



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

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

BOARD MEMBERS:

Monty Bryant, Chair
Bijan Ahmadi
Greg Atkins
Tanya Clarmont, Vice Chair
Kyle Jones
Lindsay Kearns
Brenda McBain
Brent Palmer
Ruth Mojeed Ramirez
Mike Stubbing
Lane Trotter, President
Al van Akker
Karen Young

ADMINISTRATION:

John Boraas, VP Education
Heather Cummings, VP Student Experience
Deborah Huelscher, VP Administration & CFO
Rodney Porter, Exec. Dir., Communications & Marketing
Jen Stone, Director, Strategic Initiatives
Geoff Wilmshurst, VP Partnerships

GUEST: Rashed Al-Haque, Education Policy Specialist

REGRETS: Joanne Cumberland
Barbara Severyn, Exec. Dir., Human Resources

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.

	PAGE
I CALL TO ORDER	
II APPROVAL OF THE AGENDA	
III OATH OF OFFICE	
1. Kyle Jones	
IV BOARD MEMBER REPORTS	
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/Karen Young)	
i) Minutes of the September 21, 2022, meeting	attachment 5
5. Pacific Institute for Sport Excellence [5 min] (Lindsay Kearns)	no attachment

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V BOARD COMMITTEE REPORTS	
1. Audit Committee [5 min] (Tanya Clarmont)	
i) Minutes from the June 6, 2022, meeting	attachment 8
ii) Report from the November 1, 2022, meeting	no attachment
2. Executive Committee [5 min] (Monty Bryant)	no attachment
3. Finance Committee [10 min] (Mike Stubbing)	
i) Minutes from the September 6, 2022, meeting	attachment 10
ii) Report from the October 24, 2022, meeting	no attachment
VI APPROVAL OF THE MINUTES	
1. Minutes of the October 3, 2022, Inaugural & Regular [2 min] (Monty Bryant)	attachment 12
VII NEW BUSINESS	
1. Strategic Plan: Approval of Key Priorities and Objectives [30 min] (Lane Trotter/Jen Stone) *	attachment 19
2. How the Board Supports its own Work on Indigenization and Reconciliation [10 min] (Monty Bryant, Tanya Clarmont)	no attachment
VIII ADJOURNMENT	
* Requires a decision. See Page 3 for the proposed motion.	attachment 3



BOARD OF GOVERNORS

Regular Meeting

MOTION

Monday, November 7, 2022

VII NEW BUSINESS

1. Strategic Plan: Approval of Key Priorities and Objectives

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE KEY PRIORITIES AND OBJECTIVES PORTION OF THE DRAFT STRATEGIC PLAN. THE FINAL VERSION, WHICH WILL INCLUDE THE METRICS, WILL BE PRESENTED AT A FUTURE MEETING.



Board of Governors

SUBMITTED BY: Lane Trotter, President

DATE: November 7, 2022

TOPIC: President's Report: October 3 to October 24, 2022

Note: A verbal report will be provided for events from October 25 through November 7, due to the publishing timeline of the Board meeting package.

1. Meetings with External Community

On October 5th I attended the Camosun Indigenous Advisory Committee meeting. There was good discussion about a number of issues from which I learned a great deal.

2. Meetings with Internal Community

On October 4th, I met with students in the Centre for Sports and Exercise Education programs. This was part of an ongoing set of meetings with students as an opportunity for me to have open and candid conversations with them.

3. Events

On October 11th I participated in the unveiling of an addition to the destinations sign post located at the Interurban campus. The sign is for Kyiv and was added as an additional way of making our students from the Ukraine feel welcomed; many of those students attended the casual ceremony and were then invited to a reception in the Helmut Huber Annex.

On October 12th Monty Bryant and I participated in the Wilna Thomas Building reopening event. Minister Rob Fleming attended on behalf of Minister Anne Kang; other honored guests included Elder May Sam, Knowledge Keeper Scott Sam, CCSS External Executive Jessie Niikoi, and Camosun retirees Sherri Bell, Sybil Harrison and Janice Simcoe (all of whom played key roles in the visioning of the reimagined space.) The event was a joyous celebration of an amazing new space which includes areas for study, collaboration, Indigenous learning and events.

On October 13th, Monty Bryant and I attended the School of Access Awards Ceremony which was a wonderful celebration of the accomplishments of the student recipients.



