *	attachment 8
2. Governance Policy Review Committee [5 min] (Monty Bryant) *	attachment 12
i) Terms of Reference	
V APPROVAL OF THE MINUTES	
1. Minutes of the November 8, 2021 meeting [2 min] (Monty Bryant)	attachment 13
VI NEW BUSINESS	
1. Strategic Plan Goal: Camosun Innovates [20 min] (Richard Gale)	no attachment
2. Strategic Plan Progress Report 2020-2021 [15 min] (Sherri Bell)	enclosure
VII ADJOURNMENT	
* Requires a decision. See Page 3 for the proposed motions.	attachment 3



BOARD OF GOVERNORS

MOTIONS

Monday, December 6, 2021

IV BOARD COMMITTEE REPORTS

1. Executive Committee

- i) Program Cancellation: Live Event and Audio-Visual Technician - Internship**

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE CANCELLATION OF THE PROGRAM 'LIVE EVENT AND AUDIO-VISUAL TECHNICIAN – INTERNSHIP'.

2. Governance Policy Review Committee

- i) Terms of Reference**

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE GOVERNANCE POLICY REVIEW COMMITTEE REVISED TERMS OF REFERENCE.



APPROVED Minutes

REGULAR MEETING

Wednesday, Oct 20, 2021

4:00 – 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

- | | |
|---|------------------------------------|
| 1. Andrea Kucherawy, Support Staff (Vice-Chair) | 10. Lois Fernyhough, Faculty |
| 2. Bijan Ahmadi, Faculty (Chair) | 11. Mark Fournier, Faculty |
| 3. Blair Fisher, Faculty | 12. Monika Bhardwaj, Student |
| 4. Brian Coey, Faculty | 13. Richard Stride, Administration |
| 5. Corrine Michel, Faculty | 14. Ruth Lyall, Faculty |
| 6. Debbie Hlady, Administration | 15. Ryan Russell, Faculty |
| 7. Emily Schudel, Faculty | 16. Scott Harris, Administration |
| 8. John Boraas, Administration | 17. Tia Primrose, Support Staff |
| 9. Julia Grav, Faculty | |

Non-Voting Members

Connie Klassen, ICC Chair	Sherri Bell, President
Peter Moroney, Education Policy & Planning	Todd Ormiston, Indigenization Representative
Ruth Mojeed Ramirez, Board of Governors	

Guests:

Heather Cummings, Vice President, Student Experience
Rashed Al-Haque, Education Policy Specialist

Regrets/Absent:

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:03 pm. Quorum was reached.</p>	Bijan Ahmadi
<p>B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY</p> <p><i>Camosun College campuses are located on the traditional territories of the Lkwungen and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. <http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html></i></p>	Bijan Ahmadi

ITEM	PRESENTER
C. CHECK-IN	Bijan Ahmadi
<p>Bijan recognized that he received from members of EdCo some trepidation about large meeting spaces and mask-less environments. He mentioned this to both rooms prior to today's meeting so that we all feel comfortable to create a mask-less environment given the amount of space and ventilation we have. If any member of council would like to attend in person but would prefer if we all wear masks, he hopes they would also feel comfortable to join us and make that request. We're all approaching this at our own stage. He wants to make sure that people know what the options are and that the environments we are creating here are also welcoming for everybody.</p>	
D. ACCEPTANCE OF AGENDA	Bijan Ahmadi
<p>The agenda for October 20, 2021 was approved by unanimous consent.</p>	
E. MINUTES FOR APPROVAL	Bijan Ahmadi
<p>The minutes for the September 15, 2021 meeting were approved by unanimous consent.</p>	
F. REPORTS	
1. Education Council Chair	Bijan Ahmadi
<p>Nothing further to report.</p>	
2. VP Education	John Boraas
<p>Program Cancellations</p>	
<p>Live Event and Audio-Visual Technician - Internship</p>	
<p>Motion:</p>	
<p>That Education Council approve and recommend to the Camosun College Board of Governors cancellation of the Live Event and Audio-Visual Technician – Internship program.</p>	
<p>Moved by: John Boraas</p>	
<p>Seconded by: Monika Bhardwaj</p>	
<p>Motion Carried</p>	
3. Board Member	Ruth Mojeed Ramirez
<p>Ruth introduced herself to Council. She is the Chief Equity Officer of an organization called The Inclusion Project. She reported that the Board had their inaugural meeting on September 22. Four new Board members were welcomed, of which she is one. Camosun is celebrating its 50th anniversary at various events throughout the year, however September 16th is the actual anniversary date. Ruth stated she had a chance to be a part of several of the celebratory events which were great and were a good reflection of the meaningful work that the College has been engaged in. The day was</p>	

ITEM	PRESENTER
<p>celebrated with the House Post unveiling at the Centre for Trades Education & Innovation and a commemorative plaque was unveiled at the Lansdowne campus. Enrolment is almost the same as 2019 and tuition is up 4%. International enrolment was down 18% last year and is down 12% this year. Many international students have deferred to January 2022. The Foundation has raised 1.726 million dollars so far this year. Three motions were passed at the meeting. The Board has appointed KPMG to perform the audit of the College's financial statements commencing with the reporting year ending March 31, 2022, to March 31, 2026. The Board approved the submission of the College's five-year capital plan (2022-2027) to the Minister of Advanced Education and Skills Training. The Board also approved the Terms of Reference for the Adult Governance Policy review committee. Sherri Bell noted highlights of the Accountability Plan and Report that was submitted to the province.</p> <p>Sherri Bell welcomed Ruth to the Committee and the Board. She added that they had a special meeting of the Board that was a focus on Education – this year it was on Connecting to Community. John, the deans, faculty, and students shared 5 presentations on what we do as a college to connect to the community. She highlighted one presentation which was at Dunlop House by students that are part of the WUSK program called Hires. The nine refugee students are from Kenya and are trained in Hospitality. They will be working with Carl Everitt and the Hospitality program. In mid-November they will be moving together to Tofino where they will have jobs and housing.</p>	

G. COMMITTEE REPORTS

Education Council Policy and Standards Committee

Peter Moroney

Peter reported that the Committee met on Wednesday, Oct 6 with a full contingent including the newest member, student representative Monika Bhardwaj. Claudia Sperling (Director, Applied Learning) joined as a guest for the first time. She did a presentation and opened discussion of issues affecting her area relevant to Work Integrated Learning and Applied Learning. She noted that often in Policy & Standards work there are decisions being made or discussions happening that sometimes don't consider the needs of WIL or Applied Learning. She is interested in being involved in the future with policy and standards development to ensure that the Applied Learning perspective is represented. This aligns with the Education Approvals Renewal Project where Applied Learning is highlighted as one of the key strategic educational directions for the College, along with Indigenization. Her involvement could turn into an ongoing membership on the Committee. She noted that the Work Integrated Learning Policy is in good shape. There are some procedural aspects that are more operational and could be moved in the future to a supporting document.

