



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, April 8, 2024
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
 Bijan Ahmadi
 Monty Bryant, Past Chair
 Jeremy Burgess
 Joanne Cumberland
 Shane Hartman
 Logan Hudson
 Lindsay Kearns
 Ruth Mojeed Ramirez
 Jagjeet Singh
 Mike Stubbing
 Lane Trotter, President
 Al van Akker

ADMINISTRATION:

John Boraas, Provost & VP Education & Innovation
 John D’Agnolo, Exec. Dir., Human Resources
 Deborah Huelscher, VP Administration & CFO
 Jody Kitts, Director, Advancement and Alumni Engagement
 Rodney Porter, Exec. Dir., Communications & Marketing
 Jen Stone, Exec. Dir., Strategy, Planning & Transformation

GUESTS:

Todd Ormiston, Exec. Dir., Eyē? Sqā’lewen: The Centre for Indigenous Education & Community Connections
 Scott Harris, Registrar

REGRETS:

Brenda McBain
 Richard Stride, Act/VP Enrolment & Community Engagement

EXECUTIVE ASSISTANT: Heather Martin

Camosun College respectfully acknowledges that our campuses are situated on the territories of the Ləkʷəŋən (Songhees and Kosapsum) and WSÁNEĆ peoples. We honour their knowledge and welcome to all students who seek education here.

	I, A, D	Page
I. CALL TO ORDER		
II. APPROVAL OF THE AGENDA		
III. BOARD MEMBER REPORTS		
1. Chair’s Report [5 min] (Tanya Clarmont)	I	attachment 4
2. President’s Report [5 min] (Lane Trotter)	I	attachment 5
3. Foundation [5 min] (Jody Kitts/Joanne Cumberland)	I	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Monty Bryant)	I	
i) Minutes of the February 21, 2024, meeting		attachment 7
5. Pacific Institute for Sport Education [2 min] (Brenda McBain)	I	no attachment

PAGE

IV. BOARD COMMITTEE REPORTS

- 1. Executive Committee [5 min] (Tanya Clarmont) I
- i) President Search Committee Process - Revision D attachment 12
- 2. Finance Committee [15 min] (Mike Stubbing) I
- i) Minutes from the January 29, 2024, meeting I attachment 16
- ii) Report from the April 2, 2024, meeting
- a. Budget 2024/2025 D attachment 19

V. APPROVAL OF THE MINUTES

- Minutes of the March 4, 2024, meeting [2 min] (Tanya Clarmont) I attachment 20

VI. NEW BUSINESS

- 1. Domestic Recruitment Strategies [15 min] (Scott Harris) I no attachment
- 2. Indigenous Action Plan – Three Year [30 min] (Todd Ormiston) I separate attach.

VII. ADJOURNMENT

- I Information
- A Advice
- D Requires a decision. See Page 3 for the proposed motions. attachment 3



BOARD OF GOVERNORS

Regular Meeting

MOTIONS

Monday, April 8, 2024

IV BOARD COMMITTEE REPORTS

1. Executive Committee

i. President Search Process Revision

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE REVISION TO THE PRESIDENT SEARCH PROCESS WHICH CONSISTS OF THE ADDITION OF THE EXECUTIVE DIRECTOR, EYĒ? SQÂ'LEWEN, OR A REPRESENTATIVE FROM THE DEPARTMENT, TO THE PRESIDENT SEARCH COMMITTEE.

2. Finance Committee

ii. Report from the April 2, 2024, meeting

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2024/25 WITH TOTAL REVENUE OF \$178,615,965 AND TOTAL EXPENDITURE OF \$176,983,490 RESULTING IN A SURPLUS BUDGET OF \$1,632,475.



March 11, 2024

Ms. Tanya Clarmont
Board of Governors Chair
Camosun College
3100 Foul Bay Rd, Victoria, B.C.,
Canada V8P 5J2

Dear Ms. Tanya Clarmont,

We would like to express our sincere gratitude for the wonderful Camosun College Board of Governors' Award for Innovation and Community Partnership 2024 ceremony. Thank you very much also for the uplifting speech at the ceremony.

Many of the invited guests also congratulated us. Therefore, I would like to take this opportunity to express my deepest gratitude to you, the Board of Governors, and everyone involved for their kindness and thoughtfulness.

We are absolutely delighted that you have chosen to honor JIU in this way as one of your institution's oldest partner universities. I immediately informed the faculty and staff of JIU about the Award and the ceremony, and they have been touched by the warmth that the Camosun College community has shown toward us.

It was a stimulating experience for us to visit the two campuses and to see and feel the motto of your school, which places great importance on your indigenous heritage, and the relaxed and spontaneous style in which your students learn.

We should like to view the Award as an excellent opportunity to further enhance exchanges between Camosun College and JIU, and we will do our utmost to provide even better education and innovation in the future.

With my deepest appreciation,

A handwritten signature in black ink that reads 'Kenji Sugibayashi'.

Kenji Sugibayashi

President

Josai International University



Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: April 8, 2024
TOPIC: President's Report: March 5 – April 8, 2024

Note: A verbal report will be provided for events from March 27, due to the publishing timeline of the Board meeting package.

1. Meetings with External Community

On March 26th, I met with Tony Winter, Vice President and General Manager of Victoria Shipyards at the Lansdowne Campus as a follow-up to our December meeting regarding discussion on their training needs and Camosun's ongoing relationship with the company.

2. Meetings with Internal Community

On March 12th I met with CCFA President Lynelle Yutani as part of my ongoing conversations with each of the college's unions.

On March 12th I was a guest at the School of Arts and Science Chairs meeting.

On March 15th I met with BCGEU President Al Paterson as part of my ongoing conversations with each of the college's unions.

On March 26th I met with Michel Turcotte, Executive Director of the Camosun College Student Society for a general discussion.

3. Special Events

On March 15th I was honoured to attend a presentation of a beautiful paddle, carved by Kwaikiutl artist Trevor Hunt, that was gifted from BCIT to Camosun College for our joint work on the Ocean Protection Plan Project. It is through the Ocean Protection Plan that Transport Canada is able to provide funding that encourages the entry of under-represented populations into the Marine Industry. In particular, the Bridge Watch Rating program offered in partnership by Camosun College and BCIT is fully funded for women and Indigenous peoples. This fantastic program provides students with the learning they need to make their first step into the Marine Industry, with no financial barrier to hold them back.