APPROVED Minutes

REGULAR MEETING

Wednesday, Sept 21, 2022

4:00 – 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

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

Non-Voting Members

- | | |
|--|---------------------------------|
| Connie Klassen, ICC Chair | Lane Trotter, President |
| Peter Moroney, Education Policy & Planning | TBA, Indigenization Coordinator |
| Karen Young, Board of Governors | |

Guests:

Rashed Al-Haque, Education Policy Specialist; Blair Fisher, Faculty; Ruth Lyall, Faculty

Regrets/Absent: Mark Fournier, Blair Fisher, Ruth Lyall, TBA/Indigenization Coordinator

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:04 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 Lək̓ʷəŋən 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
<p>C. CHECK-IN</p> <p>Bijan welcomed the Council and guests to the meeting. He opened the floor to give time to those who wished to share their thoughts about how things are going.</p>	Bijan Ahmadi

ITEM	PRESENTER
D. ACCEPTANCE OF AGENDA	Bijan Ahmadi
The agenda for Sept 21, 2022 was approved by unanimous consent.	
E. MINUTES FOR APPROVAL	Bijan Ahmadi
The minutes for the June 22, 2022 special and regular meetings were approved by unanimous consent.	
F. REPORTS	
1. Education Council Chair	Bijan Ahmadi
Bijan made Council aware that the nomination period for the by-election for Education Council is currently underway and closes on the 4 th of October. He asked that if anyone knows any faculty or students that are interested to reach out to them and have them nominate. The election period takes place from the 24 th -26 th of October. He also noted that we are short a non-voting member (Indigenization Coordinator) due to staffing changes in Eyē? Sqâ'lewen, with that position having yet to be filled. He stated that Council does have members that identify as Indigenous, as well as allies that recognize that Indigenization is a cornerstone of the principles of the College; Council should be considering that lens as well when reviewing curriculum.	
2. VP Education	John Boraas
John noted that he has been greeted by people being happy to be back and seeing things closer to normal. Classes are fairly full, with growth in international students and a slight drop in domestic. Everyone is working hard and endeavouring to continue making Camosun better and to improve the way we support students. He thanked everyone at the table and asked all to extend that appreciation across the College, and for patience towards all who are taking on new roles at the College.	
3. Board Member	Karen Young
Karen reported that the Board had an orientation for the members on September 8. The regular meeting on September 19 was rescheduled to October 3 due to the closing of the College in observance of Queen Elizabeth's passing. There are currently no further updates.	
G. COMMITTEE REPORTS	
Education Council Policy and Standards Committee	Peter Moroney
Pete reported that the committee had their first meeting of the academic year on Friday, September 9. Membership on the Committee was discussed due to retirements (Janice Simcoe, Allison Bowe). The Committee welcomed a new member, Puja Gupta (Faculty, School of Access) and are looking for more participants, including at least one student rep. Sekwan Wabasca will be representing Eyē? Sqâ'lewen. A review of new and existing policy work for the year	

ITEM	PRESENTER
<p>was conducted. There was an open discussion regarding what the Committee would like to see in terms of policies that need to be addressed.</p> <p>The Final Exam Reschedule and Repeat policy was discussed, which has been under development for some time while receiving continued feedback. The Grading Policy has a clause that is under discussion for revision to the language and will be reviewed again at an upcoming meeting. Academic Concessions is being brought forward today for EdCo consultation.</p>	
H. INTEGRATED CURRICULUM COMMITTEE REPORT	Connie Klassen
<p>Connie reported that the Committee had its first meeting on September 14. Some curriculum was reviewed and will hopefully be brought forth in October's EdCo for approval. ICC is short staffed, with some members on leave and only partial coverage in place.</p>	
I. ITEMS FOR PRESENTATION AND DISCUSSION	
<p>Academic Concessions initial policy consultation</p> <p>Rashed provided an overview about the Academic Concessions policy initiative and shared concerns that were raised in his initial meet with the Student Society. The main concern is that the policy may limit some of the flexibility that currently exists for students and instructors. Rashed asked the Council: Given the Student Society's concerns with a proposed policy, what direction does EdCo recommend?</p> <p>After questions and discussion, the Council recognized that a policy could be helpful in providing a framework of expectations and parameters and does not need to limit the ability of instructors and students to work out reasonable concessions as may currently happen. In support of this approach, Education Council recommends that policy work and consultations continue.</p>	Peter Moroney/ Rashed Al-Haque
EdCo Members Welcome/Orientation	Bijan Ahmadi
<p>Bijan welcomed Ignacio Dinamarca (student) to the Council. He noted that expectations of the Council will be presented once all new members have joined after the by-election in October. The EdCo Members' Guidebook was reviewed with the Council and is posted on the EdCo SharePoint.</p> <p>Bijan encouraged Council members to reach out to him with any questions, points, or concerns. He noted that meetings will continue to be conducted at the three locations (boardroom at either campus, or Teams).</p>	
J. ADJOURNMENT	Bijan Ahmadi
<p>The meeting adjourned at 5:22 pm.</p>	