Rashed provided an update at the meeting on the ongoing and upcoming policy work which includes development of the Prior Learning and Assessment Policy, Evaluation of Student Learning Policy, Exam Policy, Indigenous Research Ethics, and early-stage work on Academic Concessions. The Committee was also thanked for

ITEM	PRESENTER
their work on the Syllabus Template that was launched in the Spring that is now being adopted across the College.	
H. INTEGRATED CURRICULUM COMMITTEE REPORT	Connie Klassen
Regular Curriculum for Approval	
Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:	
ARTS & SCIENCE: ENGLISH	
CRWR 254 Revision	
ACCESS: ENGLISH ACCESS	
ENGL 095 New	
<p>Motion: That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Lois Fernyhough Seconded by: Debbie Hlady Motion Carried</p>	
I. ITEMS FOR PRESENTATION AND DISCUSSION	
Policy Consultation: Evaluation of Student Learning	Peter Moroney/ Rashed Al-Haque
Rashed provided an update and information on the proposed policy, which will come forward to EdCo at a later date. EdCo members provided feedback which Rashed will take back to the Policy and Standards Committee for consideration.	
Policy Consultation: Exam Policy	Peter Moroney/ Rashed Al-Haque
Rashed provided a presentation on this new policy initiative for initial consultation. EdCo members asked questions and provided feedback which Rashed will take back to the Policy and Standards Committee for consideration. EdCo supports this policy moving forward to the development stage. Further consultation with the various stakeholders over this term will allow this to come forward in draft form to EdCo at a later date.	
J. ADJOURNMENT	Bijan Ahmadi
The meeting adjourned at 5:28 pm.	



BRIEFING NOTE

Board of Governors

SUBMITTED BY: John Boraas, VP Education

DATE: December 6, 2021

TOPIC: Cancellation of the Live Event and Audio Visual Technician – Internship Program

For Information:

For Decision: X

For Discussion:

1. OVERVIEW

In 2016, a need was identified for programming to support employment in the area of Live Event support. A business case was completed that supported development of the credential; this was approved by the College. The intention was to explore a revenue/cost neutral program given that at the time the college was coming out of an extremely challenging fiscal environment.

The credential ran for one intake (2017-20188) and was suspended in May 2018. Internship employers expressed satisfaction with the skill level of students as entry level employees. An industry focus group facilitated by CETL in November 2018 noted “there is a lot of work” available, but that full-time permanent job opportunities are limited. It also indicated that graduates of the program would be considered as equal to any entry level employee and that a credential was currently not necessary to work in the industry. This facilitation identified that with or without the credential, workers would need to “start at the bottom” of the industry before being given more advanced opportunities. Faculty and administration did their best to manage and support the students but dissatisfaction was generally high with a large number of complaints.

Given the prospect for increased demand in this field, a general review is underway to determine appropriate programming to support live entertainment, the film industry among other employment sectors in the communications industry.

2. COMMUNICATIONS

Consultation was done pre- and post-suspension and feedback received from students (meetings, survey), term faculty from industry (meetings, correspondence), IATSE union representatives, employers (through focus group), School administration, and College Administration.

3. RECOMMENDATION AND OR MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE CANCELLATION OF THE PROGRAM ‘LIVE EVENT AND AUDIO-VISUAL TECHNICIAN – INTERNSHIP’.

4. SUPPORTING DOCUMENTATION:

Program Cancellation Form attached



Education Approvals Office Use Only:

Notification Date: Click here to enter a date.
 Last Intake of students: Choose an item.
 Category of Change: Cat 1 (Board/Ministry)
 Approved By:
 Approval Date:

Tracking No.

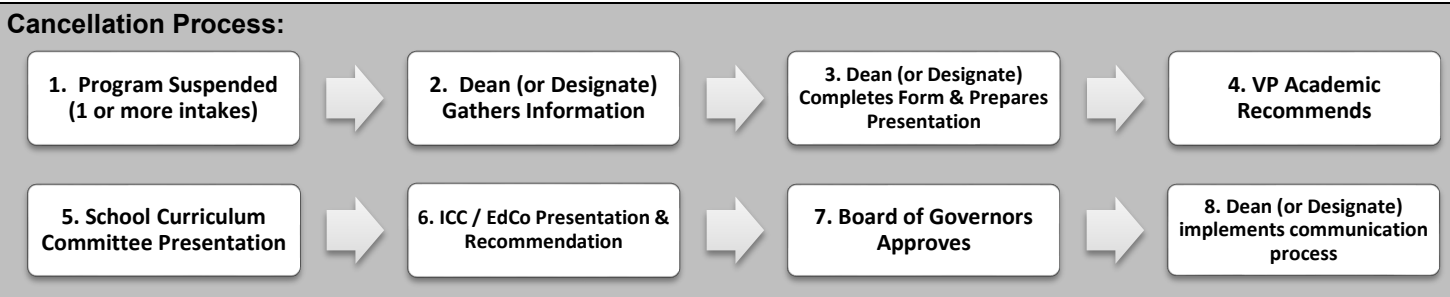
IDS

Approved Forms are

E-FILED at [\\nas2\cecp\](https://nas2.cecp.ca)

Program Cancellation Form

The cancellation of a program occurs when a program is no longer offered by the college and is removed from the list of program offerings. It is intended to be permanent. Refer to the Program Suspension and Cancellation Policy – E-1.11 for more info.



Credential Name(s): Live Event and Audio-Visual Technician - Internship

School: Arts & Science **Dept:** Communications


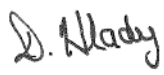
Programs are generally suspended before they are cancelled. *Please complete if this program has been suspended.*

Suspension Approval Date: May 18, 2018

- Include the most recent copy of the Program Outline as part of this submission.
- Include any course cancellations/revisions as a result of this change as part of this submission.
- Complete the Questions below - Include supporting documents if available.