On March 21st I attended the 15th Annual Camosun International Cultural Showcase and enjoyed a lively evening of performances by our students bringing many different cultures together from around the world. This was a fantastic event that also highlighted the talent of our students.



JOSAI INTERNATIONAL UNIVERSITY

1 GUMYO, TOGANE-SHI, CHIBA-KEN 〒283-8555 JAPAN TEL:0475-55-8800 / FAX:0475-55-8811
3-26 KIOI-CHO, CHIYODA-KU, TOKYO 〒102-0094 JAPAN TEL:03-6238-1300 / FAX:03-6238-1299

March 11, 2024

Dr. Lane Trotter
President, Camosun College
3100 Foul Bay Rd
Victoria, B.C., Canada
V8P 5J2

Dear Dr. Trotter,

Thank you so much for holding such a wonderful and touching award ceremony for the Camosun College Board of Governors' Award for Innovation and Community Partnership 2024, and for your uplifting speech on the occasion. I very much appreciate your welcoming not only me but my wife and Dean Maria S. Ichiyama. We are very grateful for the warm hospitality.

We are absolutely delighted that Camosun College has sought to honor JIU in this way as one of your oldest partner institutions. I immediately informed the staff and faculty at JIU about the Award and the ceremony, and they are all delighted by the warmth shown by the Camosun College community toward our institution.

Through your visit to JIU last year and our visit to Camosun College this year, I have come to realize that you and your family have a profound knowledge and respect for the culture of Japan. I would be most grateful if you could visit JIU again and further deepen our exchanges through student martial arts and other related activities.

We should like to view the Award as an excellent opportunity to further enhance exchanges between Camosun College and JIU, and we will do our utmost to provide even better education and innovation in the future.

With my deepest appreciation,

A handwritten signature in black ink, appearing to read 'Kenji Sugibayashi'.

Kenji Sugibayashi
President
Josai International University



APPROVED Minutes

REGULAR MEETING

Wednesday, Feb 21, 2024

4:00 - 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

- | | |
|---|-----------------------------------|
| 1. Alexis Martfeld, Faculty | 9. John Boraas, Administration |
| 2. Andrea Kucherawy, Support Staff (Vice-Chair) | 10. Lois Fernyhough, Faculty |
| 3. Bijan Ahmadi, Faculty (Chair) | 11. Mark Fournier, Faculty |
| 4. Derek Murray, Faculty | 12. Navreet Singh Sidhu, Student |
| 5. Edgar Nelson, Faculty | 13. Ryan Russell, Faculty |
| 6. Heather del Villano, Administration | 14. Scott Harris, Administration |
| 7. Isabel Grondin, Faculty | 15. Steven Rumpel, Administration |
| 8. Ivy Bell, Student | 16. Tia Primrose, Support Staff |

Non-Voting Members

- | | |
|--|--------------------------------------|
| Christopher Avis, Interim ICC Chair | Dr. Monty Bryant, Board of Governors |
| Peter Moroney, Education Policy & Planning | |

Guests:

Rob Thompson, Ombudsperson; Richard Doucet, Eyē? Sqā'lewen; Dwayne Pettyjohn, HHS Associate Dean; Robin Humble, HHS, Acting Chair BSN

Regrets/Absent: Lane Trotter, Blair Fisher, Nicholas Read, Ritika, TBA/Indigenization Coordinator

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:02 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 Lək'wəḡən and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. <http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html></i></p>	Bijan Ahmadi

ITEM	PRESENTER
C. CHECK-IN Bijan welcomed Council members and provided an opportunity to share any School, unit, or personal updates that they had.	Bijan Ahmadi
D. ACCEPTANCE OF AGENDA The agenda for Feb 21, 2024 was approved by unanimous consent.	Bijan Ahmadi
E. MINUTES FOR APPROVAL The minutes for the Dec 13, 2023 meeting were approved by unanimous consent. The Jan 17 Education Council meeting was cancelled due to College closure for a snow day; no minutes from Jan 17.	Bijan Ahmadi
F. REPORTS	
1. Education Council Chair Bijan introduced and welcomed the guests to the meeting. He reminded Council members that the Spring election has been called, and encouraged those who have terms ending to consider nominating themselves if they wish to run for re-election. The nomination period runs from March 7-20, with voting open April 8-10.	Bijan Ahmadi
2. Provost and VP Education and Innovation John expressed his thanks to Chris Avis for stepping into the role of ICC Chair, and to Heather and Steven for agreeing to sit on EdCo. He extended his gratitude to the ICC members for representing EdCo so well and for the hours that they put in towards moving curriculum through the system. He acknowledged that he is happy and proud of the positive progress made in the Ed Approvals process, and thanked everyone who is involved.	John Boraas
3. Board Member Monty reported that the important issue being addressed by the Board is Camosun International's problems related to student visas. This is an issue across Canada as well. While there isn't a cap on student visas, there is an application processing cap. Approval rates vary by country, with India and China being problematic for approvals. Camosun diversified recruitment several years ago, which will help the college stay ahead under these circumstances. Bijan added his appreciation to Jen and Rashed who presented their Strategic Plan update to the Board. They provided a booklet that describes the qualitative and quantitative measures of the plan and where they are at. Bijan encouraged members to read this reflection piece update.	Dr. Monty Bryant
G. COMMITTEE REPORTS	
Education Council Policy and Standards Committee Pete reported that the Committee met on February 9. The main item for discussion was a draft of the Involuntary Health and Safety Leave of Absence policy. This item	Peter Moroney