BOARD OF GOVERNORS

AUDIT COMMITTEE MINUTES

MEETING: Monday, June 6, 2022
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
Mike Stubbing

RESOURCES:

Lane Trotter, President (ex officio)
Deborah Huelscher, VP Administration & CFO
Chris Jones, Director, Finance

REGRETS: Monty Bryant

EXECUTIVE ASSISTANT: Heather Martin

GUESTS: Liette Bates-Eamer, KPMG
Madison Yesaki, KPMG

I CALL TO ORDER

The meeting was called to order at 4pm.

II APPROVAL OF AGENDA

The agenda was approved after moving Monty Bryant to 'regrets'.

III APPROVAL OF THE MINUTES

1. The minutes from the October 25, 2021, meeting were approved as presented.

IV NEW BUSINESS

1. Audited Financial Statements for the Year Ending March 31, 2022

i) Management Presentation

Deborah Huelscher, VP Administration and CFO, gave a high-level overview of the audited financial statements for the year ended March 31, 2022, the year-end position compared with the year ended March 31, 2021, and the operations highlights. Management prepared the statements in accordance with the reporting framework directed by the Provincial Government and Section 23.1 of the Budget Transparency and Accountability Act of BC. The statements are in draft format and will go to the Board of Governors for approval at their June 20 meeting. The year ended with an overall deficit of \$4.6M. It was a very clean audit, and it showed no control deficiencies, no issues around accounting policies and estimates, nor with the financial statements.

On Page 5 in the last paragraph in Section 1, Deborah will revise "However, the college is cautiously optimistic that with the acceleration of COVID-19 vaccinations and removal of public health restrictions across the globe, *we will see a return to normal operations including a larger number of international students returning to the college.*"

MOTION:

THAT THE AUDIT COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2022, AS PRESENTED SUBJECT TO AN ADJUSTMENT TO NOTE ONE.

CARRIED

ii) Auditor's Report (KPMG)

Liette Bates-Eamer, KPMG, reviewed the highlights of the auditor's report for the year ending March 31, 2022. The audit is substantially complete, pending approval by the Board on June 20, 2022. It was prepared in accordance with Budget Transparency and Accountability Act and is a clean audit opinion. There were no changes from the plan submitted in the fall. The threshold of materiality is \$2.5M. Nothing was materially misstated and there were no issues or adjustments.

The new accounting standard for Asset Retirement Obligations took effect in April 2022, so it will be in place for the 2023 financial statements. The Government will send further guidance on how to keep the results consistent with the rest of the sector. Chris Jones, Director, Finance has been working on it with our Ministry and the Ministry of Finance.

2. HR Payroll Processes & Controls Colleague Update

Deborah Huelscher provided an overview on the progress on the 2020/21 Human Resources and Payroll Processes and Controls audit. The cross-college teams established a few months ago include Human Resources, Finance, IT, and the Administrative Coordinators from the schools. Jen Stone, Director, Strategic Initiatives, is leading the process. Work is progressing with current staffing, but some additional resources may be needed eventually.

V IN-CAMERA SESSION (Board Members, Auditors)**IV NEW BUSINESS continued****3. Reappointment of the Auditor****MOTION**

THAT THE AUDIT COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REAPPOINT KMPG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2023.

CARRIED

VI ADJOURNMENT

The meeting adjourned at 4:40pm.