1. Has this credential been replace/restructured into another credential? (yes/no) Explain.	No. As opportunities arise with the proposed film studio, new curriculum can be developed to meet those needs.
2. When (i.e. date) was the credential(s) first offered?	September 2017
3. Proposed start date for last intake of students in this credential prior to cancellations	September 2017. Students who registered in this intake have all completed the program.
4. Why was the credential(s) created? Was there a student/employer need? Was a needs analysis done? Why or why not? Please explain.	Camosun was approached by IATSE and asked to create this credential to train students to work in theatre, music festivals, live events, and audio-visual services. IATSE stated a need to replace their aging workforce, and the only other post-secondary training program available in Victoria was a 4-year theatre degree. A business case was completed that supported development of the credential; this was approved by the College. The intention was to explore a revenue/cost neutral program given that at the time the college was coming out of an extremely challenging fiscal environment.
5. How was the program received when first offered and over subsequent years? Were there formal or informal Program Reviews? What has the history of this credential(s) been?	The credential ran for one intake (2017-8) and was suspended in May 2018. Internship employers expressed satisfaction with the skill level of students. An industry focus group facilitated by CETL in November 2018 noted “there is a lot of work” available, but that full-time permanent job opportunities are limited. A credential is currently not necessary to work in the industry. This facilitation identified that with or without the credential, workers would need to “start at the bottom” of the industry before being given more advanced opportunities. Our experiment with high tuition for this program married exceptionally high expectations with a program that still did

	not have the full range of equipment that would be deemed current in the industry. Student complaints were significant. Faculty and admin did their best to manage and support the students but dissatisfaction was generally high.
6. What internal and/or external forces have come into being that have led you to cancel this credential(s)? Was cancellation the only option? Were their competing priorities?	Students expressed concern about the high cost of tuition; it also became apparent that ongoing financial investment in technical equipment would be necessary. Although entry-level training is desirable, a credential is currently not necessary for employment. A reliance on term faculty to deliver the courses is problematic.
7. Note any additional information related to consultation feedback from students, employers, PAC's, School Curriculum Committees, affected faculty and staff, Unions, College service depts., and administration.	Consultation was done pre- and post-suspension and feedback received from students (meetings, survey), term faculty from industry (meetings, correspondence), IATSE union representatives, employers (through focus group), School administration, and College Administration.
8. Note any additional information related to Program Performance Measures - student demand, graduate employment/transfer to further studies, cost effectiveness, student and employer satisfaction levels, availability of alternate program providers, and other relevant program data.	Cost is a concern, both for expenses borne by the College and for student tuition. Student satisfaction levels were not high, and a credential is currently not a requirement for employment. Alternate programs exist up-Island or on the lower mainland. Research can be done going forward to investigate film-related programming at Camosun, which may be a more appropriate fit with proposed film studio facilities.
9. Identify any impacts to staff, faculty, technology, and other resources, as a result of the cancellation. Clearly identify all impacts.	Most of the courses in the program were taught by term faculty. No lay-offs were required or will be required. Equipment and facilities are being used by other programs in the Communications Department.
10. Articulate a Transition & Communication Plan for any students impacted by this cancellation.	There are no current students. The website will be updated to reflect the cancellation of the program.

NAMES	SIGNATURE	DATE
Dept Chair: Lois Fernyhough		October 4, 2021
Dean(s) of Other Affected Depts <i>(add more rows if needed)</i> <input checked="" type="checkbox"/> Not applicable		
School:		
Comments by Other affected Departments (attach additional sheets if necessary):		
Dean: Debbie Hlady		September 28, 2021
VP Education John Boraas		
ICC Chair: Connie Klassen		
EdCo Chair: Bijan Ahmadi		
Board Approval Date:		

INSTRUCTIONS –You do not need to include these instructions w/ your paper or electronic submission, they are for your information only

ELECTRONIC SIGNATURES (instructions for School Curriculum Support Staff)

1. Leave signatures blank until the Coordinator Education Approvals requests a signature. This request is normally made once the curriculum has received a recommendation for approval by the ICC (Category 1/2 changes) or after Student Services documentation review (Category 3).
2. Add electronic signature to document when requested. There are generally 2 approaches as follows:
 - a. **School Curriculum Support Staff types or inserts scanned image** (i.e. JPG) of signature after confirmation by the signatory via email, phone or F2F. Easiest approach as the support staff can sign the document directly on the CCN ([\\nas2\cecp\](#)).
 - b. **School Curriculum Support Staff forwards** document or makes available on school server for signatory to electronically sign themselves by typing or by inserting scanned image. If Support Staff uses this approach they **must upload** the signed change form to the CCN ([\\nas2\cecp\](#)) and replace the unsigned change form with this form.
3. Email Coordinator Education Approvals when document has been signed. A reply to the original email requesting signatures is the simplest with a brief note stating the document is now signed. **DO NOT forward** the signed document as an attachment in the email. This is **not necessary, takes up email space**, and emailed docs are **not considered trustworthy** in this process. Please have the signed change forms filed in the CCN ([\\nas2\cecp\](#)). The change forms will be removed/deleted by the School Curriculum Support Staff at a later date as per the School Curriculum Support Staff's internal process.

Note – we do not use encrypted signatures as they lock the document making follow-up operational notations and error corrections impossible. As such we use simple electronic signatures (i.e. images, typed, etc.) in this process that are based on the honour system.

For more information contact your School Curriculum Committee Staff Support, or the Coordinator Education Approvals (edapprovals@camosun.bc.ca or 370-4690).



Policy:	Not a policy, Ad Hoc
Approved By:	Board of Governors
Approval Date:	September 22, 2021
Amendment Date:	
Policy Holder:	President

GOVERNANCE POLICY REVIEW COMMITTEE

TERMS OF REFERENCE – AD HOC

Terms of Reference

An Ad Hoc committee of the Board of Governors, the Governance Policy Review Committee is responsible for assisting the Board in fulfilling its Governance responsibilities by reviewing the Governance Policies of the Board. The Committee will provide recommendations to the Board.

Guiding Principle

Governance Decisions will be made by the Board of Governors. Exceptions will be determined by the Board.

Role

The Governance Policy Review Committee makes recommendations and/or delivers reports to the Board of Governors in the following areas:

1. **Recommendation to Board of Governors for Approval**
 - a) Updates and revisions to the Board Governance policies;
 - b) Recommendations for new Governance policies;
 - c) Recommendations for the rescindment of Governance policies.