ITEM	PRESENTER
<p>came to EdCo for consultation in the Fall, with it needing further work. This work is being done in collaboration with Stephanie Pedneault (Student Support Manager) and Laura Mitchell (Director, Student Affairs) to adapt the policy based on their experience and needs.</p> <p>Pete officially reported that the committee has accepted two new members, Alexis Martfeld and Chris Avis. He also informed Council that Chris Avis is willing and able to stay on as Interim ICC Chair for next year as well, which will complete the two-year term that it was initially posted for and provide great continuity.</p>	
H. INTEGRATED CURRICULUM COMMITTEE REPORT	Christopher Avis
Curriculum for Presentation and Approval	Dwayne Pettyjohn
<p>Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:</p>	
<p>HHS: NURSING (BACCALAUREATE OF SCIENCE) Nursing (Baccalaureate of Science) Major Program Revision Practical Nurse to Baccalaureate of Science in Nursing Bridge Standard Prog Rev</p>	
NURS 110	
NURS 111	
NURS 132	
NURS 133	
NURS 142	
NURS 143	
NURS 160	
NURS 180	
NURS 181	
NURS 190	
NURS 211	
NURS 232	
NURS 233	
NURS 242	
NURS 243	
NURS 260	
NURS 280	
NURS 281	
NURS 290	
NURS 332	
NURS 342	
NURS 360	
NURS 380	

ITEM	PRESENTER
<p>Motion: That Education Council approves the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Isabel Grondin Seconded by: Heather del Villano Motion Carried</p>	
Regular Curriculum for Approval	
Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:	
ACCESS: ACADEMIC & CAREER FOUNDATIONS	
Academic Upgrading (Certificate) LRNS 102	
ARTS & SCIENCE: CRIMINAL JUSTICE	
Mental Health Addictions and Criminal Justice (Advanced Certificate)	
CAMOSUN INTERNATIONAL: INTERNATIONAL PARTNERSHIPS AND PROJECTS	
STEX - GEP	
T&T: CIVIL ENGINEERING	
CIVE 291	
CIVE 292	
<p>Motion: That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Lois Fernyhough Seconded by: Navreet Singh Sidhu Motion Carried</p>	

I. Item for Discussion

EdCo Bylaw change – [Terms of Membership](#)

Bijan Ahmadi

Bijan provided the framework for the proposed representation of Eyē? Sqâ'lewen with voting membership on Education Council. Todd has provided a potential solution that is representative of the Indigenous ways of knowing, being, and doing, with Eyē? Sqâ'lewen housing the decision making of this additional member (administrator, faculty, support staff, or student). The Executive Director of Eyē? Sqâ'lewen will then recommend this additional voting member, and that member being appointed by the President to Council (as per the requirement under 15.2 of the Bylaws). John added that the hope is that the Government will change the

ITEM	PRESENTER
<p>College and Institutes Act to be able to provide every college with this opportunity, with this being a step towards accomplishing what we think is the right thing to do.</p> <p>Bijan queried the Council’s responsiveness to the proposed framework and responded to questions/recommendations/concerns from the Council. The Council supports the work needed for updates to 15.2 of the Bylaws. Next steps include engaging units that make up the Council to make them aware of this potential change and engaging with Eyē? Sqâ’lewen about ensuring protocol for the selection process. Bijan will bring this back to Council with more information/updates; he encouraged further reflection and input from members.</p>	
<p>J. ADJOURNMENT</p>	<p>Bijan Ahmadi</p>
<p>The meeting adjourned at 5:34 pm.</p>	



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Tanya Clarmont, Chair
DATE: April 8, 2024
TOPIC: President Search Process Revision

For Information: _____ For Decision: X _____ For Advice: _____

1. OVERVIEW

The Board Executive Committee reviewed the President Search Process at their March 11, 2024, meeting.

The Executive proposed that a representative from Eyē? Sqâ'lewen be added to the President Search Committee under the committee membership section.

The President Search Process will be revised to state: "The committee will include the Executive Director, Eyē? Sqâ'lewen, or a representative from the department, in support of community objectives in achieving Truth and Reconciliation, and UNDRIP".

2. OPTIONS

- Approve the revised President Search Process
- Do not approve the revised President Search Process

3. RECOMMENDATION AND OR MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE REVISION TO THE PRESIDENT SEARCH PROCESS WHICH CONSISTS OF THE ADDITION OF THE EXECUTIVE DIRECTOR, EYĒ? SQĀ'LEWEN, OR A REPRESENTATIVE FROM THE DEPARTMENT, TO THE PRESIDENT SEARCH COMMITTEE.

4. SUPPORTING DOCUMENTATION:

President Search Process



BOARD OF GOVERNORS

PRESIDENT SUCCESSION PLAN AND SEARCH PROCESS

REVISED March 2024

1. SUCCESSION PLAN

As the President's position is central to the ongoing stability of the College, the Board of Governors has a process in place to mitigate risk and to ensure continuity. The process will cover a planned or unplanned temporary or permanent absence. It is the president's responsibility to inform the board chair of temporary absence, and with eight months notice for resignation. As soon as possible, the board chair will inform the board and convene a meeting of the Board Executive Committee.

Planned or Unplanned Temporary Absence Procedures

In both cases, the absence is of fixed duration, and the president plans to return once the event is over. For a planned absence, such as vacation or work related travel, the president appoints an acting president for the duration from the College Executive Team. For unplanned absence such as sudden illness, where the president is unable to appoint an acting president, the Board Chair will ask a member of the College Executive Team to assume the acting position.

2. PRESIDENT SEARCH PROCESS FOR A PLANNED RESIGNATION

The Board Executive Committee is responsible for making recommendations to the board on the employment of the president including the selection process and the president's contract as per the 'Board of Governors Executive Committee Terms of Reference'.

The board, based on recommendations from the Executive Committee, will appoint a Search Committee that includes representatives from across the college that could include: the board chair and vice chair, and two appointed board members, a student board member, **and** the support staff and faculty board members, **and Eyē? Sqâ'lewen: Executive Director**. The core Search Committee should be small due to the opportunities for input that take place during the process. Administrative support will be provided by the VP Administration & CFO and the Executive Assistant to the Board.

- They will begin the process at least six months in advance.
- The Search Committee will establish their mandate and discuss the process for the search based on this document.
- The Search Committee will review the profile for the president. The profile was updated in 2021 using wide consultation throughout the college community.
- The committee will release a 'request for proposals' for a search firm.
- The Board Chair will be the main contact for the search firm.
- The Search Committee will report to the board regularly.
- The Search committee will work directly with the search firm to finalise the process and timelines based on best practice (typically long list / interviews / shortlist / interviews / stakeholders).
- A communication plan will be put in place to inform the college community of the process with the assistance of the Executive Director of Communications and Marketing.
- Finalists are determined (typically between two to four). Each of the finalists will have a day on campus to meet with various college stakeholder groups (examples are the Senior Leadership Council, Student Society, CUPE, Faculty, BCGEU, Indigenous group, and the board). Feedback is gathered from all of the participants. The search firm provides the Search Committee with information from stakeholders and references.
- A small number of the Search Committee members may also meet with the final candidates individually in a social setting.
- The Search Committee makes a recommendation to the board.
- The new President's contract is developed in conjunction with the Board Chair and the Executive Director of Human Resources working with the Public Sector Employers' Council.
- A public announcement will then be made.

