



## BOARD OF GOVERNORS

### REGULAR MEETING AGENDA

**MEETING:** Monday, February 7, 2022  
**TIME:** 5:00 pm  
**LOCATION:** Paul 216, Lansdowne Campus  
**ONLINE:** Teams

---

**BOARD MEMBERS:**

Monty Bryant, Chair  
Bijan Ahmadi  
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  
Lane Trotter, President  
Al van Akker

**ADMINISTRATION:**

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

**REGRETS:** nil

**EXECUTIVE ASSISTANT:** Heather Martin

---

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

	<b>PAGE</b>
<b>I CALL TO ORDER</b>	
<b>II OATH OF OFFICE</b>	
1. Lane Trotter, President	
<b>III APPROVAL OF THE AGENDA</b>	
<b>IV BOARD MEMBER REPORTS</b>	
1. Chair's Report [5 min] (Monty Bryant)	no attachment
2. President's Report [5 min] (Lane Trotter)	attachment      4
3. Foundation [5 min] (Geoff Wilmshurst)	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Ruth Mojeed Ramirez)	
i) Minutes of the November 17, 2021, meeting	attachment      6
ii) Minutes of the December 15, 2021, meeting	attachment      10
5. Pacific Institute for Sport Excellence [5 min] (Puneet Kaur, Lane Trotter)	no attachment

	<b>PAGE</b>
<b>V BOARD COMMITTEE REPORTS</b>	
1. Executive Committee [5 min] (Monty Bryant)	no attachment
2. Finance Committee [10 min] (Mike Stubbing)	
i) Minutes from the November 1, 2021, meeting	attachment 14
ii) Report from the January 31, 2022, meeting	no attachment
<b>VI APPROVAL OF THE MINUTES</b>	
1. Minutes of the December 6, 2021, meeting [2 min] (Monty Bryant)	attachment 16
<b>VII NEW BUSINESS</b>	
1. President's Goals - Coming Year [10 min] (Monty Bryant, Lane Trotter)	attachment 20
2. Strategic Plan 2016-2021 - Update [15 min] (Lane Trotter) *	attachment 22
<b>VIII ADJOURNMENT</b>	
* Requires a decision. See Page 3 for the proposed motion.	attachment 3



**BOARD OF GOVERNORS**

**Regular Meeting**

**MOTION**

**Monday, February 7, 2022**

**VII NEW BUSINESS**

**2. Strategic Plan 2016-2021 - Update**

**MOTION**

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE CONTINUED USE OF THE CAMOSUN COLLEGE 2016-2021 STRATEGIC PLAN WHILE THE NEW STRATEGIC PLAN IS UNDER DEVELOPMENT.



## Board of Governors

**SUBMITTED BY:** Lane Trotter, President

**DATE:** February 7, 2022

**TOPIC:** President's Report January 1 – February 7, 2022

---

### 1. Meetings with BC Colleges - Council of Presidents

On December 20, January 5, 12, 18, 19 and February 2, I met with BC Colleges Council of Presidents. Discussion items included the January campus reopening, COVID protocols, and updates on the progress of the Ministry Funding Review; we were joined by colleagues from the Ministry for some of the discussions. At the January 18<sup>th</sup> meeting, Minister Kang joined us to talk about her goals for the coming year as well as Budget 2022/23.

### 2. Meeting with Business Council of British Columbia (BCBC)

On February 4<sup>th</sup> I had a phone conversation with Greg D'Avignon, President and CEO, BCBC to discuss the possibility of Camosun rejoining that group.

### 3. Meetings with our MP and MLAs

On January 14<sup>th</sup> I had an on-line meeting with MP Laurel Collins. This was an opportunity to get to know each other and to discuss the needs of Camosun and the community.

I met with, and have upcoming meetings scheduled with all the local MLAs. The purpose of these meetings is simply to introduce myself, get to know them and talk about Camosun.

- Grace Lore, Victoria – Beacon Hill, on January 28.
- Lana Popham, Saanich South, February 11.
- Mitzi Dean, Esquimalt – Metchosin, on January 28.
- Adam Olsen, Saanich North and the Islands, on February 2.
- Rob Fleming, Victoria – Swan Lake on February 4.
- Murray Rankin, Oak Bay – Gordon Head, February 18.

### 4. Meetings with Post-Secondary Presidents

On January 24<sup>th</sup> I had a phone conversation with President Kevin Hall, UVic as a meet and greet and to discuss the semester start-up. We plan to meet on a semi-regular basis to discuss collaboration opportunities.

On February 4<sup>th</sup> I visited President Philip Steenkamp at Royal Roads University as a meet and greet and to discuss collaborations between the two institutions.

