



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, December 5, 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
Joanne Cumberland
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
Barbara Severyn, Exec. Dir., Human Resources
Jen Stone, Director, Strategic Initiatives
Geoff Wilmshurst, VP Partnerships

GUEST: Rashed Al-Haque, Education Policy Specialist

REGRETS: nil

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] (Lane Trotter)	attachment 4
3. Foundation [5 min] (Geoff Wilmshurst/Joanne Cumberland)	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Karen Young)	
i) Minutes of the October 19, 2022, meeting	attachment 5
5. Pacific Institute for Sport Education (no report)	no attachment

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IV BOARD COMMITTEE REPORTS		
1. Executive Committee [5 min] (Monty Bryant)	no attachment	
2. Finance Committee Update [5 min] (Mike Stubbing)	no attachment	
3. Governance Policy Review Committee [20 min] (Monty Bryant)		
i) Minutes from the October 3, 2022, meeting	attachment	10
ii) Report from the November 21, 2022, meeting		
V APPROVAL OF THE MINUTES		
1. Minutes of the November 7, 2022, meeting [2 min] (Monty Bryant)	attachment	12
VI NEW BUSINESS		
1. Strategic Plan 2023/2028 - Metrics [30 min] (Lane Trotter/Jen Stone/Rashed Al-Haque) *	attachment	17
2. Indigenization at the Board Table [10 min] (Monty Bryant)	no attachment	
VII ADJOURNMENT		
* Requires a decision. See Page 3 for the proposed motion.	attachment	3



BOARD OF GOVERNORS

Regular Meeting

MOTION

Monday, December 5, 2022

VI NEW BUSINESS

1. 2023/2028 Strategic Plan Metrics

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2023/2028 STRATEGIC PLAN METRICS.



Board of Governors

SUBMITTED BY: Lane Trotter, President

DATE: December 5, 2022

TOPIC: President's Report: November 8 to December 5, 2022

Note: A verbal report will be provided for events from November 25 through December 5, due to the publishing timeline of the Board meeting package.

1. Meetings with Internal Community

On November 8th, I had the opportunity to meet with faculty in the Computer Sciences Department.

2. Events

On November 8th, I joined the Presidents of UVic and Royal Roads in a panel discussion of the topic "Is Higher Education Preparing Us for an Uncertain Future?" The session was part of the Rising Economy Week that was orchestrated by the South Island Prosperity Partnership.

On November 9th, Richard Gale and I attended the Conference Board of Canada on-line Action Lab on Applied Research, hosted in partnership with Polytechnics Canada,

On November 15th, at the invitation of the American Association of Collegiate Registrars and Admissions Officers, I participated as a plenary session panel member during their conference in Toronto. The topic: "Presidential Perspectives on Enrollment Trends" was discussed by myself, Dr. Michael Rao, Virginia Commonwealth University and Dr. Kevin Pollock, Central Carolina Technical College. It was a whirlwind trip, flying to Toronto mid-day on Monday and returning to Victoria later the next day.

On November 23rd, I attended the 'Build This City' donor event, organised by the Camosun Foundation, to celebrate Camosun's generous donors.

I attended the Indigenous Student Awards Ceremony on Thursday, November 24th, held at the Wilna Thomas Gathering Place.

Chair Monty Bryant and I attended the Health and Human Services Student Awards on Friday, November 25th.



APPROVED Minutes

REGULAR MEETING

Wednesday, Oct 19, 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; Jennifer Stone, Director, Strategic Initiatives; Sarah-Joy Kallos, Co-op Internship Coordinator
Blair Fisher, Edgar Nelson, Ezra Kiedaisch (in-coming Education Council Members)

Regrets/Absent: Lane Trotter, John Boraas, Brian Coey, TBA/Indigenization Coordinator

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:03 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 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