Membership

1. The Governance Policy Review Committee will consist of the Chair or Vice Chair, two other Board members appointed by the Board Chair, and the President. The membership may be increased at the discretion of the Board Chair.
2. All membership appointments will be for one year. Re-appointments are permitted.

Committee Operation

1. The committee will normally meet a minimum of four times a year. An annual schedule will be drawn up prior to the commencement of each academic year (September). Extra meetings may be added.
2. The committee will review one or two policies at a time.
3. The majority of the members of the committee will constitute a quorum.
4. The committee will seek consensus on decisions. If consensus cannot be reached, the Board will be presented with options to vote on.
5. Administrative support will be provided by the Executive Assistant to the Board.
6. Committee members will be expected to attend all meetings, including extra meetings.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, November 8, 2021
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
 Bijan Ahmadi
 Sherri Bell, President
 Tanya Clarmont, Vice Chair
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 Mike Stubbing
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John Boraas, VP Education
 Heather Cummings, VP Student Experience
 Deborah Huelscher, VP Administration & CFO
 Rodney Porter, Exec. Director, Communications & Marketing
 Barbara Severyn, Exec. Director, Human Resources
 Geoff Wilmshurst, VP Partnerships

REGRETS: nil

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Monty Bryant, Chair, called the meeting to order at 5:00 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III BOARD MEMBER REPORTS

1. Chair’s Report

Monty Bryant, Chair, noted all the regular board meetings are open to the public. Guests and the College Executive are asked to join by Teams. Masks are required to be worn in public spaces. With only Board members in the room, masks can be removed while seated. Today we are welcoming two guests on Teams: April Atkins, SIP, and Michel Turcotte, CCSS. Guests are asked to keep your microphone and video turned off, and refrain from writing in the chat. If you have

a question or comment please email it to Monty via Heather Martin after the meeting, and I will respond.

Sherri and Monty met several times for planning. Thank you to everyone involved in the 'Focus on Education - Responsiveness to Community' event on October 12. It was an amazing event. It is very exciting for the Board members to see first-hand what the college is doing. The Board was very happy to meet the students, instructors, and administration. Highlights included an instructor who set up a pipe trades van to take to high schools to raise interest in the pipe trades, and an initiative that trained nine refugees from a camp in Kenya to work in Hospitality Management. It was very powerful, and a good example of how Camosun serves the community.

The Board hosted a 50th Anniversary dinner for our past Chairs and Presidents. It was wonderful to celebrate our 50th with those from the past who helped build Camosun into what it is today. The fabulous dinner was provided by the students in our Culinary Arts program, and the music was provided by the Victoria Conservatory of Music. Ruth Mojeed Ramirez moderated a session called 'In Partnership for an Inclusive Future' at an Excellence Canada summit in November.

2. President's Report

Sherri Bell, President, noted the 'Focus on Education' on October 12 was a great way to share what Camosun does to create pathways for students. The Board sat down with the nine refugees from Kenya who were getting training in Hospitality Management. Last month the Intercultural Association spoke to the Senior Leadership Council (SLC) about racism. SLC is meeting this week to look at structural barriers at Camosun. At the next SLC meeting, the refugees will talk about their experience at Camosun. On Orange Shirt Day on September 30, Camosun held a different presentation on each campus. The focus was on hearts (caring) and hands (action). Local artist Carey Newman designed the pins which depict the hearts and hands. Camosun had 39 actions in response to Truth and Reconciliation, and from 2015 to 2021 we completed them all. We have now formed a steering committee to see what further action to take.

Sherri began work on the transition for incoming President Lane Trotter. In November they met for an update on the large projects at Camosun. They will work on a transition document together in December. Thank you to all who had anything to do with 50th Anniversary Dinner for the past Chairs and Presidents. On Friday the Camosun Chargers played their first game, as they did not have a season last year due to COVID-19.

3. Foundation

Brent Palmer is on a leave of absence until the end of December. Geoff Wilmshurst, VP Partnerships, noted there is a meeting in December. November 30 is 'Giving Tuesday'. It is one of our biggest fundraising days. We have embarked on an alumni project. We have funding to go back to 1971 and digitize the records of our alumni. It will help us reconnect with them.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the June 23 and September 15, 2021, meetings were included in the agenda package. Bijan went over the highlights of the October 20, 2021, meeting, which included a recommendation for the cancellation of a program. It will come to the next Board meeting.

5. Pacific Institute for Sport Excellence (PISE)

Puneet Kaur, PISE Board of Directors member, noted they met on September 29, 2021.

IV BOARD COMMITTEE REPORTS**1. Audit Committee**

- i) The minutes from the June 7, 2021, meeting were included in the agenda package.
- ii) Tanya Clarmont, Chair, Audit Committee, gave a report on the October 25, 2021, meeting. The Committee reviewed the audit plan for the upcoming year with KPMG. They will receive a report back once the work is complete next spring. They reviewed the annual work plan for the Audit Committee, and agreed to revert to the schedule where the risk register goes to the Board in the fall instead of spring. Sharing the risk register in the fall fits in better with the College's delivery and planning cycle. Any urgent issues will be brought to the Board in a timely manner. Deborah Huelscher, VP Administration and CFO, gave an update on the status of the Board's Enterprise Risk Management audit of Human Resources Payroll Processes & Controls - Colleague. It will be complete by December 2023.

2. Executive Committee

Monty Bryant, Chair, Executive Committee, noted the Executive met in person on October 4 and November 1. The Governance Policy Review committee membership is now complete with the Chair, the President, Brenda McBain and Joanne Cumberland. The first meeting will be on November 30. They will review the seven governance policies. We reviewed the results from the ThoughtExchange questions, which were 'What the Board wants to achieve' and 'What the Board wants to learn about'. There is a report later on the agenda. Deborah Huelscher and Mike Stubbing provided an update on the budget.