### 5. Interviews

On January 5<sup>th</sup> I had an on-line interview with Robyn Burns of CBC radio to talk about COVID-19 safety plans at Camosun as we all adapt to life with Omicron.

On January 27<sup>th</sup> I had an interview with Greg Pratt from the Nexus newspaper for a general "meet the new President" article.

### 6. Pacific Institute for Sport Excellence (PISE)

On January 7<sup>th</sup>, Dean Richard Stride gave me a tour of our PISE facilities. The following week, I had an in-person "meet and greet" meeting with PISE CEO, Robert Bettauer. On January 24<sup>th</sup> and 26<sup>th</sup>, I

participated in four on-line PISE Strategic Planning sessions. The four areas covered were: Healthy and Safe Activity for All; Performance Development Pathway; Facilities; and Sustainability and Resiliency.

#### **7. Meetings with Senior Leadership Council (SLC) and College Departments**

I met with SLC on January 12 and 26. Over the next couple of months, I will be having one-on-one meetings with each SLC member in order to get to know them and their area and help build my overall knowledge of the college. In addition, I have received invitations from schools and departments to join their meetings or have tours of their areas. On January 11<sup>th</sup> I enjoyed a tour of the Culinary Arts Program area at Interurban. On January 28<sup>th</sup>, I attended the School of Business and Centre for Sport and Exercise Excellence's virtual Town Hall.

#### **8. Climate Action Talk by Seth Klein**

On January 27<sup>th</sup> I attended the virtual talk by author Seth Klein. Seth talked about a model for our society's response to the global climate crisis and steps that Camosun could take to fulfill our part in this movement.

#### **9. Welcome Week Volunteer**

I had the pleasure of participating in the Welcome Back activities at both campuses: January 10 at Lansdowne and January 11 at Interurban. It was a great opportunity to engage with students and with staff and faculty.

#### **10. Camosun's Work from Home Pilot**

Over the past months, the college has been developing a pilot project to explore working from home options for employees. One of the key principles in the pilot is that services to students will be maintained; workplace leaders will ensure there is adequate staffing at all times in order to achieve this. All college unions have been ~~consulted~~ **informed** throughout the development process.

#### **11. Camosun Innovates - Foam trays to Deliver Pre-Drawn Vaccine Doses**

Camosun Innovates designed and manufactured foam trays that are being used to transport up to seven syringes containing a pre-drawn, single dose of a COVID-19 vaccine. The trays will be used to get the COVID-19 vaccine to facilities where smaller quantities are needed. Camosun Innovates manufactured 200 foam trays for the BC Centre for Disease Control who will distribute them to various health authorities.

#### **12. HIREs Students from Kenya raise funds for Doctors Without Borders**

In the fall 2021 semester, Camosun partnered with World University Service of Canada (WUSC) to bring nine refugees from Kenya to Victoria through HIREs, an employment-linked sponsorship pathway program. The students completed an eight-week Hospitality Management program at Camosun to prepare them to join workplace sponsorships in Tofino. During their time in Victoria, the students organized a fundraiser for Doctors Without Borders (DWB), raising, with the help of the Camosun College Student Society, \$2,500, which will be used to provide aid for countries who need a helping hand. The Board of Governors sat down with the students at the October 12, 2021 Board event 'Responsiveness to Community, and Creating New Opportunities'.

#### **13. Dr. Bonnie Henry to Post-Secondary Institutions**

On Friday, Jan. 21, 2022, the Provincial Health Officer, Dr. Bonnie Henry, sent a letter to the college and university presidents regarding the continuation of on-campus instruction for post-secondary institutions. She commended us for addressing the educational needs of students as well as their safety needs. There continues to be lower risk in structured seated settings and the PHO urged the prioritization of on-campus instruction. The college continues to monitor the situation and take a public-health informed approach, including direction from the Provincial Health Officer, BC Government, Island Health and WorkSafeBC.



# APPROVED Minutes

## REGULAR MEETING

Wednesday, Nov 17, 2021

4:00 – 6:00 pm

P216, LACC 321, MS Teams

### Present

#### Voting Members

- |   |                                    |
|---|------------------------------------|
| 1. Andrea Kucherawy, Support Staff (Vice-Chair) | 11. Kyle Jones, Student            |
| 2. Bijan Ahmadi, Faculty (Chair)                | 12. Lindsay van Gerven, Student    |
| 3. Blair Fisher, Faculty                        | 13. Lois Fernyhough, Faculty       |
| 4. Brian Coey, Faculty                          | 14. Mark Fournier, Faculty         |
| 5. Corrine Michel, Faculty                      | 15. Monika Bhardwaj, Student       |
| 6. Debbie Hlady, Administration                 | 16. Richard Stride, Administration |
| 7. Emily Schudel, Faculty                       | 17. Ruth Lyall, Faculty            |
| 8. John Boraas, Administration                  | 18. Ryan Russell, Faculty          |
| 9. Julia Grav, Faculty                          | 19. Scott Harris, Administration   |
| 10. Karen Young, Student                        | 20. Tia Primrose, Support Staff    |