ITEM	PRESENTER
<p>C. CHECK-IN</p> <p>Bijan welcomed the Council and opened the floor to give time to those who had anything to share. Guests and newly elected members were welcomed followed by a round of introductions. Bijan noted that there are still two student vacancies on Council; will try to fill these positions through the amendment made in the EdCo bylaws that allows for the temporary appointment of students or faculty to Education Council if none were elected in the by-election. He also acknowledged that Council is still missing an Indigenization Coordinator with the hopes that Eyē? Sqā’lewen will be able to fill this position soon.</p>	Bijan Ahmadi
<p>D. ACCEPTANCE OF AGENDA</p> <p>The agenda for Oct 19, 2022 was approved by unanimous consent.</p>	Bijan Ahmadi
<p>E. MINUTES FOR APPROVAL</p> <p>The minutes for the Sept 21, 2022 meeting were approved by unanimous consent.</p>	Bijan Ahmadi
<p>F. REPORTS</p>	
<p>1. Education Council Chair</p> <p>Bijan informed the Council that there was a nomination period for the by-election that ended and all those nominated were acclaimed. There will not be a vote for Education Council members from the 24th-26th as it is not necessary.</p>	Bijan Ahmadi
<p>2. VP Education</p> <p>Bijan reported that John is unable to attend the meeting and has waived the opportunity to give an education report.</p>	John Boraas
<p>3. Board Member</p> <p>Karen reported that the Board approved the Education Approvals policy revision. The five-year capital plan was reviewed; the most immediate impact is the decant of the Isabel Dawson building that will potentially break ground in June 2023 and finish in December 2023. This will be followed by the new Lansdowne Student Housing hopefully starting construction in January 2024. Mechanical Engineering and Computer Tech expansion will be happening next year. Some Board of Governor policy was approved that makes it more understandable and clearer. Various members of the College gave presentations; 2021-2022 Institutional Accountability Plan and Report (already submitted to the Province), the Strategic Plan development update, and the Enrolment Report. Outside of the meetings the Board are given program updates. There was a tour of Culinary Arts on October 3 and on the 11th, Scott Harris presented Focus on Education with several faculties coming forward to showcases and highlight their programs.</p>	Karen Young
<p>G. COMMITTEE REPORTS</p>	

ITEM	PRESENTER
<p>Education Council Policy and Standards Committee</p> <p>Pete reported that the committee met on October 13 with nine members in attendance. Sekwan Wabasca, from Eyē? Sqā’lewen, was welcomed as a new member. Sekwan has replaced Janice Simcoe.</p> <p>The Grading Policy was reviewed with the task of resolving the requirements for first class attendance. Based on input from the consultations along with the new withdrawal deadlines policy, this clause doesn’t serve a purpose anymore. There will be new language drafted along with the recommendation to drop this clause and requirement.</p> <p>The Final Exam Reschedule and Repeat Policy was reviewed along with the feedback from consults. Revisions have been made which will be brought forward for EdCo review at today’s meeting. There was also a brief update on the work being done around the Academic Concessions Policy; the Committee is moving forward with the consultation work on that.</p>	Peter Moroney
H. INTEGRATED CURRICULUM COMMITTEE REPORT	Connie Klassen
Regular Curriculum for Approval	
Whereas: The Integrated Curriculum Committee (with less than 80% quorum due to vacancies on ICC), has reviewed and recommends for approval the following curriculum:	
A&S: VISUAL ARTS	
Visual Arts (Dip)	
ART 101	
ART 201	
<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 Amended</p>	
Motion to amend the current motion on the floor	
Whereas: To remove ART 201 from Regular Curriculum for Approval:	
<p>Motion: That Education Council approves the amendment to remove ART 201 from the Regular Curriculum for approval:</p> <p style="text-align: right;">Moved by: Debbie Hlady Seconded by: Scott Harris Motion Carried</p>	