President Search Committee

Mandate

The President Search Committee has been formed to conduct the search for a new President for Camosun College. It operates as a committee of the Board of Governors. The mandate given to the Committee by the Board of Governors is as follows:

- The Chair of the committee will be the Chair or Vice Chair of the board.
- The committee will have ~~seven~~ **eight** members and will be supported by the Board's Executive Assistant.
- If at any point during the process the committee feels it would be in the College's best interest, it may expand the membership of the committee.
- **The committee will include the Executive Director, Eyē? Sqâ'lewen, or a representative from the department, in support of community objectives in achieving Truth and Reconciliation, and UNDRIP.**
- The committee will work with the executive search firm hired by the Board Executive to conduct the search.
- The selection and hiring of a new president is key to the ongoing success of Camosun College. The person selected must not only have the technical and leadership skill sets needed but also be a cultural fit with the college.
- Camosun has a culture of openness and transparency. The committee will report back to the Board of Governors on a regular basis. It will also have a communications plan to provide regular updates to the college community. These communications will respect any confidentiality requirements of prospective candidates.
- After the initial period of consultation it is expected that the committee will operate discreetly with the search firm until there a short list (number to be determined by the committee) of potential candidates. At that point the committee will seek wider input from the college community – stakeholders while respecting candidate confidentiality.
- At the end of the process the committee will make a recommendation to the Board of Governors of a new Camosun College president.
- The committee will make a recommendation as to the terms for a potential contract.
- The Board of Governors may interview the finalist candidate(s) before any final decision if needed.
- The final approval and hiring of the president will be done by the Board of Governors.

Chair of the Search Committee (Chair and Vice Chair of the Board)

Appointed Board members, two

Eyē? Sqâ'lewen: Executive Director

Student Board representative

Support Staff representative

Faculty Board representative

Support: Executive Assistant to the Board, and VP Administration



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, January 29, 2024
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Mike Stubbing, Chair
 Brenda McBain
 Al van Akker
 Lane Trotter, President (ex officio)

RESOURCES:

Deborah Huelscher, VP Administration & CFO

REGRETS: Monty Bryant
 Tanya Clarmont

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Finance Committee Chair Mike Stubbing called the meeting to order at 3:58 pm.

II APPROVAL OF AGENDA

The agenda was approved as presented.

III MINUTES OF PREVIOUS MEETING

The minutes of the October 30, 2023, meeting were approved as distributed.

IV NEW BUSINESS

1. Immigration, Refugees & Citizenship Canada (IRCC) Update

Lane Trotter, President, noted that on January 22, 2024, the Federal government announced that effective as of that date, they would be changing the Canada Study visa program and as of that date all new admissions would be stopped until March 31, 2024, when the new cap comes into effect.

As of this point in time this is known:

- A two-year cap has been placed on international student admissions, which could see a 35% reduction in new study visas this (for 2024) year. This impacts our Spring term and subsequent terms.
- This applies to new students not existing students who are already in Canada.
- The cap is set to the number of approved visas already in place for 2022 which is approximately 364,000.
- The cap will be allocated by province proportionate to population, so BC's share will be 50K for all BC public and private institutions.

- Because provinces have different levels of international student intake, the cap will mean some provinces can increase the number they have, others such as Ontario, BC, NS and NB will have to reduce their intake.
- What this means for the allocation to each post-secondary institution is unknown.
- Work permits will only be available for the spouses of students enrolled in graduate programs, as well as professional programs such as medicine and law.
- There will be an increase in the amount of money foreign students must show they have access to in order to receive a visa. This year visas will only be issued to students who can show they have \$20,000, up from \$10,000 last year.
- Moving forward post March 31, 2024, each province will need to have implemented an attestation process for every single student by institution.
- All new international students coming to Canada must have this letter of attestation from the province related specifically to the institution they intend to attend as part of their application for a visa or it will not be processed. This is similar to what Quebec already does.
- Camosun's institutional allocation is not yet known.
- The Ministry is actively working with the Federal Government to resolve the many unknowns and is working with the 25 public post-secondary institutions.
- The College is doing scenario planning to look at the potential impact this will have on our financial sustainability.
- There are upcoming meetings set up with our stakeholders to advise them on what is happening and will communicate with the existing international students with an update. The cap does not affect existing students. The internal community will be updated shortly.
- The 25 PSIs are working together.

The melt rate is the number of confirmed students as opposed to the number who applied. The melt rate is different at different institutions. Some students may apply to many different institutions. The College Executive Team is working on planning to mitigate various scenarios.

2. Financial Management Report for the Nine Months to December 31, 2023

Deborah Huelscher, VP Administration & CFO, reported a positive balance of \$3.285M against a budgeted deficit of (\$5.213M) resulting in a positive variance of \$8.498M on December 31. It is a great result. Drivers of the surplus are some one-time funds and international student tuition. Domestic enrollment has declined slightly. There are only three months remaining, so if we stay on track, the forecast to March 31, 2024, is a surplus of \$3.312M.

Mike Stubbing, Chair, Finance Committee, noted that with the incoming cap on international students, there will be concerns about the sources of revenue in 2024/2025. The first three quarters of the year have been great, so Mike congratulated and thanked all employees. We saw a surplus of 2% of revenues this year, partly due to revenue from international students.

3. 2024/2025 Budget Update

Deborah Huelscher noted that budget planning has shifted because of the international student cap. We do not yet know the impact but will run various scenarios. The budget templates have now come back from the divisions, so we have an accurate starting point.

4. Student Housing Update

Deborah Huelscher noted that the re-designed student housing submission was well-received by Government. The timeline for approval is not yet known.

V ADJOURNMENT

The meeting was adjourned at 5:03 pm.