#### 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:** N/A

**Regrets/Absent:** Sherri Bell

ITEM	PRESENTER
<p><b>A. CALL TO ORDER AND DECLARATION OF QUORUM</b></p> <p>The regular meeting was called to order at 4:07 pm. Quorum was reached.</p>	<b>Bijan Ahmadi</b>
<p><b>B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY</b></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. &lt;<a href="http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html">http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html</a>&gt;</i></p>	<b>Bijan Ahmadi</b>

ITEM	PRESENTER
<p><b>C. CHECK-IN</b></p> <p>Bijan welcomed the three new student members and asked the Council members to introduce themselves to each other.</p>	Bijan Ahmadi
<p><b>D. ORIENTATION FOR NEW MEMBERS</b></p> <p>Bijan presented an orientation and overview of Education Council as part of the welcome to the new EdCo student members. Went in depth over the role of Education Council and the curriculum and policy approvals processes.</p>	Bijan Ahmadi
<p><b>E. ACCEPTANCE OF AGENDA</b></p> <p>The agenda for <a href="#">November 17, 2021</a> was approved by unanimous consent.</p>	Bijan Ahmadi
<p><b>F. CORRECTION: MINUTES FOR APPROVAL (ADD NAME OF ATTENDEE)</b></p> <p>The corrected minutes for the <a href="#">September 15, 2021</a> meeting were approved by unanimous consent.</p>	Bijan Ahmadi
<p><b>G. MINUTES FOR APPROVAL</b></p> <p>The minutes for the <a href="#">October 20, 2021</a> meeting were approved by unanimous consent.</p>	Bijan Ahmadi
<b>H. REPORTS</b>	
<p><b>1. Education Council Chair</b></p> <p>Nothing further to report.</p>	Bijan Ahmadi
<p><b>2. VP Education</b></p> <p>John commented that the implementation of our new Education Approvals process continues to be something that's taking a lot of time and energy for so many people. He acknowledged the Chairs and Faculty Curriculum Leads who are doing incredible work. We are beginning to see evidence of real capability within the Schools to help guide curriculum and make the process less convoluted for people. We are very much in the first iteration of this new project, and he appreciates people's patience while being excited for the potential for the model that we've created. There is still a challenge with how program reviews are completed and enter the process. We're trying to work through the points where we want to be sure we keep things moving in a reasonable and steady way. John thanked the members of ICC, the FCLs, the SCCs, and EdCo for things going well.</p>	John Boraas
<p><b>3. Board Member</b></p> <p>Ruth reported that the Board met on November 8 where they reflected and touched on some of the activities around the 50<sup>th</sup> anniversary celebration. Went over updates regarding enrollment in some of the areas where we are</p>	Ruth Mojeed Ramirez

ITEM	PRESENTER
<p>having some challenges - of note is International Student enrollment. Overall, for the most part we are doing better than anticipated for the year. An exciting topic that was discussed at length was the prospect for the film school regarding some of the plans and support that has been received to this point. There is a lot in the works around moving this along with plenty of goodwill expressed across different stakeholder groups - community, government – while also looking at partnerships to help with funding.</p>	
<b>I. COMMITTEE REPORTS</b>	
<p><b>Education Council Policy and Standards Committee</b></p> <p>Peter reported that the Committee met on Tuesday, Nov 9 with a full complement of members. They had a great discussion on the Final Exams policy that is under development. Rashed presented the outcomes of the consultations to date, followed by a discussion about some of the principles around final exam rewrites and deferrals. The committee raised some good points about some of the challenges in operationalizing this, along with the pedagogical principles around the value of exams. Since that meeting there have been further consultations, including one with EDLT. Further work on that policy is underway and it will eventually come to EdCo for consideration.</p>	<b>Peter Moroney</b>
<b>J. INTEGRATED CURRICULUM COMMITTEE REPORT</b>	
<p><b>Regular Curriculum for Approval</b></p> <p>Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:</p> <p>CSEE: SPORT MANAGEMENT</p> <p><a href="#">SPMA 155</a></p>	<b>Connie Klassen</b>
<p><b>Motion:</b> That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;"><b>Moved by: Richard Stride</b> <b>Seconded by: Debbie Hlady</b> <b>Motion Carried</b></p>	
<b>K. ITEMS FOR PRESENTATION AND DISCUSSION</b>	
<p><b>Role of EAC as Vice-Chair and Permanent Secretary</b></p> <p>Bijan reported back to the Council regarding a conversation at June’s EdCo meeting. The question arose around Andrea Kucherawy’s roles as an elected staff member on EdCo – also elected as Vice-Chair, her second position as the Permanent Secretary of EdCo in her role as Ed Approvals Coordinator, and in her EAC role as a member of EdCo Executive team. The question was whether it is possible under the framework of the College and Institute Act and our own bylaws that a person can own two roles as a voting Council member and as Permanent Secretary. There was</p>	<b>Bijan Ahmadi</b>