ITEM	PRESENTER
<p>Regular Curriculum for Approval</p> <p>Whereas: The Integrated Curriculum Committee (with less than 80% quorum due to vacancies on ICC), has reviewed and recommends for approval the following curriculum:</p> <p>A&S: VISUAL ARTS Visual Arts (Dip) ART 101</p> <p>Motion: That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Bijan Ahmadi Seconded by: Debbie Hlady Motion Carried</p>	
I. ITEMS FOR PRESENTATION AND DISCUSSION	
<p>Camosun College 2023-2028 Strategic Plan - Draft</p> <p>Jen and Rashed provided an overview on the current draft along with the next steps for finalizing the Strategic Plan.</p> <p>EdCo members asked questions and provided feedback. Bijan reminded members of the Council’s advisory role for the Strategic Plan, and that the plan will be brought back to Council in its final stages for endorsement ahead of the Board of Governor’s meeting.</p>	Rashed Al-Haque/ Jennifer Stone
<p>Final Exam Reschedule and Repeat Policy</p> <p>Pete provided context and reminded members that this was first brought to Council in February 2022 and has since undergone robust review. Rashed provided an overview and highlighted key points of the policy and supporting document.</p> <p>EdCo members asked questions and provided feedback. Further feedback should be submitted as soon as possible so it can be brought back through the Policy and Standards Committee and be ready for approval at next month’s EdCo meeting.</p>	Peter Moroney/ Rashed Al-Haque
<p>EdCo Academic Appeals Committee call-out</p> <p>Pete informed Council that the EdCo Academic Appeals Committee is seeking new student or faculty members for the committee membership pool. Council can spread the word and/or contact him if interested.</p>	Peter Moroney
<p>Farewell to departing member</p>	Bijan Ahmadi

ITEM	PRESENTER
Bijan recognized and thanked Corrine Michel for her valuable contributions to Education Council. He acknowledged that it is her last meeting as she leaves the College to pursue other opportunities.	
J. ADJOURNMENT	Bijan Ahmadi
The meeting adjourned at 6:00 pm.	



BOARD OF GOVERNORS

GOVERNANCE POLICY REVIEW COMMITTEE

MINUTES

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

BOARD MEMBERS:

Monty Bryant, Chair
 Joanne Cumberland
 Brenda McBain
 Lane Trotter, President (ex-officio)

REGRETS: nil

EXECUTIVE ASSISTANT: Heather Martin

1. Review of the June 21, 2022, Meeting Minutes

The minutes of the June 21, 2022, Board Governance Policy Review Committee meeting were accepted as distributed. Monty Bryant, Chair, noted we received feedback from the Executive and Finance committees for their terms of reference. It will be held until we get there on the list.

2. G-1.3 Board Decision Making Review

The section 'Definitions' on Page 1 is mandatory, and the current policy does not have any. The committee will identify words that require definitions as they go. It will be sent to Peter Moroney, Director, Education Policy and Planning, for review once complete.

Under Principles, a new number 1 will be added: "The Board will govern in the public interest".

Brenda McBain noted in the Governing in the Public Interest module the principles are:

- Put the interests of community at the centre of decision making.
- Behave with integrity, demonstrate strong commitment to ethical values and respect the rule of law.
- Ensure openness and respectful engagement with all communities.
- Strive for outcomes that support healthy communities in BC, including social, economic, and environmental well-being.
- Implement actions to achieve the organization's mandate.

Classification of Board Policy - Quadrant

- End statement
- Board process
- Board / President relationship
- Executive limitations

The policy should specify the core areas of responsibility and oversight for the Board and the Board's role. These are the areas where the Board makes decisions. It must have the principles, roles and processes,

but these need to be clarified and separated. Principles should be overarching. Numbers 1, 2, 3, 5, and 6 are principles, while 4, 7, and 8 are roles.

Under B. Roles and Responsibilities, the order should be Board, Board members, Board Chair, Vice Chair, and President.

The committee will start with an overhaul rather than going through line-by-line. The members will look at samples of policies from other institutions that Lane Trotter shared and send their notes to Lane and Heather. Lane and Heather will draft a new version for review at the next meeting.

3. End Statement Policy

Lane Trotter, President, noted many post-secondary institutions' Boards have a one-page policy called a 'Vision and Mission or Strategic Plan statement'. It directs the Board to establish a strategic plan, which identifies the vision and mission of the college. It directs the Board to establish measures to determine the college's performance against the plan. When the strategic plans change over time, the policy does not need to be changed.

The 'End Statement' policy will be added to the list of governance policies under review by the committee.

The meeting adjourned at 3:51 pm.