**BRIEFING NOTE
BOARD OF GOVERNORS**

SUBMITTED BY: Deborah Huelscher
DATE: April 8, 2024
TOPIC: Operating Budget 2024/2025

For Information:

For Decision: X

For Discussion:

1. OVERVIEW

All members who were in attendance at the special Board Finance committee meeting on April 2, 2024, received a comprehensive review of the consolidated (operating and capital) budget for the 2024/2025 fiscal year as proposed by college Administration. As well, there was opportunity for the Board to ask questions and engage in dialogue.

2. OPTIONS

- Approve the consolidated budget for 2024/2025 as proposed. After meeting with the whole board, the Finance committee has recommended that the Board approve the budget as proposed by Administration.
- Do not approve the consolidated budget for 2024/2025 as proposed, and request changes (by motion).

3. COMMUNICATIONS

Communication of the approved budget, and updates as required, will continue throughout the year in CamNews announcements.

4. RECOMMENDATION AND OR MOTION

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2024/25 WITH TOTAL REVENUE OF **\$178,615,965** AND TOTAL EXPENDITURE OF **\$176,983,490** RESULTING IN A SURPLUS BUDGET OF **\$1,632,475**.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, March 4, 2024
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
Monty Bryant, Past Chair
Jeremy Burgess
Joanne Cumberland
Shane Hartman
Logan Hudson
Lindsay Kearns
Brenda McBain
Ruth Mojeed Ramirez
Jagjeet Singh
Mike Stubbing
Lane Trotter, President
Al van Akker

ADMINISTRATION:

John Boraas, Provost & VP Education & Innovation
John D’Agnolo, Exec. Dir., Human Resources
Deborah Huelscher, VP Administration & CFO
Rodney Porter, Exec. Dir., Communications & Marketing
Jen Stone, Exec. Dir., Strategy, Planning & Transformation
Richard Stride, Acting VP Enrolment & Community Engagement

GUESTS:

Ian Humphries, Acting Dean, School of Business & CSEE
Tehmina Khwaja, Director, Equity, Diversity, and Inclusion
Ted Pennell, CIO

EXECUTIVE ASSISTANT: Heather Martin

REGRETS:

Bijan Ahmadi
Jody Kitts, Dir., Adv. & Alumni Engagement

I CALL TO ORDER

Tanya Clarmont, Chair, called the meeting to order at 5:00 pm.

II OATH OF OFFICE

1. Shane Hartman.

III INTRODUCTION

John Boraas, Provost and VP Education & Innovation, introduced Tehmina Khwaja, the new Director of Equity, Diversity, and Inclusion.

IV APPROVAL OF THE AGENDA

The agenda was approved as distributed.

V BOARD MEMBER REPORTS

1. Chair’s Report

Tanya Clarmont, Chair, noted all the regular Board meetings are open to the public. Today we welcomed guests: April Atkins, SIP; Clifton Dildy, ITS; Shane Johnson, CUPE; and Lynelle Yutani, CCFA. Lane Trotter and Tanya met several times for planning and updates. The new Minister of

Post-Secondary Education & Future Skills, Lisa Beare, visited the Interurban Campus today. Lindsay Kearns was there to represent the Board. Tanya has an introductory meeting on March 8 with the new Minister.

The Board of Governors 'Award for Innovative College Partnerships – 2024' is coming up on Wednesday. The award will be presented to Josai International University. The Board and Education Council Spring 2024 election for representation is coming up. The nomination period is from March 7 to 20, and voting is from April 8 to 10. There are two student seats available on the Board with a term of August 1, 2024, to July 31, 2025.

2. President's Report

Lane Trotter, President, took part in the college's annual Conversations Day event on February 23. This year's theme was "Complexity" and included a panel discussion moderated by Nicola Priestley, Director of Camosun's South Island Partnership. It took place at PISE, Wilna Thomas and online. The panel members were:

- Dallas Gislason, Executive Director, Community Economies, South Island Prosperity Partnership
- Ron Rice, Executive Director, Victoria Native Friendship Center
- Jonathon Dyck, Director of Marketing, Communications and Community Engagement, Victoria Foundation
- Shelly D'Mello, CEO, Intercultural Association of Greater Victoria

On February 28 and 29 Lane attended the BC Colleges Council of Presidents meeting in Victoria. In addition to the regular meeting, the group had dinner with the new President of CIGan, Pari Johnston, followed by a reception with MLA's. On February 29 Lane met with the Pari at the Interurban campus. On March 4th the new Minister of Post-Secondary Education & Future Skills, Lisa Beare, visited our Interurban Campus and met with Lane, Lindsay Kearns, Rodney Porter, and Eric Sehn, Dean of School of Trades and Technology. The Minister also met with Student Society representatives and toured several of our trades programs classes.

3. Foundation

Richard Stride, Acting VP, Enrolment & Community Engagement, noted that KPMG concluded their audit the week of February 12. Revenue year to date in 2024 is \$333,605, which is up 109% over 2023 and almost 300% over 2022. On February 22, Jeety Bhalla spoke to the CPABC group at their annual Lunar New Year Dinner which benefits accounting students at Camosun. On February 25, Grace Van den Brink joined Alyson Dahl and Jody Kitts at the annual Canadian Federation of University Women (CFUW) tea celebrating the student recipients at Camosun, UVic & Royal Roads. In 2023 there were 22 Camosun student recipients. Three were able to attend the tea. On March 9, the Chargers Alumni & Friends brunch will take place prior to the bronze medal game at the CCAA Men's Volleyball Nationals. The Foundation Board will hold a planning meeting on Thursday, March 7, 2024.

4. Education Council

Monty Bryant, Education Council Liaison, provided the highlights of the February 21, 2024, meeting. In addition to some minor changes in curriculum there were some major changes in Nursing which will be included in the minutes when they go forward to the Board.

5. Pacific Institute for Sport Education (PISE)

Brenda McBain, PISE Board of Directors, noted they met on January 22. PISE was underspent in this quarter, and donation revenue was \$50K over budget. The Canadian Sport Institute (CSI) is

leaving PISE in the third quarter of the budget year, so revenue will be reduced. The proposed budget for next year is break-even with some fee increases. The Family Festival will take place on May 4 this year. The Pacific FC soccer team had training camp at PISE. PISE hosted a soccer team from Mexico.