ITEM	PRESENTER
<p>discussion without resolution at that time surrounding this, how it might be interpreted by others and that this hadn't come up before. Bijan reached out to the Academic Governance Council to ask them their thoughts. Bijan raised this at a meeting with the AGC on Nov. 4 where he got positive responses from all members. No member could give any reason why this set-up would not be permitted. Andrea's representation on Council as a CUPE staff member is maintained in her position as EAC. There is nothing in any bylaws or interpretations of the College and Institute Act for any College in BC to preclude Andrea from holding both positions. There was no conflict of interest identified or perceived. The only concern identified by several members of the AGC was to do with the responsibility and workload of the EAC; Andrea may not feel comfortable to engage in conversation at a meeting where she was too busy taking minutes. Bijan encouraged Andrea as a Council member to speak whenever necessary. Teams meetings are recorded to free her up from taking comprehensive minutes during the meeting. Bijan will continue to support her in by dealing with the technology for the meetings and taking minutes when she is speaking so that she can be a fulsome member of Council.</p>	
<p><b>L. ADJOURNMENT</b></p>	<p><b>Bijan Ahmadi</b></p>
<p>The meeting adjourned at 5:11 pm.</p>	



# APPROVED Minutes

## REGULAR MEETING

Wednesday, Dec 15, 2021

4:00 – 6:00 pm

P216, LACC 321, MS Teams

### Present

#### Voting Members

- |   |                                    |
|---|------------------------------------|
| 1. Andrea Kucherawy, Support Staff (Vice-Chair) | 11. Kyle Jones, Student            |
| 2. Bijan Ahmadi, Faculty (Chair)                | 12. Lindsay van Gerven, Student    |
| 3. Blair Fisher, Faculty                        | 13. Lois Fernyhough, Faculty       |
| 4. Brian Coey, Faculty                          | 14. Mark Fournier, Faculty         |
| 5. Corrine Michel, Faculty                      | 15. Monika Bhardwaj, Student       |
| 6. Debbie Hlady, Administration                 | 16. Richard Stride, Administration |
| 7. Emily Schudel, Faculty                       | 17. Ruth Lyall, Faculty            |
| 8. John Boraas, Administration                  | 18. Ryan Russell, Faculty          |
| 9. Julia Grav, Faculty                          | 19. Scott Harris, Administration   |
| 10. Karen Young, Student                        | 20. Tia Primrose, Support Staff    |

#### 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:** Stephen Scott, Chair, Management & HR Leadership

**Regrets/Absent:** Scott Harris

ITEM	PRESENTER
<p><b>A. CALL TO ORDER AND DECLARATION OF QUORUM</b></p> <p>The regular meeting was called to order at 4:07 pm. Quorum was reached.</p>	Bijan Ahmadi
<p><b>B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY</b></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. &lt;<a href="http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html">http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html</a>&gt;</i></p>	Bijan Ahmadi