CONFIDENTIAL



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

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. Director, Communications & Marketing
 Jen Stone, Director, Strategic Initiatives
 Geoff Wilmshurst, VP Partnerships

GUEST: Rashed Al-Haque, Education Policy Specialist

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

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Monty Bryant, Chair, called the meeting to order at 5:00 pm. Monty noted that in future he will invite the Board members to give the territorial acknowledgement prior to meetings.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III OATH OF OFFICE

1. Monty Bryant, Chair, administered the Oath of Office to Kyle Jones.

IV BOARD MEMBER REPORTS

1. Chair's Report

Monty Bryant, Chair, welcomed new Board member Kyle Jones. The following guests joined on Teams: April Atkins, SIP; Michel Turcotte, CCSS; and Lynelle Yutani, CCFA. On October 5, Tanya Clarmont, Geoff Wilmshurst, and Monty attended the Chamber of Commerce Business Hall of Fame Gala at the Conference Centre. The Chamber Business Hall of Fame celebrates the legacy

of pioneers and leaders who have played a role in the region's economic growth and prosperity. The process to select inductees recognizes and respects the diversity of leaders who helped build business in Greater Victoria over the decades. Lane Trotter and Monty met several times for planning and updates.

On October 12 the Wilna Thomas Building was re-opened with a wonderful ceremony. The speaker was the Honourable Rob Fleming, Minister of Transportation, and Infrastructure, who is a proud Camosun alumnus. On October 13, Monty represented the Board at the School of Access Awards Ceremony. It was a very moving event. Monty brought a welcome to the School of Arts & Science Awards Ceremony on October 28 on behalf of the Board.

Greg Atkins will attend the 'Governing in the Public Interest' workshop in Vancouver on November 10. It is a foundational training and networking event for public sector board members. Many of our Board members have taken the modules online. The AEST Board Governance Workshop Steering Committee will meet in November to continue development work on a Post-Secondary Governance Workshop that will take place early in 2023. Lane Trotter, Monty, and Past Chair Ron Rice have seats on the committee.

2. President's Report

Lane Trotter, President, provided an update on the enrolment report. Registrations at the audit date were up 2.3% over last year, but down 6% from fall 2019. On October 31, Lane attended an appreciation lunch for retiring Foundation Board members Pam Shemilt and Tom Hawker. They provided many years of excellent service to the Foundation. Chair Jeety Bhalla, Geoff Wilmshurst, Jody Kitts, Russ Lazaruk (new treasurer), and Alyson Dahl attended. Pam Shemilt plans to donate \$100K to Camosun for bursaries and scholarships for the students. On November 1, Lane met with Rebecca Maurer, CEO of PSEA, to talk about system issues and challenges. On November 3, Lane hosted a lunch for Skip Dick; and Todd Ormiston, Sandee Mitchell, Richard Doucet, and Kim Jenson of Eyē? Sqā'lewen. The meeting was to hear Skip Dick's thoughts and advice on what we can do for Indigenization and reconciliation to support all students. On November 7, Lane and Geoff Wilmshurst, greeted the 2022 Emerging Leaders in the Americas Program (ELAP) Collaboration Mission, who arrived from the Caribbean.

3. Foundation

Geoff Wilmshurst, Vice President Partnerships, noted we received \$2.9M in 2022, which is up 29% or \$676K over the same period last year. They hope to surpass \$3M by year-end. We recently secured 2 large commitments:

- \$1.28M for Empowering Women in Trades over 5 years
- \$500K for Empowering Indigenous People in Trades over 3 years

Many are open gifts, which allow us to do more than we have been able to in the past. The Chargers Alumni Golf Tournament was held last month, and it raised \$18K. It will take place on September 22 next year. On November 23 we will host a donor appreciation event in Wilna Thomas in partnership with the Hospitality Management program and with music from the Conservatory. Giving Tuesday is November 29 and will highlight the Erasing Barriers fund. CCSS and an anonymous donor have each pledged \$10,000 as matching funds for this year's campaign.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the September 21, 2022, meeting were included in the agenda package. Bijan went over the highlights of the October 19, 2022, meeting which included a welcome to new and returning members. They are very excited to have more students on the Council. They brought in the Policy and Standards Committee to talk about some upcoming new policies.