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Tuesday, September 6, 2022
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS: Mike Stubbing, Chair Greg Atkins Monty Bryant Brenda McBain Lane Trotter, President (ex officio)	RESOURCE: Deborah Huelscher, VP Administration & CFO REGRETS: Al van Akker EXECUTIVE ASSISTANT: Heather Martin
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- I CALL TO ORDER**
Finance Committee Chair Mike Stubbing called the meeting to order at 4:00 pm. Mike welcomed new member Greg Atkins and introduced him to the committee.
- II APPROVAL OF AGENDA**
The agenda was approved as presented.
- III MINUTES OF PREVIOUS MEETING**
The minutes of the April 4, 2022, meeting were approved as distributed.
- IV NEW BUSINESS**
 - 1. Financial Management Report for the Three Months to June 30, 2022**
Deborah Huelscher, VP Administration & CFO, provided a walk-through of the financial results for the first quarter of the fiscal year, which is a quiet time of year. The College’s first quarter forecast and financial results have been reported to the Ministry of Advanced Education & Skills Training. At June 30th we are reporting a small deficit balance of \$.3M against a budgeted deficit of \$1.4M. The consolidated positive net budget variance of \$1M is a result of \$.9M increased revenue and cost savings of \$.1M. Domestic enrolment is lower than anticipated, and there has been an uptick in International results. The forecast to March 31, 2023, a deficit of \$7.2M, is based on the approved budget. When the enrolment numbers and associated revenues and expenses are confirmed in September the assumptions and estimates will be revised for the second quarter report.
 - 2. 2021/2022 Financial Information Act Report**
Mike Stubbing, Chair, noted we must submit the Financial Information Act Report in accordance with the Public Bodies Information Act of BC and the Financial Information Act.

MOTION:

THAT THE FINANCE COMMITTEE RECOMMENDS THAT CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2021/2022 FINANCIAL INFORMATION ACT REPORT AND AUTHORIZE ITS SUBMISSION TO THE MINISTER OF FINANCE AND THE MINISTER OF ADVANCED EDUCATION AND SKILLS TRAINING.

CARRIED

3. Finance Committee Terms of Reference Annual Review

The Finance Committee review the Terms of Reference annually to ensure they remain relevant and applicable, to ensure we are living up to our mandate, and to ensure we are doing everything we are expected to. Monty Bryant noted the Governance Policy Review Committee will look at it in-depth, so asked for recommendations to give that committee.

V ADJOURNMENT

The meeting was adjourned at 4:58 pm.



BOARD OF GOVERNORS

INAUGURAL MEETING MINUTES

MEETING: Monday, October 3, 2022
TIME: 5:00 pm
LOCATION: LACC 321, Interurban Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
Bijan Ahmadi
Greg Atkins
Tanya Clarmont, Vice Chair
Joanne Cumberland
Lindsay Kearns
Brenda McBain
Brent Palmer
Ruth Mojeed Ramirez
Mike Stubbing
Lane Trotter, President
Al van Akker
Karen Young

ADMINISTRATION:

John Boraas, VP Education
Heather Cummings, VP Student Experience
Deborah Huelscher, VP Administration & CFO
Rodney Porter, Exec. Dir., Communications & Marketing
Jen Stone, Director, Strategic Initiatives
Geoff Wilmshurst, VP Partnerships

GUESTS:

Mary Burgess, Director, Learning Services
Scott Harris, Registrar
Lori Zehr, Dean, School of Health & Human Services

REGRETS: Kyle Jones
Barbara Severyn, Exec. Dir., Human Resources

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

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

II OATH OF OFFICE

Monty Bryant, Chair, administered the Oath of Office to Greg Atkins and Karen Young.

III ADJOURNMENT

The meeting adjourned at 5:05 pm.

Monty Bryant, Chair

Date

Heather Martin, Executive Assistant



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, October 3, 2022
TIME: 5:00 pm
LOCATION: LACC 321, Interurban Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
Bijan Ahmadi
Greg Atkins
Tanya Clarmont, Vice Chair
Joanne Cumberland
Lindsay Kearns
Brenda McBain
Brent Palmer
Ruth Mojeed Ramirez
Mike Stubbing
Lane Trotter, President
Al van Akker
Karen Young

ADMINISTRATION:

John Boraas, VP Education
Heather Cummings, VP Student Experience
Deborah Huelscher, VP Administration & CFO
Rodney Porter, Exec. Director, Communications & Marketing
Jen Stone, Director, Strategic Initiatives
Geoff Wilmshurst, VP Partnerships

GUESTS:

Mary Burgess, Director, Learning Services
Todd Ormiston, Exec. Director, Centre for Indigenous Education & Community Connections (CIECC)
Lori Zehr, Dean, School of Health & Human Services