ITEM	PRESENTER
<b>C. CHECK-IN</b>	<b>Bijan Ahmadi</b>
Bijan asked Council members to share any gifting highlights or how they would spend their time or over the holidays.	
<b>D. ACCEPTANCE OF AGENDA</b>	<b>Bijan Ahmadi</b>
The agenda for <a href="#">December 15, 2021</a> was approved by unanimous consent.	
<b>E. MINUTES FOR APPROVAL</b>	<b>Bijan Ahmadi</b>
The minutes for the <a href="#">November 17, 2021</a> meeting were approved by unanimous consent.	
<b>F. REPORTS</b>	
<b>1. Education Council Chair</b>	<b>Bijan Ahmadi</b>
Nothing further to report. Reminded Council members of the next meeting in January and that he hopes our new President will join us. Bijan will be meeting with Dr. Trotter ahead of the next EdCo.	
<b>2. VP Education</b>	<b>John Boraas</b>
Richard Stride reported on behalf of John. John wanted to make sure that all our staff, faculty and students who have been engaged in EdCo know how much they are appreciated for all their hard work and dedication getting us through this past semester and this year. He extends his thanks and best wishes for the upcoming break.	
<b>3. Board Member</b>	<b>Ruth Mojeed Ramirez</b>
Bijan reported on behalf of Ruth. The Board met on December 6. Monty spoke about the Lives Well Lived – Indigenous Alumni gathering. Sherri gifted the Board the Hearts and Hands pins and talked about the artist who made them, Carey Newman. Foundation has brought in over two million dollars in donations this year which has supported almost 1400 students. Giving Tuesday was successful with their goal of over \$30,000 being reached. The Board approved the cancellation of the Live Event and Audio-Visual Technician program. The Terms of Reference for the Governance Policy Review Committee were agreed. There was a presentation from Camosun Innovates; Dr. Gale highlighted the work that they have done, including work for the Paralympic athletes, for the Covid PPE response and other amazing projects including the work on the Witness Blanket. Their plan is to have an Automation Chair. Sherri brought forth highlights from the Strategic Plan and recognized the work that’s been done on diversity, International Education, the results on the actions of the TRC Commission. Goals are to meet or exceed the 2018-19 levels. She also recognized the micro credential in Clean Energy as a starting point of the acknowledgement of the emerging climate emergency.	

ITEM	PRESENTER
<b>G. COMMITTEE REPORTS</b>	
<p><b>Education Council Policy and Standards Committee</b></p> <p>Peter reported that the Committee met on December 6. The Academic Schedule policy was a maintenance item and provided context for the next item which was the review of a draft framework for Policy Review. Rashed Al-Haque worked on this and shared it with the Committee where it was reviewed and discussed in the context of further policy review work that needs to be done. Will be making edits to the draft and will have a college wide framework in place early in the new year. Will also move ahead with some of the policy maintenance work that needs to be done. There will be more policy coming to EdCo in the new year. Sherri added that the CET and herself have been working on identifying policies that aren't actually policies (they are procedures), and working with Pete and Rashed so those could be moved into something else on the website.</p>	<b>Peter Moroney</b>
<b>H. INTEGRATED CURRICULUM COMMITTEE REPORT</b>	
<b>Connie Klassen</b>	
<b>Regular Curriculum for Approval</b>	
Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:	
ARTS & SCIENCE: ASSOCIATE DEGREE AND DIPLOMA PROGRAMS; PHYS 090	
<a href="#">A&amp;S Studies (DIP)</a>	
<a href="#">Gen Arts (AD)</a>	
<a href="#">Gen Science (AD)</a>	
<a href="#">A&amp;S UT</a>	
<a href="#">PHYS 090</a>	
<p><b>Motion:</b> That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;"><b>Moved by: Richard Stride</b> <b>Seconded by: Monika Bhardwaj</b> <b>Motion Carried</b></p>	
<b>I. ITEMS FOR PRESENTATION AND DISCUSSION</b>	
<b>School of Business: New Program – BBA Management</b>	
<b>Stephen Scott</b>	
<p>Part of the Ed Approvals process is the value that EdCo can bring to developers not only at the final approval stage, but also in the development stage. Stephen Scott, Chair of Management &amp; HR Leadership program, provided a presentation of a new program, BBA Management. Discussion followed with several Council members providing suggestions and considerations. Stephen noted all the input for consideration and discussion with his development committee. Bijan stated the importance of bringing this information ahead of Council before our voting</p>	

---

<b>ITEM</b>	<b>PRESENTER</b>
opportunities so there is opportunity for back-and-forth feedback throughout the process.	
<b>J. ADJOURNMENT</b>	<b>Bijan Ahmadi</b>
The meeting adjourned at 5:30 pm.	

---



## BOARD OF GOVERNORS

### FINANCE COMMITTEE MINUTES

**MEETING:** Monday, November 1, 2021  
**TIME:** 4:00 pm  
**LOCATION:** Paul 216, Lansdowne Campus  
**ONLINE:** Teams

---

**BOARD MEMBERS:**

Mike Stubbing, Chair  
Monty Bryant  
Richard Margetts  
Brenda McBain  
Al van Akker  
Sherri Bell, President (ex officio)

**RESOURCES:**

Deborah Huelscher, VP Administration & CFO

**REGRETS:** nil

**EXECUTIVE ASSISTANT:** Heather Martin

---

**I CALL TO ORDER**

Finance Committee Chair Mike Stubbing called the meeting to order at 4:02 pm.

**II APPROVAL OF AGENDA**

The agenda was approved as presented.