5. Pacific Institute for Sport Education (PISE)

Lindsay Kearns, PISE Board of Directors member, noted as of last week their name has officially changed to the Pacific Institute for Sport Education rather than 'Excellence'. The next Board meeting is on December 13, 2022.

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

- i) The minutes from the June 6, 2022, meeting were included in the agenda package.
- ii) Tanya Clarmont, Chair, Audit Committee, gave a report on the November 1, 2022, Audit Committee meeting. They met with the auditors and had a presentation of their approach. There are no significant issues, and the process will be similar to past audits. KPMG will conduct an interim audit. They reviewed the committee Terms of Reference and will send the suggested change to the Governance Policy Review Committee. They received a presentation on the risk register, which has a new format this year. Tanya thanked the Board members who joined the meeting. One or two risks have been removed, and some were added. Ted Pennell, CIO, gave a presentation on the progress made in cyber security. Training in cyber security is being planned. The Audit Committee will meet next in June.

2. Executive Committee

Monty Bryant, Chair, Executive Committee, noted they met on October 24, 2022. The Executive recommend that the Board approve the draft 2023-2028 Strategic Plan key priorities and objectives. They looked at the results from the ThoughtExchange done at the Board Orientation on what we want to achieve and learn this year. The top elements will be taken away as direction for Board business and training. Key areas are the Strategic Plan, a balanced budget, and governance training. They discussed the Board's work on Indigenization at our own table and will look at it today under New Business. The 'Board Award for Innovation and Community Partnership – 2021 to the South Island Partnership' presentation will take place November 30 from 5 to 7pm in the Hall in the Wilna Thomas Building.

3. Finance Committee

- i) The minutes from the September 6, 2022, meeting were included in the agenda package. The main purpose was to review the first quarter results, from April 1 to June 30, 2022.
- ii) Mike Stubbing, Chair, Finance Committee, gave a report on the October 24, 2022, Finance Committee meeting. They reviewed the fiscal results from the first half of the year, which is April 1 to September 30. For the six-month period we had a budgeted deficit of \$7.2M, and had a budgeted deficit of \$7.3M for the whole year. The actual budget for the first six months showed a deficit of \$6.2M which is \$1M ahead. The very good news is we are now projecting for year-end a deficit of \$2.7M, which is a significant improvement over the \$7.3 budgeted deficit. It is the result of big cost

savings and future cost savings, and from an uptick in revenue primarily from Camosun International. While it is still a very big deficit, it is moving in the right direction. The large savings on salaries is helping this year, but we cannot expect it to be sustainable.

VI APPROVAL OF THE MINUTES

The minutes of the October 3, 2022, meeting were approved as distributed.

VII NEW BUSINESS

1. 2023/2028 Strategic Plan: Approval of Key Priorities and Objectives

Jen Stone, Director, Strategic Initiatives, introduced Rashed Al-Haque, Education Policy Specialist. They presented the Key Priorities and Objectives of the draft 2023/2028 Strategic Plan. It has been presented to many groups across the college. This draft has the key priorities and objectives. The progress measures will be added next, and will be brought to the Board on December 5. Jen and Rashed reviewed the Vision, Purpose, and Engagement from the plan. The Vision, Mission and Values were not changed as they resonated well. There was one addition under Values: Environmental stewardship. The engagement was extensive and is continuing. They will ensure what we measure is achievable. The drafts have been shared on CamNews and on the website.

There are six key priority areas, and each area has three goals:

1. Strengthening the Camosun Advantage.
2. Doing good work together.
3. Responding to community needs.
4. Rising to the challenges of climate change.
5. Honouring Indigenous Resurgence.
6. Advancing SJEDI - Social Justice, Equity, Diversity, and Inclusion.

The next steps are to finalize the progress measures and iconography; approval of the progress measures; and the design of the plan. It will be ready for final approval in December. In January 2023, the plan will be implemented.

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.