REGRETS: Kyle Jones

EXECUTIVE ASSISTANT: Heather Martin

Barbara Severyn, Exec. Director, Human Resources

I CALL TO ORDER

Monty Bryant, Chair, called the meeting to order at 5:05 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III INTRODUCTIONS

- 1. Mary Burgess, Director, Learning Services
- 2. Todd Ormiston, Executive Director, CIECC
- 3. Lori Zehr, Dean, School of Health & Human Services

IV BOARD MEMBER REPORTS

1. Chair’s Report

Monty Bryant, Chair, welcomed new Board members Greg Atkins and Karen Young. Five guests joined on Teams: April Atkins, SIP; Nancy Ellen Mabey, CAL; Emily Pastor, Nursing; Lynell Yutani, CCFA; and Michel Turcotte, CCSS. On June 27, Monty presented a seminar at the CIGan Leadership Institute in Whistler on the President/Board Chair relationships. The institute is for vice presidents and others who wish to become college presidents. Richard Margetts’ term on

the Board ended on July 31, 2022. He received a thank you letter on July 11 from Minister Anne Kang. Lane Trotter and Monty met many times since June for planning and updates. The results have come in from the Chair evaluation for 2021/22, and Monty shared the summary with the Board.

Monty represented the Board at the Premier's West Shore Announcement on August 3. A new collaborative campus between Royal Roads, UVic, Camosun College, and the Justice Institute of BC will be built in Langford. It is expected to open in fall of 2024. Monty met with Lane Trotter and Brenda McBain to plan the September 8 Orientation for the Board. On August 24, Monty went to the Camosun Employee BBQ and Corn Roast at the Interurban Campus.

Lane Trotter and Monty met with the three new Board members for an orientation. On September 13, Monty attended a BC post-secondary Board Chairs Meeting. On September 22 Monty went to the Indigenous Student Welcome Feast, and on September 29 to the Orange Shirt Day ceremony to remember the residential schools. On September 30, Monty attended the Camosun Chargers golf fundraiser in partnership with Alumni and Advancement.

The Ministry is planning a Governance Workshop on November 10. Lindsay Kearns and Greg Atkins will attend. The theme for the workshop will be reconciliation and decolonization of governance. Monty is a member of the Steering Committee for the workshop.

There is a winner for the Joint Board/Foundation fundraiser challenge. The goal was to get 100% participation by both boards August 31. The Camosun Foundation Board won!

2. President's Report

Lane Trotter, President, reported that Premier John Horgan visited the Interurban campus and met with students from the BSN Nursing, Practical Nursing and Health Care Assistant-ESL programs on July 7. The event was a relaxed discussion of the students' career aspirations and challenges. The Premier was very generous with his time and stayed to take photos with the students afterwards.

The college held an employee barbecue on August 25. Lane thanked Jodi Kitts, Director, Foundation, and the organising committee. Lunch and games were provided as well as a dunk tank that was very popular and raised money for Camosun's Erasing Barriers to Education fund.

Lane attended the Indigenous Student Welcome Feast at the Songhees Cultural Centre on September 22. The event was well attended by students, faculty, staff and had elders Skip Dick from Songhees and May Sam from W̱SÁNEĆ in attendance. Lane thanked Eyē? Sqā'lewen: The Centre for Indigenous Education & Community Connections, Todd Ormiston, and Sandee Mitchell, for organising the event. Lane attended the Founders Dinner at Royal Roads University on September 24 to represent the College.

On September 26, Lane met with students from the School of Business. There were domestic and international students, and full-time and part-time students. All indicated they worked, and a number were single mothers. The students spoke of some of the challenges they face balancing school, work, and family. All the students were in the programs they chose because the college delivered them in the format that met their needs whether that was online, in-person or hybrid. Lane will meet with a group of students from the Centre for Sport and Exercise Education on October 4.

On September 29, the college held Orange Shirt Day at Na'tsa'maht to remember the children and survivors of residential schools. Many Elders were in attendance from Lekwungen and WSÁNEĆ. The speakers described what they endured, and it was a very moving and emotional event.