**III MINUTES OF PREVIOUS MEETING**

The minutes of the September 7, 2021, meeting were approved as distributed.

**IV NEW BUSINESS**

**1. Financial Management Report for the Six Months to September 30, 2021**

Mike Stubbing, Chair, noted we are looking at the results from the half-way point of the fiscal year, from April 1 to September 30, 2021. Deborah Huelscher, VP Administration & CFO, reported a deficit balance of \$4.5M against a budgeted deficit of \$9.7M resulting in a positive variance of \$5.2M at September 30. Revenue is slightly behind target. There is a positive grant variance of \$6.3M due to an operating grant advance of \$5M in the first quarter. Expenses are 4% higher than budgeted due to increased activity in schools and program equipment and supplies to support the return to campus. Timing variances are also a contributing factor but we expect this to catch up during the next quarter. The forecast for the deficit for the year is \$2M higher than the board-

approved deficit of \$4.2M. Base is ahead of budget, capital is flat, but International enrolments are under what was expected. The College's Q2 forecast and financial results have been submitted to the Ministry.

**2. Budget Process for 2022/2023**

Deborah Huelscher noted the budget for next year will be a status quo budget adjusted for growth and pressures. It will be the third year with no capacity for strategic initiatives. The goal is a balanced or surplus budget. It will be based on growth in international education. The first draft will be ready in January, and will go to the College Executive Team (CET) for discussion. An update will go to the Deans and Directors in early February. In mid-February the budget templates will go out. CET will review the budgets in March. It will go to the all-Board Finance Committee meeting on April 4. The budget decision will take place at the Board meeting on April 11, 2022.

**V ADJOURNMENT**

The meeting was adjourned at 4:46 pm.



## BOARD OF GOVERNORS

### REGULAR MEETING MINUTES

**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  
Brenda McBain  
Brent Palmer (on leave)  
Ruth Mojeed Ramirez  
Mike Stubbing  
Al van Akker

**ADMINISTRATION:**

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

**GUEST:** Richard Gale, Director, Camosun Innovates

**REGRETS:** Lindsay Kearns  
Richard Margetts

**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. Today we are welcoming two guests on Teams: April Atkins, SIP; and Lynelle Yutani, CCFA. Guests were asked to keep their microphone and video turned off, and to refrain from writing in the chat. Guests can send questions or comments by email to Monty via Heather Martin after the meeting, and he will respond.

Sherri Bell, President, and Monty met several times for planning. On Friday, November 26, Monty attended "Lives Well Lived", an Indigenous Alumni gathering at the Alex & Jo Campbell Centre for



Health and Wellness. It was a part of the college's 50th Anniversary celebrations. It was truly inspiring to hear the stories of success, courage, caring and change the students found through education at Camosun. They were asked two questions; 'what does Camosun mean to you', and 'what did you accomplish'. Many commented that one of the main reasons they did it was to help serve their people. Monty met with the incoming President, Lane Trotter, and gave him the Board Committee structure and biographies.

On December 16, Monty will join in a virtual farewell for Sherri Bell. It is open to all employees, and a Zoom link was shared in CamNews. Today is Sherri's last board meeting. It is very rare that a leader is liked and respected by everyone, and Sherri is that, and she has accomplished so much. The Board will celebrate Sherri at a private dinner on December 8. Monty will speak at both events.

## **2. President's Report**

Sherri Bell, President, noted there is a 'hearts and hands' pin for each board member. Hearts stands for caring, and hands stands for action. It was designed for Orange Shirt Day by Carey Newman. Sherri wears it every day to start conversations about our work at Camosun. We had 39 actions in response to the call for Truth and Reconciliation, and we completed all of them. We formed a committee to begin work on the next phase.

Sherri attended a Colleges and Institutes Canada (CICan) Board meeting in Ottawa last month. She will remain on the CICan board until she is replaced next June. Sherri attended her last BC Colleges meeting in Vancouver in November, and passed the Chair position on to Dennis Johnson, President, College of New Caledonia. The Ministry plans to conduct a review of funding at the college and university level in the future. The 'Lives Well Lived' event, held in the Health building, was very emotional. The annual student welcome back feast was held face-to-face the night before. Sherri handed the incoming President Lane Trotter the stole she wears for Convocation.

Sherri met Shannon Baskerville, DM, AEST, today for a transition meeting. They discussed Camosun's large projects such as student housing and the film studio. Lieutenant Governor Janet Austin is coming to the Interurban Campus for a tour tomorrow. She will meet with students, faculty and administration. Minister Ralston is coming to the Automotive Shop at Interurban on Wednesday to look at the Electric Vehicle Maintenance Training Program. Sherri's last day in the office is December 17, 2021.