CARRIED

2. How the Board Supports its own Work on Indigenization and Reconciliation

Monty Bryant noted the Board Executive discussed implementing Indigenization at the college in relation to what the Board can do. Monty made a call for suggestions.

- All Board members are welcome to take the TELFIN TFE WILNEW (TTW) course.
- Indigenization is a strategic priority.
- How do we honour Indigenization in our own spaces?
- Acknowledging that the members are busy, is there a practice we can start including in Board meetings?

- Should we designate times for learning together?
- Tanya offered to assist members who volunteer to do the land acknowledgement.
- Are there any exercises, such as the blanket exercise?
- We are villagers from villages around the world. It builds empathy, connection, and grounding to acknowledge where you are from. Every meeting one or two people could share who they are and where they come from.

Heather Martin will send a survey to the Board members to find out what they want to learn about Indigenization. After the results come in, we will invite guests to help us expand our knowledge. We will seek advice from Eyē? Sqâ'lewen.

VIII ADJOURNMENT

The meeting was adjourned at 6:29 pm.

Monty Bryant, Chair

Date

Heather Martin, Executive Assistant



2023-2028 COLLEGE STRATEGIC PLAN DRAFT PROGRESS MEASURES

Proposal to BOG Dec 5, 2022

ABSTRACT






A list of the proposed progress measures to support the new college strategic plan.

Strengthening the Camosun Advantage

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






Goal 1: Empower students to stand out by providing educational experiences that equips them for their future.

Progress Measures

-  Takes steps that will support the implementation of a comprehensive student record
-  % of courses that includes one or more of the different types of applied learning (i.e. capstone, service learning, work integrated learning, etc.)
-  % employment or university transfer rates post Camosun
-  % participation rates in accredited programs that lead to jobs
-  % students meet their professional requirements according to employer survey (Available Data)







Goal 2: Deliver outstanding flexible learning opportunities to support students' evolving educational needs.

Progress Measures

-  % of courses with flexible delivery options
 - evenings and weekend courses
 - online/ blended courses
 - continuous enrolment courses
 - off-campus locations course offerings
 - in-person/on-campus course offerings
-  % student completion rates in courses with flexible delivery options
-  % of courses using open textbook for teaching
-  # new microcredential offerings
-  # enrolments in microcredential offerings

Goal 3: Cultivate relationships with students to support their educational journey within and beyond Camosun.

Progress Measures

-  Develop and implement improved strategic enrolment management practices
-  Establish capacity to support prospective students
-  Student satisfaction rate
-  % of students who indicate they are able to access services in a timely manner
-  % student retention ratio between semesters one and two
-  # Alumni who donate to the college

DRAFT




ÍY,ĆANEUEL OL: Doing Good Work Together

(pronounced: Eye. Chey Nowel UI)

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: Nurture a positive, collaborative and rewarding work culture.

Progress Measures

- ✓≡ Engage with employees about their work experience using different tools and strategies
- ✓≡ Review and enhance formal and informal employee recognition opportunities
-  % of allocated funds used for personal and professional development
-  % of employees who say the information they have about the college helps them to be successful in their job
-  % of employees who regularly participate in the various communities of practice across the college

Goal 2: Ensure financial sustainability for continued investment in student success.

Progress Measures

- ✓≡ Ensure the college is in a financially sustainable position
-  % sustainable financial contribution from non-base sources (e.g. ProSIT, Contract Training, Ancillary Services)
-  % continued investment in student success (e.g. new, responsive, and relevant programming and curriculum, market assessment, capital, services, IT tools and applications)

Goal 3: Promote a culture of data-informed decision-making and process improvement.

Progress Measures

- ✓≡ Further develop and implement data development and access strategies
- ✓≡ Develop and implement an integrated institutional planning cycle
- ✓≡ Develop a methodology to measures the efficiency and success of programs and services





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Responding to Community Needs

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 that 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 contributes to collaboration and community.

Progress Measures

-  Seek funding and opportunities for student housing.
-  % usage rates of bookable student collaboration space
-  # of college led and/or CCSS registered extracurricular opportunities available
-  % student satisfaction with number and types of extracurricular opportunities available





Goal 2: Excel in building lasting and reciprocal relationships and partnerships, locally, nationally, and globally to serve the college community and students.