3. Finance Committee

- i) The minutes from the September 7, 2021, meeting were included in the agenda package.
- ii) Mike Stubbing, Chair, Finance Committee, gave a report on the November 1, 2021, Finance Committee meeting. The primary order of business was to review the results from the first six months of fiscal year, April 1 to September 30. Deborah Huelscher provided an update on the budget process. In the first six months we did well in all functional areas except International Education. The budget for the year had a projected deficit of \$4.2M. It is now predicted to be \$6.2M. We communicated the new number to the Ministry, so they are aware. For base operations we budgeted a deficit of \$19.5M, and are now forecasting \$18.5M, which is \$1M ahead. In International Education, we budgeted a surplus of \$17.8M, but now forecast a surplus of \$14M, which is a drop of \$3.8M. We could not get the students into the country due to COVID-19, but hope for some improvement in January. Every other area is flat or ahead of budget.

V APPROVAL OF THE MINUTES

The minutes of the September 22, 2021, regular and inaugural meetings were approved as distributed.

VI NEW BUSINESS**1. ThoughtExchange Results & Finance Workshop**

A ThoughtExchange survey with two questions: 'What the Board wants to achieve', and 'What the Board wants to learn', was held at the Board Orientation on September 9, 2021. Sherri Bell responded to the results, below.

What the Board wants to achieve

New Strategic Plan

- The current Strategic Plan is coming to a close in 2021. Jen Stone, Director, Strategic Initiatives, will work with Lane Trotter on a new Strategic Plan in 2022.

Student housing announcement

- Deborah Huelscher is working with the Ministry. There may be an announcement in the fall next year.

Continue focus on reconciliation

- Work is continuing.

Continue focus on equity, diversity and inclusion

- The focus of the Executive continues to be on racism, and it will come out strongly in the new Strategic Plan. The Board of Governors will have a role.

Reduce deficit and understand finances

- Mike Stubbing will discuss it further next.

What the Board wants to learn about

Learn about the Strategic Plan process

- Lane Trotter and Jen Stone will present the process to the Board.

How programs respond to the local community

- The 'Focus on Education' sessions all demonstrated our connection and partnership with community with SIP, the trades trailer, and more.

Revenue generation opportunities and how fiscal decisions are made

- Mike Stubbing will discuss it further next.

Aspects of Camosun: Camosun Innovates, PISE, trades

- Richard Gale, Camosun Innovates will bring an update on their projects to the December Board meeting. Other topics will come to future Board meetings.

Climate strategy/sustainability

- This topic will likely become part of the next Strategic Plan.

Tuition

- Heather Cummings is looking at a presentation on tuition, a comparison of colleges and universities in the local area.

Board – good leader, student engagement

Mike Stubbing, Chair, Finance Committee, noted he and Deborah Huelscher will put together an in-person, interactive training session on finances for the Board in the new year ahead of the budget process. Revenue generation and expense decisions are part of the budget process, so they will demonstrate how Camosun does it and how decisions are made before it comes to the Board level. The Board involvement is, and should be, at the strategic plan level. The finance

training will be in advance of the budget. Any feedback or requests for focus areas should be sent to Mike.

2. Film Studio Update

Geoff Wilmshurst, VP Partnerships, provided an overview of the 'Camosun Centre for Film Production and Digital Media'. The centre will be the first facility of its kind on Vancouver Island. Students can be trained to work in all ancillary areas of film production such as camera and lighting, hair and make-up and costume design.

- Education: digital editing facilities; green screen environments; classrooms; workshops for wardrobe, carpentry and props.
- Film Studio: three sound stages; production offices; support buildings for wardrobe, set dec storage, special effects and props, mill/paint shop; associated 'circus' parking; secured site for security and privacy.
- Design Drivers: campus with clear approach and entry / exit points; maximize stage complement and associated support spaces; education program growth at Camosun.

The site will be south of the PISE track field, on the South East corner of the campus. The road access will connect with Allen Road and an intersection will be put in. They will operate 7am to 7pm, so it will not impact rush hour traffic. There will be a community briefing in mid-January to talk to neighbours. A presentation to Saanich City Council will take place shortly after that.

VII ADJOURNMENT

The meeting was adjourned at 6:20 pm.

Monty Bryant, Chair

Date

Heather Martin, Executive Assistant



Strategic Plan

PROGRESS REPORT

2020/2021



As our five-year (2016 – 2021) Strategic Plan winds down, all of the college community is now back on campus for face-to-face program delivery and support services.

Our Strategic Plan has guided us through the challenge created by COVID-19 with the virtual, hybrid and on-campus delivery of education so our students continued to succeed and thrive.

The last year has also seen the college celebrate its 50th anniversary. The theme 'Honouring the Past, Inspiring the Future' has never been so critical as we work alongside community partners towards a strong recovery. Whether on-campus or virtually, we remain committed to: the best possible student experience; supporting diversity; building on creativity and innovation; and, improving sustainability for the environment and society.

Our fifth annual Progress Report shows how the life-changing education delivered by the college supports our students and communities throughout British Columbia and beyond as well as businesses, industries and employers.

Although this is my last Progress Report as President, I look forward to seeing our students and college community go from strength to strength led by a new Strategic Plan.

Sherri Bell

Sherri Bell
President

Ensure we have an environment in which students learn to learn; are engaged in community; and acquire skills and knowledge that effectively supports them in building their futures.

Develop a strong, college wide service philosophy and culture that puts students at the center of everything we do.

Achieved:

- Completed work on final phase of Ellucian information systems.
- Completed concept plan for the implementation of collaboration spaces through Wilna Thomas Building.
- Quality Assurance Framework finalized and launched including new program development and program review processes.
- Implemented recommendations from review of counselling services including launch of new Rapid Access model.
- Developed new Student Conduct, Accommodations and Academic Credits/Standards policies.
- Implemented integrative student services model offering virtual and in person supports as well as additional self-service options.
- Successfully worked with school leadership, faculty and service providers to deliver curriculum primarily on-line for the duration of the pandemic.
- Medical Laboratory Technician Program and RMT achieved accreditation.
- Sonography began its first intake in May of 2021.

In progress:

- Continue to work on Phase 3 of the Applied Learning project.
- Continue to work on raising the profile and importance of Co-op programs and Career Services, to increase student participation and student satisfaction.
- Continue to enhance procedures connected to new student policies.
- Establishing the Wilna Thomas Building as a hub for student collaboration and community engagement.
- Beginning work on Prior Learning Assessment and Evaluation of Student Learning policies.
- Implementing Health Care Assistant and Teacher’s Assistant as well as existing UT and Business courses on the West shore.