3. Foundation

Joanne Cumberland, Foundation Liaison, noted they worked on their strategic plan at the September 22 meeting. Revenue is up 59% over last year, and 27% of that was a gift in kind from Seaspan. They held an alumni/employer event for the Women in Trades program on September 21, for students, staff, and donors. Foundation is working on digitizing the college's alumni from 1971 to 1997 and will begin to use social media to connect with them. Annual income being generated in the main account is \$626K and the second account generates about \$72K.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the May 18 and June 22, 2022, regular and special meetings were included in the agenda package. Bijan went over the highlights of the September 21, 2022, meeting, which included an introduction of the new members, and an introduction to their role on the Council.

5. Pacific Institute for Sport Excellence (PISE)

Lindsay Kearns, PISE Board of Directors, noted the PISE Board held the AGM and regular meetings on September 20. She was not able to attend but had a tour of the facility. Lane Trotter reported the new members were voted in at the AGM under the Societies Act model. The Audit report was approved. They held a discussion on their future direction. PISE will continue to bridge the gap between high performance athletes and others who want to coach. There was a loss in membership due to the pandemic, but it is now on the rise again.

V BOARD COMMITTEE REPORTS

1. Executive Committee

Monty Bryant, Chair, Executive Committee, noted they met on September 6, 2022. Executive recommended approval of the revisions to the Educational Approvals policy, as well as approval of the Five-Year Capital Plan. The Executive approved the final version of the Institutional Accountability Plan & Report for 2021/2022, as authorised by the Board at the June 20, 2022, meeting. Lane Trotter gave an update on the progress on the development of the Strategic Plan.

The Board mentors for 2022/2023 are as follows: Mike Stubbing will mentor Greg Atkins, Al van Akker will mentor Karen Young, and Joanne Cumberland will mentor Kyles Jones. The changes coming up in the Committee and Liaison assignments for 2022/2023 are as follows: Greg Atkins will join the Finance Committee, Lindsay Kearns is the Liaison to the PISE Board, Karen Young is the Liaison to Education Council, and Joanne Cumberland is the Liaison to the Foundation.

We initiated planning for the presentation of the 'Board Award for Innovation and Community Partnership – 2022'. It will take place November 30 and more information will follow. We reviewed the committee's terms of reference and made recommendations for revisions.

i) E-1.6 Educational Approvals Policy Revision

John Boraas, VP Education, noted the revisions to the Education Approvals policy have been through many consultations and were approved by Education Council. The non-policy elements have been removed and put into supporting documents.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE REVISIONS TO THE E-1.6 EDUCATIONAL APPROVALS POLICY.

CARRIED

ii) Five Year Capital Plan

Deborah Huelscher, VP Administration and CFO, noted that all institutions in BC provide a plan to the Ministry every year. The Executive Summary lists the six projects with student housing at the top.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE SUBMISSION OF CAMOSUN COLLEGE'S FIVE-YEAR CAPITAL PLAN (2023/24 TO 2027/28) TO THE MINISTER OF ADVANCED EDUCATION AND SKILLS TRAINING.

CARRIED

2. Finance Committee

- i) The minutes from the April 4, 2022, meeting were included in the agenda package. They recommended approval of the budget for the 2022/2023 year, with a budgeted deficit of \$7.2M.
- ii) Mike Stubbing, Chair, Finance Committee, gave a report on the September 6, 2022, meeting. They welcomed new member Greg Atkins. They received a report on the financial results for the first quarter of the year which is April 1 to June 30. It showed a deficit of \$300K, which is an improvement over the budgeted deficit of \$1.4M. Domestic enrolment is lower than anticipated. We are forecasting better than budgeted international student enrolment for fall and winter, so will see a smaller deficit than forecast. We reviewed the 2021/2022 Financial Information Act report and recommended approval. We reviewed the terms of reference and there were a few recommendations for revisions, but we are meeting our mandate.

3. Governance Policy Review Committee

- i) The minutes from the April 19, 2022, meeting were included in the agenda package.
- ii) Monty Bryant, Chair, Governance Policy Review Committee, gave a report on the June 21, 2022, Committee meeting. They met seven times to-date.

a. G-1.1 Board Conduct By-Law Revision

Monty Bryant noted that we did our due diligence, we were succinct, we aligned it with legal opinion, and we looked at two policies from other institutions.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE REVISIONS TO THE 'G-1.1 BOARD CONDUCT BY-LAW' AS INDICATED.

CARRIED

b. G-1.2 Oath of Office Rescindment

The Oath of Office was rescinded as a policy and added to the Board Conduct By-Law as a supporting document.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE RESCINDMENT OF POLICY 'G-1.2 OATH OF OFFICE' AND LINK IT TO THE 'G-1.1 BOARD CONDUCT BY-LAW' AS A SUPPORTING DOCUMENT.