## **3. Foundation**

Geoff Wilmshurst, Vice President Partnerships, noted the team has been very busy with 50<sup>th</sup> Anniversary activities. They recently returned to face-to-face meetings with donors. Geoff spoke at a Canadian Club Tea with the Lieutenant Governor, and raised funds while there. The team brought in \$2.285 million in donations for awards, bursaries and programs since January.

- This is up over the same time period in 2020 (4%) and 2019 (21%).
- 15% (or \$350K) went into endowed funds.
- This is almost double this time in 2020 (\$159K).

Foundation supported 1,365 students this year - 520 awards were given out and 845 bursaries. The fourth annual Giving Tuesday campaign raised \$31,850. Since launching the first Giving Tuesday Campaign in 2018, the team raised \$113,172 to support students.

Sherri Bell noted the Foundation Board of Directors met last week. They are having a review of their bylaws in order to remain in compliance with the Societies Act.

#### **4. Education Council**

Bijan Ahmadi, Education Council Chair, noted the minutes from the October 20, 2021, meeting were included in the agenda package. Bijan went over the highlights of the November 17, 2021, meeting, in which they discussed the roles and responsibilities of Education Council members. Monty Bryant, Chair, thanked Liaison Ruth Mojeed Ramirez for her detailed reports to Education Council.

#### **5. Pacific Institute for Sport Excellence (PISE) (nil)**

### **IV BOARD COMMITTEE REPORTS**

#### **1. Executive Committee**

Monty Bryant, Chair, Executive Committee, noted the Executive met on November 29. We made a recommendation on the approval of the cancellation of a program.

##### **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'.**

**CARRIED**

#### **2. Governance Policy Review Committee**

Before beginning the work on the review of the policies, the Governance Policy Review Committee agreed that a guiding principle is needed: that the Board of Governors will make governance decisions, with a few exceptions which are approved by the Board. The committee proposed the guiding principle be added to the Terms of Reference where indicated. The committee will follow the Policy Framework developed by Camosun College for policy development, and will add that to the Terms of Reference as the new Number 7 under Committee Operation.

##### **MOTION**

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

**CARRIED**

### **V APPROVAL OF THE MINUTES**

The minutes of the November 8, 2021, meeting were approved as distributed.

### **VI NEW BUSINESS**

#### **1. Strategic Plan Goal: Camosun Innovates**

Richard Gale, Director, Camosun Innovates (CI), noted their primary work is Applied Research. CI has been a formal entity for fifteen years. They support students, faculty and administration; then small enterprises; and then the public sector. They partner with peers such as other post-secondary institutions. They provide technology access for local business. Camosun had the first Technology Access Centre (TAC) in BC, and was one of first ten in Canada. TAC provides access to advanced manufacturing. CI supports about 100 businesses every year. They are the research and development centre for businesses who cannot afford it. CI provides solutions to their

problems with automation. The five key areas are abilities enhancement; automation and mechatronics; biochemistry; materials integration (MIRACL); and synthetic realities.

Their work supports all four corner posts in the Strategic Plan. They worked with Cascadia, a seaweed company, to find a way to reseed areas of the ocean. The students successfully developed a machine to deploy seaweed seed pucks at specific rates and locations in order for them to get a foothold. They worked on the 50<sup>th</sup> Anniversary House Post for the past three years with artist Bear Horne. They have done extensive work on equipment for para-athletes and Olympians. During the pandemic they developed face shields, a UV sterilization oven for N-95 face masks, and trays for vaccines. They were funded for their work on digitizing the Witness Blanket by artist Carey Newman. They are working on an umbilical system to refill methanol powered buoys as a clean alternative to diesel. Next, CI plans to establish an Automation Chair; expand abilities enhancement; link biochemistry to health care; build clean/green “MIRACLs”; and to create a centre for digital realities.

## **2. Strategic Plan Progress Report 2020-2021**

Sherri Bell, President, provided highlights on the progress under the four Corner Posts of the Strategic Plan. It is the fifth and final annual progress report related to the 2016-2021 Strategic Plan. Because the pandemic made the previous year’s statistics less meaningful, in some areas the target is ‘meet or exceed 2018-19’. A great amount has been accomplished on policy development, and that work is continuing. Overall satisfaction did not change substantially. Much has been achieved in the area of diversity, and more will be coming with the Dimensions Project. International Education has done a great job maintaining close personal contact with current students, and they have been very successful in diversifying their markets. It was an enormous achievement to complete the 39 actions in response to the call for Truth and Reconciliation. Work has begun on the next phase, so the work will be continued. We launched a clean energy micro-credential, and will continue planning towards a climate emergency.