Key Performance Indicators:

Overall student satisfaction rate <small>Source: BC Student Outcomes Survey</small>								
	2013	2014	2015	2016	2017	2018	2019	2020
Camosun	93%	92%	94%	91%	92%	90%	91%	92%
BC College Average	93%	93%	93%	92%	92%	92%	92%	92%

Target: Meet or exceed the BC provincial average

- Achieved



Key Performance Indicators:

Dual Credit – South Island Partnership with Five Local School Districts

Source: Internal Tracking

Year	2005	2015	2016	2017	2018	2019	2021
Students	186	1254	1328	802	836	793	520

Target: To increase by 5%

- Not achieved: numbers down due to pandemic

Percentage of students who felt supported in achieving their educational objective

Source: 2021 Student Experience Survey

Year	Supported	Neutral	Not Supported
2017/18	61%	35%	4%
2018/19	83%	11%	5%
2020/21	76%	14%	10%

New Target: To meet or exceed 2018/19 results

Percentage of students who indicate that Camosun has provided opportunity to apply real world learning

Source: 2021 Student Experience Survey

Year	Very Satisfied or Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied or Very Dissatisfied
2018/19	79%	14%	7%
2020/21	66%	20%	12%

New Target: To meet or exceed 2018/19 results

Percentage of students who feel they belong at Camosun

Source: 2021 Student Experience Survey

Year	Very Satisfied or Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied or Very Dissatisfied
2018/19	78%	17%	5%
2020/21	68%	25%	6%

New Target: To meet or exceed 2018/19 results

Former Youth in Care/Tuition Waiver

Source: 2021 Student Experience Survey

Academic Year	2017-18	2018-19	2019-20	2020-21
Students	74	91	89	73

Target: Incremental annual increase

- Not achieved: numbers down due to pandemic

Percentage of students satisfied with their overall educational experience

Source: 2021 Student Experience Survey

Year	Very Satisfied or Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied or Very Dissatisfied
2017/18	82%	13%	5%
2018/19	86%	8%	5%
2020/21	79%	11%	10%

New Target: To meet or exceed 2018/19 results

Percentage of students satisfied with their co-op placement or work-related experience

Source: Student Experience Survey

Year	Very Satisfied or Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied or Very Dissatisfied
2017/18	48%	45%	7%
2018/19	54%	43%	11%

* no survey for 2019 and 2020 due to COVID

Target: To meet or exceed 2018/19 results

Supporting People in an Engaged Community

Recognize and celebrate diversity
within the college community.

Achieved:

- Contributed to a more equal, diverse, and inclusive community:
 - » Developed and are implementing new Academic Accommodations for Students with Disabilities and Indigenization policies.
 - » Introduced e-learning tool Ally to provide students with accessible content in their online courses.
 - » Created a project charter for Dimensions 'Inclusive Hiring Practices to Address Systemic Racism in Society'.
 - » Offered 'Difficult Conversations' and 'On Becoming a More Inclusive Educator' workshops.
- Experienced attendance growth in the Indigenous Education Community of Practice and offered 'Pulling Together: Indigenization Guide for Teachers' study group.
- Launched the COVID-19 Employee Mental Well-being Support Plan.
- Released new toolkits to support Workplace Leaders in Human Rights.
- Completed delivery of TELTIN TFE WILNEW for an accumulated total of 481.
- Received Human Rights Tribunal support for preferred Indigenous hiring.

In progress:

- Administer five-year Special Program to offer preferential and limited hiring opportunities for Indigenous applicants based upon approval from BC Human Rights Commissioner.
- Implement action items for Dimensions projects.
- Continue to offer Indigenization Education Community of Practice.
- Build capacity among Workplace Leaders by offering a learning series on a variety of EDI topics.
- Continue to work on Indigenization.
- Continue the increased delivery of TTW.

Key Performance Indicators:

Number of staff who have completed the full TTW training <small>Source: Internal Tracking</small>	# of Employees Completed
Up to 2017	232
Up to 2018	314
Up to 2019	438
Up to 2020	481

Target: Increase by 100 per year

- Not achieved due to pandemic

Leading for Engagement and Performance Human Resources-Related Learning Supports for Workplace Leaders <small>Source: Internal Tracking</small>		
		TOTAL
# of courses/toolkits currently available	8	8
# of courses/toolkits scheduled for 2020/21 delivery	2	10
# of courses/toolkits scheduled for 2021/22 delivery	1	11

Target: 15 Total Courses/Toolkits by 2022/2023

- On target



Key Performance Indicators:

% of Employees Completing Respect in the Workplace Training

Source: Internal Tracking

2019/20	68%
2020/21	77%

Target: 80% for 2020/21, Target 2021/2022: 80%

- Not achieved due to pandemic

Note: Target of 100% is not possible due to ongoing hiring of new employees required to complete RWP

Equity, Diversity and Inclusion Related Policy Development*

Source: Internal Tracking

% Complete

Equity, Diversity and Inclusion Policy	100
Learning Accommodations Policy	100
Indigenization Policy	100

Target: All three policies 100 % complete by 2020/21

- Achieved

Indigenous Students In Trades by Academic year

Source: Internal Tracking

2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
95	125	167	153	122	140

New target: Increase by 5%

Total number of Women In Trades by Academic year

Source: Internal Tracking

2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
280	264	295	91	276	295

New target: Increase by 5%



Achieved:

- Maintained close contact with currently enrolled international students both located on Vancouver Island and overseas in order to maintain enrollment numbers despite pandemic.
- Developed new online marketing efforts given restrictions on international travel.
- Maintained international relationships with recruitment agents.
- Continued to increase the diversity of the international student body.
- Increased capacity in Health & Human Services to serve International students.

In progress:

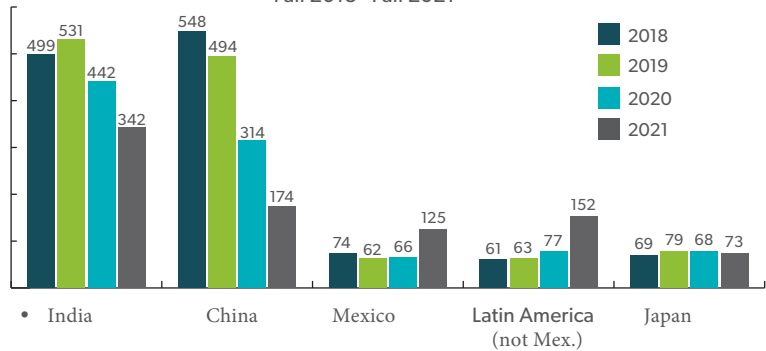
- Developing new markets to mitigate risk.
- Developing new student service framework to be more responsive to student needs.
- Increasing 2-3 week summer study abroad program agreements.
- Increasing social media presence.
- Initiate the creation of a college-wide structure to enable and support outbound student mobility - delayed due to Pandemic.
- Create programs in Culinary Arts and additional capacity in Computer Systems Technology.