CARRIED

- iii) Monty Bryant, Chair, gave a report on the October 3, 2022, meeting. Work has begun on 'G-1.3 Board Decision Making'.

VI APPROVAL OF THE MINUTES

The minutes of the June 20, 2022, meeting were approved as distributed.

VII NEW BUSINESS**1. Institutional Accountability Plan and Report**

Monty Bryant, Chair, thanked Rodney and his team for their superlative work on the Plan. Rodney Porter, Executive Director, Communications and Marketing, advised the final version will be posted on the website soon. The Ministry provided this review of the report: "Overall, reviewers noted that it is a thorough and engaging report. Highly comprehensive and useful summary of college activities. Leaves the reader with a clear understanding of Camosun, its mission, culture, and achievements."

2. Strategic Plan Development Update

Jen Stone, Director, Strategic Initiatives, reported:

- Jen met with IECC to continue discussion on indigenizing the Strategic Plan.
- Jen will attend the Indigenous Advisory Council on October 5.
- Jen is working with Dylan Thomas for a possible collaboration on the artwork.
- Jen attended ELT to share the plan and support the development of the Education Plan.
- Jen partnered with Rodney and his team on the words and clarity and aspirational tone.
- The final draft of key priorities and objectives is nearing completion.
- A performance measures development working group will use a Results Based Accountability Framework as the basis for performance measures.

Key Dates

- October 6 to CET for endorsement and support.
- October 12 to SLC for endorsement.
- October 24 to Board Executive for endorsement/recommendation.
- November 7 to Board for final approval of Strategic Plan key priorities and objectives.
- December 5 to Board for approval of the final document including performance measures.
- January to February 2023 roll out.

3. FTE Enrolment Report 2021/2022

Heather Cummings, VP Student Experience, noted Scott Harris, Registrar, and his team created the report for the past academic year. The headcount was down since it was the second year of the pandemic. During the pandemic we had new students coming to Camosun and returning students looking for the appropriate credential as many students looked at stacking their credentials.

Retention was on an upward trajectory, but it was affected by the pandemic. Program enrolments are broken down by domestic and international, and Indigenous students are included under domestic. There was a decline in trades and upgrading due to the hot labour market. Access numbers are on the rebound. Course registrations are looked at carefully, as a student in one school may take several courses in other schools. Many take fewer than five courses, so work has been done on mitigation. Domestic full time equivalent (FTE) is soft across the whole system.

VIII ADJOURNMENT

The meeting was adjourned at 6:55 pm.

Monty Bryant, Chair

Date

Heather Martin, Executive Assistant



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Jen Stone, Director, Strategic Initiatives
TOPIC: Strategic Plan Approval - Part One
DATE: November 7, 2022

For Information: For Decision: X For Discussion:

1. OVERVIEW

The new 2023-2028 College Strategic Plan has reached its final stages of development. We are seeking approval of the attached draft of key priorities and goals, as well as the addition of ‘environmental stewardship’ to the list of college values. This draft has been endorsed by the Senior Leadership Council, the College Executive Team, Education Council, and the Board Executive.

2. RECOMMENDATION AND OR MOTION

MOTION
THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE KEY PRIORITIES AND OBJECTIVES PORTION OF THE DRAFT STRATEGIC PLAN. THE FINAL VERSION, WHICH WILL INCLUDE THE METRICS, WILL BE PRESENTED AT A FUTURE MEETING.

3. SUPPORTING DOCUMENTATION:

DRAFT Strategic Plan is attached.

Camosun College 2023-2028 Strategic Plan

DRAFT for Board of Governors, Nov 7

Some information to set the stage:

Vision for the plan: create an **integrated plan** that is sustainable, collaborative, aligned, measurable, change-ready, and adaptive. Honour and reflect Indigenous ways of knowing, being and doing.

Purpose: A shared set of priorities and aspirations to guide the next 5 years.

- Reflect the concept of **individual responsibility and collective accountability**.

Engagement: The culmination of hundreds of employees, student, Indigenous, partners, employers, and community voices.

Goals: Some goals are very specific and are tied to a particular investment priority, while other goals are the recognition that there's more work to do on a topic or area of the college.