VI BOARD COMMITTEE REPORTS

1. Cybersecurity Sub-Committee

Lindsay Kearns, Chair, Cybersecurity Sub-Committee, gave a report on the February 26, 2024, meeting. We reviewed the draft Cybersecurity Incident Response Plan (CIRP). It needs fine tuning, but we are confident we are on the right track, and that we are addressing the issues. The development was funded through BCNET to work with KPMG to create the first draft. We need to make sure it fits the needs of Camosun. The Board will receive a one-hour training session.

2. Executive Committee

Tanya Clarmont, Chair, Executive Committee, noted they met on February 20. We looked at the new Web Properties Management Policy. We received an update on the Phase 2 response plan to the Truth and Reconciliation Calls to Action. 'Governing in the Public Interest', April 26, is open to four appointed Board members. The '2024 Post-Secondary Governance Workshop' takes place on June 13-14 and is open to Board and Administration. Monty Bryant will attend the annual CIGan Connection Conference which takes place April 28 to May 1, in Calgary.

i. 0-1.6 Web Properties Management Policy

Ted Pennell, CIO, noted the Web Properties Management Policy replaces the Web Management Policy, which was developed in 2005. The intent of the policy is to establish consistent standards of quality, management conditions and conditions of use for the website and other related web and digital properties. Consultation and feedback was incorporated from the College Executive Team, the Senior Leadership Council, and the public. The primary audience is defined as the students. The Web Properties Management responsibilities have three levels: the Web Governance Group; the Web Management and Operations Steering Committee; and the Operations and Delivery Group. The next review will be in five years.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE NEW '0-1.6 WEB PROPERTIES MANAGEMENT' POLICY AND RESCIND '0-1.6 WEB MANAGEMENT' POLICY, WHICH IT REPLACES, IN ORDER TO ESTABLISH CONSISTENT STANDARDS OF QUALITY, MANAGEMENT CONDITIONS AND CONDITIONS OF USE FOR THE COLLEGE WEBSITE AND OTHER RELATED WEB AND DIGITAL PROPERTIES.

CARRIED

ii. Immigration, Refugees, and Citizenship Canada (IRCC) Cap on International Students

Lane Trotter, President, noted that on Thursday the Ministry of Post-Secondary Education and Future Skills gave us our Provincial Attestation Letter allocation. Immigration, Refugees and Citizenship Canada (IRCC) will not accept a study permit application without an accompanying Provincial Attestation Letter. Camosun College will be able to issue up to 1,643 Provincial Attestation Letters between Jan. 22, 2024, and Jan. 21, 2025, to prospective international students.

VII APPROVAL OF THE MINUTES

The minutes of the February 5, 2024, meeting were approved as distributed.

VIII NEW BUSINESS**1. Truth and Reconciliation Response - Update**

Ian Humphries, Acting Dean, School of Business and CSEE, provided an update on the college's Phase Two response plan to the Truth and Reconciliation (TRC) Calls to Action. The work builds on the Phase 1 response. Camosun had been working for 30 years on Indigenization prior to the TRC Calls to Action. There are twenty-three actions in Phase two which are in the agenda package. They are based on our four corner-post model of Indigenization.

- Curriculum Development & Delivery
- Services to Students
- Employee Education
- Policy & Planning

The foundation is complete in some areas; but not all as the work is ongoing. Ian provided updates on the work underway in the following areas, and will bring more to the Board in the future:

- Three Hiring Process Actions – recruitment and selection.
- Indigenous Language-Learning Opportunities – for employees, held four two-hour sessions.
- TELFIN TFE WILNEW (TTW) – over six hundred people have taken the program.
- Revitalization of the Camas fields at Lansdowne – a plan is under development.
- Sweat lodge sites – working with local Nations on and off-campus.
- Carving tent – will have carver in residence for house posts.
- Authentic Indigenous voices icon – Library, Indigenizing citations guide.

The Indigenization and Reconciliation Task Force includes thirty people from across the college. Ian meets them every six weeks to get feedback and to measure progress which he takes to the College Executive Team for discussion. He reports out to the Indigenous Advisory Council.

IX ADJOURNMENT

The meeting was adjourned at 6:45 pm.

Tanya Clarmont, Chair

Date

Heather Martin, Executive Assistant

INDIGENIZATION ACTION PLAN | 2023–2028



Eye? Sqâ'lewen

The Centre for Indigenous Education
& Community Connections

TERRITORIAL ACKNOWLEDGEMENT

Eyē? Sqâ'lewen, The Centre for Indigenous Education and Community Connections at Camosun College, acknowledges with deep respect and gratitude that our Centre serves the traditional territories of the lək'wəŋən (Songhees and Kosapsum), Malahat, Pacheedaht, Scia'new, T'Sou-ke, and W̱SÁNEĆ peoples (Tsartlip, Pauquachin, Tseycum, and Tsawout First Nations). Learners, faculty, staff, are all enriched by the friendship and gracious welcome extended by the stewards of the land and by the beauty of the land on which we live, work, and learn.

This image is captured from our first Q'CASET Culture Camp at Narvaez Bay, located on Saturna Island, within the traditional territories of the Coast Salish peoples, including the Tsawout and Tseycum First Nations.

MESSAGE FROM THE EXECUTIVE DIRECTOR



As the Executive Director of Eyē? Sqā'lewen, I am proud of our work delivering award-winning, nationally-recognized Indigenous programs and support services to students. We carry forward the vision of trailblazers like Janice Simcoe, former Director of our Centre, as we advocate for Indigenous leadership and strong relationships between the college, students and local Indigenous communities.

Today, we have the responsibility of moving Indigenous education forward and being the place of choice for Indigenous students, as they begin their post-secondary education journey. As Songhees Elder Dr. Skip Dick often emphasizes, it used to be that our people would run away from school; now, they are running to school—underscoring a significant change in how our Indigenous communities view and engage with post-secondary education.

We have been able to live and share Eyē? Sqā'lewen—a lək' wəŋən term offered to us by Songhees Elder Elmer George, which references “good heart, good mind, and good feelings”—with so many students. Whether as educators, advisors, or administrators, we nurture students' well-being in all aspects of their journey.

With a dedicated team and through the advice from our Indigenous Advisory Committee, I am honoured to share our five-year Indigenization Action Plan to guide our efforts in becoming self-determining and further reflective of Indigenous values. We continue to grow, providing Indigenous awareness, knowledge and understanding for all people, in our continued journey of walking together in a good way.