Key Performance Indicators:

Total number of international students by academic year				
Source: Internal Tracking				
2016/17	2017/18	2018/19	2019/2020	2020/2021
1988	2090	2246	2384	1874

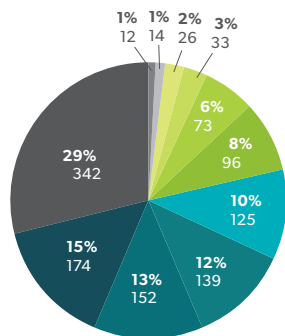
New target: meet or exceed 2019/20 enrollment

Select International Student Numbers by Region
Fall 2018– Fall 2021

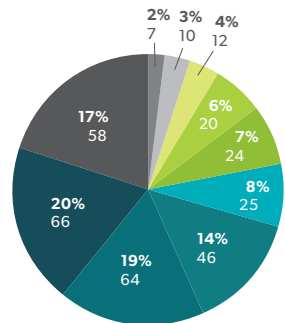
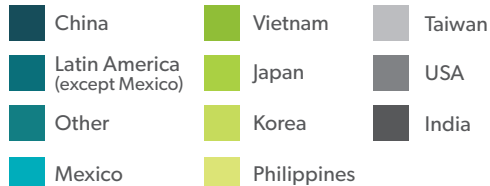


Target: to increase diversity

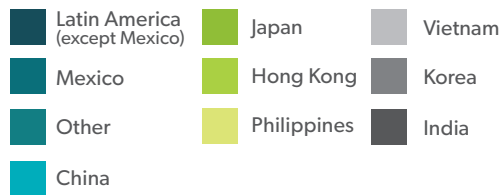
- Achieved – significant increases from source countries in Latin America



Total International Student Numbers Fall 2021



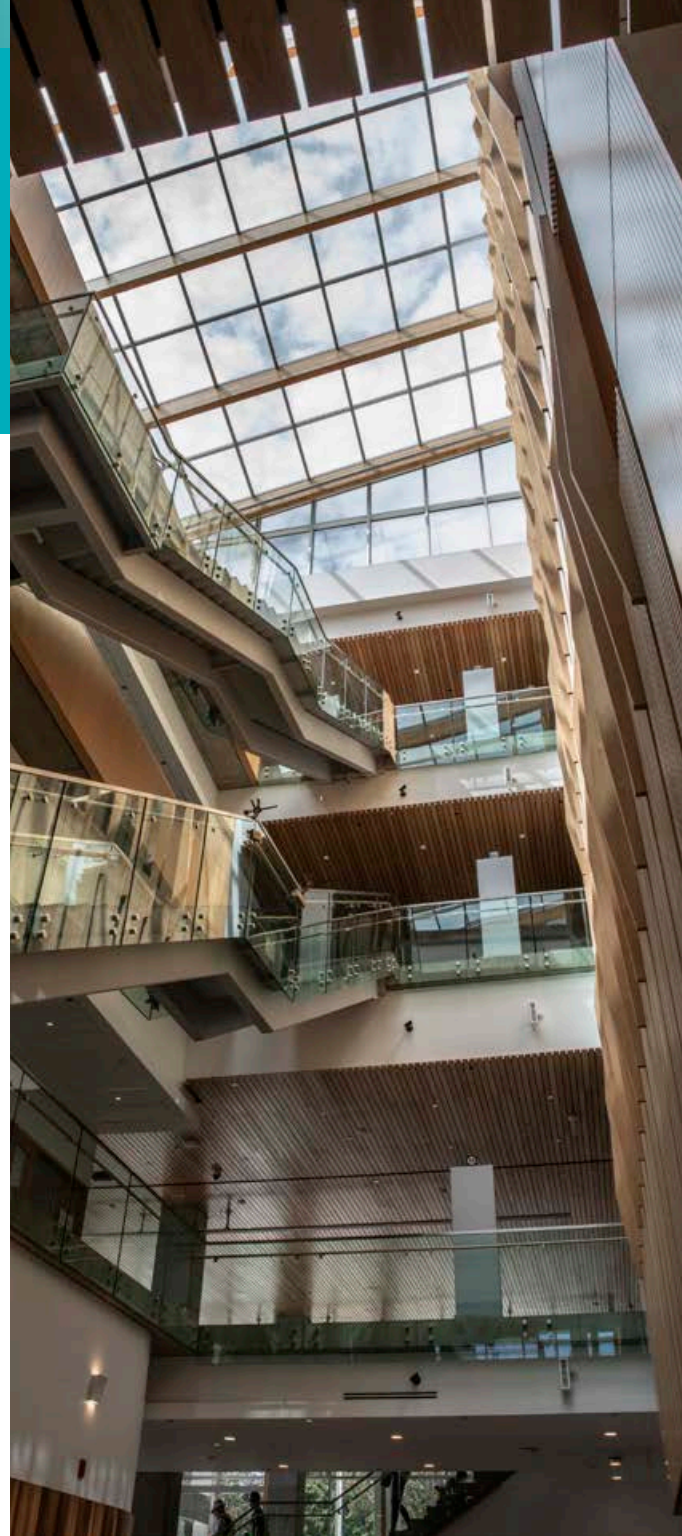
New International Student Numbers Fall 2021



Total Number of Study Abroad Enrolments by academic year
Source: Internal Tracking

Year	Outgoing	Short term	Field School	Total
2018-19	25	12	15	52
2019-20	32	16 (all cancelled)	20 (all cancelled)	32
2020-21	0	0	0	0

New Target: To exceed 2018/2019



Build on the support for the Indigenous peoples and communities in BC.

Achieved:

- Completed all 39 recommendations in Camosun's response to the TRC Calls to Action. Highlights include:
 - » Brought more Indigenous presence to our Senior Leadership Council.
 - » Designated September 30 as an annual, college-wide, college-supported Orange Shirt Day.
 - » Enhanced educational planning to support the major goals of Indigenization and Reconciliation.
 - » Developed Indigenous-focused required learning for all applicable programs.
 - » Added more electives to support students learning more about Indigenous worldviews.