Measurement: Utilizing a methodology that looks at not only measuring the performance of the institution, but also our contribution to student populations and the community as a whole. Asking, **how much did we do, how well did we do it and did the effort/initiative result in serving the college/students/community? (why is this important/who does it serve?)**

Iconography: The strategic plan will be represented by a canoe with people paddling/pulling together. This was intentionally selected to represent the role each of us has in bringing this strategic document to life. Image to be developed by local artist and alumni, Dylan Thomas

Formal Strategic Plan Document: A formal strategic plan document will be developed for multiple formats. It will contain additional text such as a territorial acknowledgment, introduction, photos and artwork, the key priorities, goals and supporting progress measures and contextual information.

Strategic Cycle: Through this process and the continuation of this practice we are building on a culture that is durable and brings focus to college progress and student success. The practice of an integrated strategic planning and budget cycle will contribute to creating capacity, enhance resilience and help us make better informed, data-driven decisions. It will also help us to become more adaptive and responsive in meeting the needs of current and future students.



Consultation and engagement revealed the Vision, Mission and Values still hold true to Camosun's aspirations and goals. The MVV are also embedded into Camosun culture and there was little desire to alter them beyond adding 'Environmental Stewardship' to the values.

Vision

Inspiring life-changing learning.

Mission

We build a better future for our community with relevant, innovative and applied education.

Our Values

- Lifelong learning
- Positive and supportive student experiences
- An inclusive community of respect and safety
- Our relationships with one another
- Indigenization
- Environmental stewardship **(new)**

At Camosun College, we prepare students to thrive in a rapidly changing world.

- Goal 1:** Empower students to stand out by providing educational experiences to equip them for their future.
- Goal 2:** Deliver outstanding flexible learning opportunities to support students' evolving educational expectations.
- Goal 3:** Cultivate relationships with students to support their educational journey within and beyond Camosun.

Strengthening the Camosun Advantage



Camosun College is committed to cultivating a work environment that values people, life-long learning, individual and organizational well-being, and service. We work together to advance the vision, mission, and values of the college.

- Goal 1:** Inspire a positive, collaborative, and rewarding work culture.
- Goal 2:** Ensure financial sustainability for continued investment in student success.
- Goal 3:** Promote a culture of data-informed decision-making and process improvement.

Doing Good Work Together



Camosun College is dedicated to serving students and partners within the local and global community. We will continue to be responsive to evolving community needs and ensure graduates are equipped with the education and skills essential to employers.

- Goal 1:** Enhance student life on campus, prioritizing student housing and creating spaces that contribute to collaboration and community.
- Goal 2:** Excel in building lasting and reciprocal relationships and partnerships, locally, nationally, and globally to serve the college community and students.
- Goal 3:** Break down systemic barriers to improve access to post-secondary education.

Responding to Community Needs



Camosun College supports and upholds the United Nations Declaration on the Rights of Indigenous Peoples and in particular Article 15.1 that "Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information." The college will advance work to honour Indigenization, decolonization, the Truth and Reconciliation Commission of Canada's Calls to Action, the UN Declaration, and B.C.'s Declaration Act.

- Goal 1:** Engage with reciprocity, understanding, and in good ways to cultivate healthy and supportive community relationships.
- Goal 2:** Further incorporate the four R's of Indigenous education to ensure the college is an accessible, inclusive, and safe place where all students can thrive.
- Goal 3:** Infuse Indigenous values into practices and spaces at the college.

Honouring Indigenous Resurgence



Camosun College is committed to addressing the climate emergency and our impact on the environment through policy, practice, and education.

- Goal 1:** Invest in necessary resources to build momentum and capacity for addressing the climate emergency.
- Goal 2:** Support existing programs and increase climate education across the college.
- Goal 3:** Lower climate-changing emissions to meet or exceed B.C.'s legislated targets while adapting to the impacts of a changing climate.

Rising to the Challenges of Climate Change



Camosun College is committed to upholding the values of Social Justice, Equity, Diversity, and Inclusion to foster a barrier-free and respectful learning and working environment for students and employees.

- Goal 1:** Develop a Centre for Social Justice, Equity, Diversity, and Inclusion.
- Goal 2:** Embed the principles of social justice, equity, diversity, and inclusion as individual and collective responsibilities.
- Goal 3:** Celebrate and uphold the diversity of students and employees as a strength within Camosun's community.

Advancing Social Justice, Equity, Diversity, and Inclusion