As we navigate this journey, we acknowledge our ancestors and predecessors, striving to tread lightly and forge paths for future generations. Together, we're committed to Indigenous student success, recognizing that in education, we are all teachers and we are all learners.

Mahsi Cho,

Dr. Todd Ormiston, Northern Tutchone/Tlingit
Executive Director

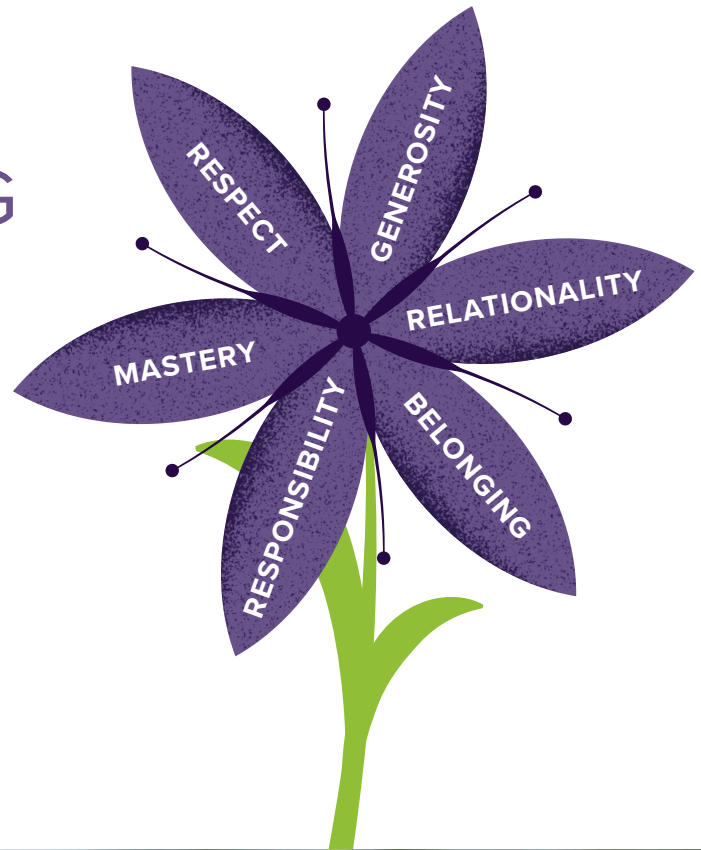
Eyē? Sqā'lewen – the Centre for Indigenous Education and Community Connections

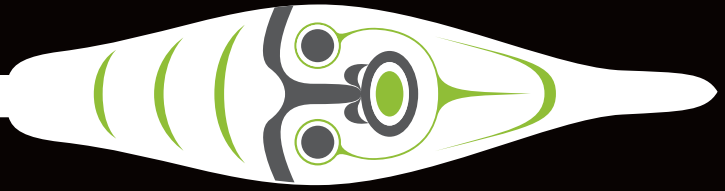
OUR WAYS OF BEING

We walk together.

We believe that Indigenous learners, including us, reach our fullest potential and greatest joy when our connections with land and water, identity, and tradition are integrated into the ways we learn and teach.

Our Ways of Being honours Kirkness and Barnardt's 4 R's and reflects the principles of the *Circle of Courage* by Dr. Martin Brokenleg: We seek and hold values of generosity, belonging, mastery, relationality, responsibility, and respect. Through this, we bloom a Camas concept map to represent the values that guide our work alongside students to encourage in them—and in ourselves—Eyē? Sqā'lewen, good heart, good mind, good spirit.





OUR PLAN

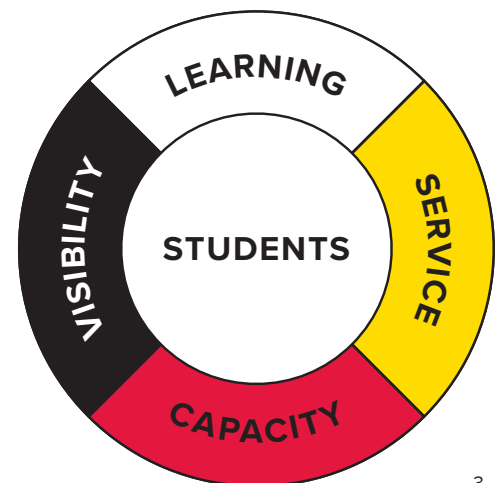
In alignment with Camosun College's five-year Strategic Plan, released in February 2023, our Indigenization Action Plan positions *Honouring Indigenous Resurgence* as a pivotal focus. It embodies Camosun College's renewed commitment and Eyē? Sqā'lewen's significant efforts to integrate Indigenous perspectives and practices across all facets of our institution.

This plan serves as a guide for Eyē? Sqā'lewen, and for the rest of the college. Indigenization, reconciliation, and resurgence requires a concentrated effort from all corners of our institution, community, and beyond. This plan references four priority areas that focus our collective efforts towards enhancing hiring processes, improving staff learning, enhancing the Indigenous student experience, and streamlining internal event planning processes.

By addressing these key areas, we aim to foster an environment where Indigenous cultures, traditions, and knowledge systems not only flourish but are also respected and integrated into every aspect of the college.

OUR PRIORITIES

Our action plan is deeply rooted in our mission to engage in Indigenous education, services, and leadership, enhancing student learning and enriching relationships with communities. This commitment is reflected across four interconnected priority areas, each embodying our Ways of Being and placing our students' well-being and growth at the heart of our endeavours. By integrating these priority areas with our individual and collective responsibilities, we strive to create an enriching environment that fosters academic excellence, cultural understanding, and personal development for all students and staff at our college.



LEARNING

We seek to further enrich learning opportunities at Camosun College with local Indigenous knowledge to deepen understanding and respect for Indigenous cultures, traditions, and relations.

INCREASE LAND AND WATER BASED LEARNING

On The Land Spaces ●●

Expand Camosun and collaborative community outdoor spaces for cultural and ceremonial use, to include proposals for cultural spaces, gardens, and revitalization of camas fields.

Padding Together ●●

Develop opportunities to learn together on the water, such as increased use of the Camosung canoe as an education tool and participation in Tribal Journeys.