In progress:

- Developing new recommendations for TRC Calls to Action.
- Developing new Indigenous Community Support Program
- Revising Research ethics to include Indigenous Pedagogy
- Continue work to develop new Indigenization Strategic Plan.
- Continue work with ARA and University of Hawaii in the development of a joint Advanced Certificate in Leadership.

Key Performance Indicators:

Proportion of Indigenous students <small>Source: 2016 Statistics Canada</small>					
<small>Census: Greater Victoria Indigenous Population is 6.1%</small>					
	2015-16	2016-17	2017-18	2018-19	2019-20
Students	5.8%	6.3%	6.4%	5.9%	6.4%

Target: Continue to exceed the GV Indigenous population

- Achieved

Number of students who indicated that their experience at Camosun improved their understanding of Indigenous issues and culture <small>Source: 2021 Student Experience Survey</small>			
	Positively	Neutral	Not At All
2017/18	31%	40%	29%
2018/19	50%	27%	23%
2020/21	52%	23%	25%

New Target: To meet or exceed 2018/19 results

Actively engage the college community in recognizing and building on innovation and creativity.

Achieved:

- Effectively delivered classes & services remotely.
- Delivering new micro-credentials in Clean Energy and Efficient Buildings.
- Camosun Innovates recognized for its work in supporting the local Health Authority – vaccine transportation, face masks, the UVEN to re-use safety gear.
- Launched “Camosun Safe Start” as a systems approach to bringing people back on campus.
- Launching a new Education Approvals process and response to the Quality Assurance Audit.

In progress:

- Continue to explore funding opportunities for augmented reality and other technology opportunities.
- Employing eight students to engage in research projects in Camosun Innovates (through Provincial funding).
- Completing the Witness Blanket Project with the Museum of Human Rights.
- Initiating work on a Diploma in Kinesiology.
- New General Business Degree development underway.

Key Performance Indicators:

Students in contact with Camosun Innovates

Source: Internal Tracking June to June

	2020	2021
Engaged within the Curriculum	320	340
Employed	23	20

New target: Increase number of students in contact with Camosun Innovates by 5%

Level of agreement with the following statement:

My experience at Camosun has included creativity and innovation

Source: 2021 Student Experience Survey

	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree
2017/18	54%	37%	9%
2018/19	59%	28%	14%
2020/21	57%	29%	14%

New target: To meet or exceed 2018/19 results

Sustainability for the Environment & Society

Provide leadership and support on key social, environmental and economic issues impacting the college.

Achieved:

- Implemented LED street parking lot lighting upgrade for Inter Campus Road, Parking Lot 2 and exterior stairwells – Interurban.
- Created and launched Clean Energy & Efficient Buildings (CEEB) micro credentialing.
- Implemented boiler replacement at Lansdowne Alan Batey Library & Learning Commons.
- Implemented HVAC upgrade at Huber Hall – Red Lab Interurban.
- Created six new Electric Vehicle Charging Stations at the Student Parking Lot Lansdowne.
- Completed renovation of the Compressor Building at Interurban, including new insulation, heat pump and HVAC.

In progress:

- Continue planning toward a Climate Emergency Declaration for Camosun. Re-engage the college community.
- Continue the Dental Building envelope renewal project that includes improved energy efficiency.
- Continue the Wilna Thomas major renovation project that includes enhanced sustainability scope which focuses on GHG emission reductions.
- Implement LED lighting upgrade at Lansdowne Campus.
- Increase Smart Metering for all buildings. This will help create energy consumption baselines for many buildings, and will aid in measuring successes.
- Development of an Electric Vehicle Maintenance Training. The B.C. Government announced expanded funding of the Electric Vehicle Maintenance Training program. Camosun is one of three additional colleges in B.C. to be able to offer training for automotive technicians to upgrade their skills to work on electric vehicles.

Key Performance Indicators:

GHG Emission Source Data (tCO ₂ e)									
	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Emissions	1843	1771	1442	1608	1586	2115	1990	1949	2009

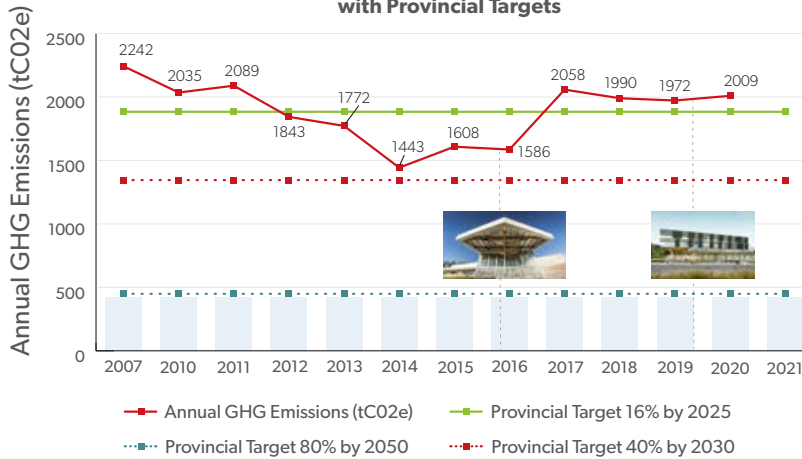
Target: continue to reduce GHG emissions

- Not achieved



Key Performance Indicators:

**Camosun College GHG Emissions 2007-2010
with Provincial Targets**



Rate of people using single driver automobiles

Source: Ancillary Services Parking Survey and counts

	Count	Survey
2012	38%	
2013		47%
2014	37%	
2015		41%
2016	44%	
2017		41%
2018	45%	
2019		45%
2020	N/A*	

Target: To meet or exceed 2019 results

*Due to Covid-19 Modal Split Count did not occur. This is planned for October 2021.

Camosun has positively influenced my actions to advance sustainability. This includes respect and care for people, the land and environment, and future generations

Source: Student Experience Survey

	Agree	Neutral	Disagree
2018/19	64%	25%	11%
2020/21	55%	28%	17%

Target: To meet or exceed 2018/19 results

Diversion rate of materials away from the landfill or incinerator

Source: Sustainability Office, Facilities Services

2018	31%
2019	30%
2020	39%

Target: continuous improvement

- Achieved