## **VII ADJOURNMENT**

The meeting was adjourned at 6:25 pm.

---

**Monty Bryant, Chair**

---

**Date**

---

**Heather Martin, Executive Assistant**

# Draft Year 1 Objectives

	Objective	Measurable	Timeline
1.	Strategic Plan	<ul style="list-style-type: none"> <li>Continue existing Strategic Plan while the new Strategic Plan is developed (see addendum for additional information)</li> </ul>	2022-2023
2.	Signature Student Experience (multi-year objective)	<ul style="list-style-type: none"> <li>Develop and implement Strategic Enrolment Management Plan</li> <li>Support visibility of Camosun Innovates nationally               <ul style="list-style-type: none"> <li>Longer term, integrate a WIL and Innovation experience for all students</li> </ul> </li> <li>Explore Centre for PLAR</li> </ul>	2022-2023 On-going
3.	Truth and Reconciliation	<ul style="list-style-type: none"> <li>Continue work on Truth and Reconciliation               <ul style="list-style-type: none"> <li>Build relationship with Lekwungen (Songhees, Esquimalt) and WSÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) First Nations, the Scia'new, T'Sou-ke, Pacheedaht and Malahat First Nations and with urban Indigenous communities including the Victoria Native Friendship Centre and the Métis Nation Greater Victoria</li> <li>Indigenisation of curriculum</li> <li>Ensure continuity of leadership and direction in Eyē? Sqâ'lewen</li> </ul> </li> </ul>	On-going  2022/23 2022/23
4.	EDI	<ul style="list-style-type: none"> <li>Continue focus on EDI</li> </ul>	On-going
5.	Financial Sustainability	<ul style="list-style-type: none"> <li>Over next 14 months, move college into a positive financial position</li> </ul>	2022-2024
6.	Community Relationships	<ul style="list-style-type: none"> <li>Establish and continue relationships with AEST, UVIC, RRU, SD#61, #62, #63, and community to support the West Shore initiative and Film Studio</li> </ul>	2022-2023 and on-going

# Addendum to Year 1 Objectives

## Examples of Strategic Plan 2016-2021 continuation

### • Corner Post 1:

- Continue work on implementation of collaboration spaces at the Wilna Thomas Building as a hub for student collaboration and community engagement
- Continue to work on raising the profile and importance of Co-op programs and Career Services, to increase student participation and student satisfaction.

### • Corner Post 2:

- Based on Human Rights Tribunal support, the College will implement a five-year Special Program to offer preferential hiring opportunities for Indigenous applicants
- Camosun completed all 39 recommendations of its response to the TRC Calls to Action Continue and will finalise revising Research ethics to include Indigenous Pedagogy and continue work to develop new Indigenization Strategic Plan

### • Corner Post 3:

- Working to complete the Witness Blanket Project with the Museum of Human Rights
- Will continue to develop new credentials such as the diploma in Kinesiology and delivering new micro-credentials in Clean Energy and Efficient Buildings

### • Corner Post 4:

- Continue planning toward a Climate Emergency Declaration for Camosun while improving energy efficiency through retrofitting existing buildings with LED lighting, reduce GHG emissions and energy consumption



**BRIEFING NOTE**  
**Board of Governors**

**SUBMITTED BY:** Lane Trotter, President  
**DATE:** February 7, 2022  
**TOPIC:** Strategic Plan 2016-2021 - Update

For Information:

For Decision: X

For Discussion:

---

**1. OVERVIEW**

The Camosun College Strategic Plan covers the period of 2016 to 2021. Work has begun on the development of a new Strategic Plan. As a new President, I need time to learn about the College and its culture. The plan will be our guide for the next five years, so it is critical that the work is as robust as possible. For this reason, I am requesting that the Board of Governors approve the continued use of the 2016-2021 Strategic Plan while the new plan is under development.

**2. OPTIONS**

- Continue to use the 2016-2021 Strategic Plan while the new plan is under development.

**3. FINANCIAL IMPLICATIONS**

There are no financial implications.

**4. COMMUNICATIONS**

If the Board of Governors approve, it will be announced in CamNews. The Camosun College webpage for the plan will be updated to reflect the change.

**5. RECOMMENDATION AND OR MOTION**

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE CONTINUED USE OF THE CAMOSUN COLLEGE 2016-2021 STRATEGIC PLAN WHILE THE NEW STRATEGIC PLAN IS UNDER DEVELOPMENT.

**6. SUPPORTING DOCUMENTATION:**

[Strategic Plan - Camosun College](#)