Progress Measures

-  # of employers and community partners engaged in Camosun Innovates/college-led applied learning/research projects
-  \$ donor contribution to Camosun College Foundation each year
-  # of exchange partnerships with other domestic and international institutions (students, faculty, projects)
-  # of course registrations from South Island Partnership

Goal 3: Break down systemic barriers to improve access to post-secondary education.

Progress Measures

-  Establish a Centre of Prior Learning Assessment and Recognition
-  Establish a baseline for students entering Camosun from diverse backgrounds
 - First generation learners
 - Accommodated Students
 - Indigenous Students
 - Former Youth in Care
 - New Canadians
 - Low-income background
-  # of programs/courses delivered locally and in remote Indigenous communities (shared measure)
-  # students served through programming designed to support refugees and newcomers

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Rising to the Challenges of Climate Change

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.

Progress Measures

- ✓ Develop and implement a Climate Action Plan
- ✓ Invest in climate action and environmental sustainability resources to further enhance capacity to respond to the climate emergency
- ✓ Complete a baseline and progress assessment for the advancement of sustainability at Camosun
- ✓ Align college sustainability priorities with the [CICAN ImpACT Climate Project](#)



Goal 2: Support existing programs and increase climate education across the college.

Progress Measures

-  # of workshops/SD events offered to employees on climate action
-  # of inhouse announcements of climate events, projects, and other initiatives
-  % of courses that contain an Environmental Sustainability/Climate Change component

Goal 3: Lower climate-changing emissions to meet or exceed B.C.'s legislated targets while adapting to the impacts of climate change.

Progress Measures

-  % decrease in greenhouse gasses (GHG) emissions (buildings, fleet, paper emissions)
-  Combined total greenhouse gasses (GHG) emissions reduction, in tonnes, from savings projects/initiatives
- ✓ Complete climate risk assessments on both campuses, with emphasis on climate adaptation needs



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Honouring Indigenous Resurgence

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.

Progress Measures

-  # of programs/courses delivered locally and in remote Indigenous communities (Shared Measure)
-  # of Indigenous events that have both Camosun and local Indigenous community participation




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.

Progress Measures

-  Develop an Indigenous Education Plan
-  # of Indigenous Students (Eyē? Sqā'lewen and self-identified)
-  # of students who have completed IST 120 and HLTH 111 year over year
-  # of college community members who have completed TTW
-  % university transfer of Camosun students who self-identify as Indigenous

Goal 3: Infuse Indigenous ways of being and doing into practices and spaces at the college.

Progress Measures

-  Develop Indigenization Plan
-  Complete 23 actions in response to TRC calls to action Phase 2
-  Increase Indigenous cultural visibility on campuses (spaces, signage, art, traditional naming, land naturalization) (Establish baseline inventory)

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Advancing Social Justice, Equity, Diversity, & Inclusion

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 Equity, Diversity, & Inclusion

Progress Measures

- ✓ Establish a Centre of EDI with thoughtful engagement with college community
- ✓ Develop an EDI plan and implement
- ✓ Establish a cross-college advisory committee

Goal 2: Embed the principles of social justice, equity, diversity, and inclusion as individual and collective responsibilities.

Progress Measures

- ✓ Develop data and reporting strategy to advance SJEDI capacity
- ✓ Develop and implement strategies to strengthen inclusive hiring practices
- ✓ Prioritize space that provides physical recognition of diversity and people's culture
- 📈 # of learning opportunities that support inclusive organizational culture
- 📈 # of programs that have partnered with the EDI Centre to incorporate principles into teaching and learning

Goal 3: Celebrate and uphold the diversity of students and employees as a strength within Camosun's community.

Progress Measures

- ✓ Develop express hiring opportunities with means for cultural strengths to be identified as benefits in the selection hiring process
- 📈 # of events designed to celebrate, empower, recognize, and advocate for, the diversity of the people within Camosun College
- 📈 # public announcements and recognition of cultural and social justice events

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