Language Learning ●●

Offer local and other Indigenous language learning opportunities for staff and students to foster cultural understanding and support language revitalization efforts within our community.

STRENGTHEN COMMUNITY EDUCATION

Indigenous-Focused Educational Programs ●●

Develop a range of culturally based courses, Indigenous electives, micro-credentials, and community programming to expand our comprehensive offerings in Indigenous education.

Community Engagement and Wellness ●

Establish seasonal culture camps throughout the year and develop pathways for the Indigenous Community Wellness Program to promote health, well-being, and immersive learning.

Urban Indigenous Networks ●●

Incorporate, reflect, and respect the voices and diversities of urban Indigenous organizations and communities through active participation, representation and consultation.

● = Eyē? Sqā'lewen ● = Camosun



SERVICE

We are dedicated to enriching Indigenous activities and programming on campus and within our community, aiming to foster wholistic experiences and a supportive environment.

AMPLIFY INDIGENOUS STUDENT SERVICES

Strengthen Connections ●

Diversify our communication channels and strengthen our forms of personal engagement to maximize connections with Indigenous students.

Boost Recruitment ●

Increase the number of outreach activities specifically designed for Indigenous students, such as: information sessions, open houses, and tours.

Enhance Retention ●

Foster a sense of belonging and mentorship among Indigenous students by improving their experience with college processes and support services, nurturing their minds and hearts.

NURTURE INDIGENOUS ACTIVITIES

Event Planning and Engagement ●

Enhance our internal events through assessment, refinement, and development of new events that further engage students and our community to foster proactive engagement.

Wellness and Cultural Resources ●●

Provide updated workshops and resources for staff and student wellness, ranging from canoe borrowing or access to medicines to revising Our Ways of Being document.

Leadership in Event Management ●●

Encourage and support staff leadership in organizing and leading Indigenous events at Camosun; promote a broader involvement and understanding of Indigenous cultures within the college community.



CAPACITY

We will ensure Camosun College's commitment to Indigenization through leadership, education, and collaboration. Together, we will expand the capacity within our Centre and across the college to honour and integrate Indigenous knowledge, supports, and perspectives.

ADVANCE INDIGENIZATION

Collaborative Staff Training ●●

Increase offerings to enhance staff learning of racism, colonization, and Indigenous ways of being through training, such as of TELFIN TFE WILNEW (TTW) and SW,ŒENENITEL: Doing Good Work Together

Share Roles and Responsibilities ●●

Indigenization is the responsibility of employees at the college. Eyē? Sqā'lewen will empower Camosun staff to both actively support and take the lead with Indigenous events and initiatives.

Community Engagement ●

Foster deeper connections between the college, post-secondary institutes, and local Indigenous communities by facilitating dialogues, partnerships, relationship agreements and shared projects.

STRENGTHEN INTERNAL CAPACITY

Comprehensive Onboarding ●

Develop an onboarding process that encompasses culturally informed job descriptions, mentorship, Indigenous perspectives, and cultural sensitivity training from the onset.

Staff Organization ●

Revise Eyē? Sqā'lewen's organizational structure to accurately represent current roles, responsibilities, and to improve supervision and mentorship practices

Staff Learning ●●

Provide the capacity and develop new ongoing learning opportunities for staff on college processes and Indigenous ways of being, knowing, and doing.

● = Eyē? Sqā'lewen ● = Camosun



VISIBILITY

We are committed to amplifying the presence and awareness of Indigenous cultures at Camosun College, weaving the rich tapestry of Indigenous art and knowledge into the visual fabric at both of our campuses.

HONOUR THE PAST

A Living Archive ●●

Increase the visibility, care, and awareness of Indigenous artwork, architecture, and cultural items, enriching campus-wide understanding and appreciation of Indigenous history.

Sharing Our Stories ●●

Launch interactive resources to highlight and share the stories behind the significant Indigenous sites, artworks, and structures on campus. This includes informational plaques, video stories, and an interactive art map.

Renaming ●●

Recognize local Indigenous names for campus spaces as a crucial step toward supporting resurgence of Indigenous cultures, languages and honouring those who have shaped our community.

EMBRACE THE FUTURE

Artistic Opportunities ●●

Establish new opportunities for Indigenous artistic expression on campus by launching innovative projects, inviting community collaboration and enriching the educational experience for all students.

Innovative Growth ●●

Support Indigenous self-determination and cultural resurgence by empowering growth through new funding opportunities and innovative forms of engagement, such as the Hearts and Hands pins campaign.

Indigenizing Spaces ●●

Identify new campus spaces designed to reflect the history and cultural traditions of all Indigenous peoples, creating environments where all Indigenous students feel enriched and welcome.



CLOSING MESSAGE

We hold our hands up and honour the dedicated students, staff, Elders and Knowledge Keepers in Eyē? Sqā'lewen, and colleagues for their vital contributions to our Indigenization Action Plan. Special thanks to Carlie Chase at Nawaska Consulting for her exemplary leadership in guiding this pivotal project. This plan weaves together our key priorities with Camosun College's commitment to addressing the Truth and Reconciliation Commission of Canada's Calls to Action, alongside embracing the principles of the BC and UN Declaration on the Rights of Indigenous Peoples. Through this plan, we acknowledge and celebrate the resilience, leadership, governance, and pursuit of self-determination by First Nations, Métis and Inuit Peoples. This journey towards Indigenization is a testament to the collective wisdom, strength, and vision of our Indigenous communities.

Eyē? Sqā'lewen's Indigenization Action Plan plan is a step towards a future where Indigenous knowledge, values, and systems of governance are integral to the fabric of Camosun College, guiding us towards a more inclusive, equitable, and respectful academic and community environment. Together, let's continue to walk this path of learning, understanding, and growth.



ABOUT THE LOGO

The logo for the Centre for Indigenous Education and Community Connections was designed by the late Ditidaht artist, Tsa Qwa Supp (Art Thompson). The two wolves represent members of a governing traditional system called TI'uu Kwala. This system is practiced within the Nuu-chah-nulth Nation. Certain members of this system are keepers of knowledge. Tsa Qwa Supp was extraordinarily generous to Indigenous students at Camosun College, leading the fundraising that developed our Cultural Centre at our Lansdowne Campus, which led to the Tsa Qwa Supp student award. We gratefully acknowledge Tsa Qwa Supp.





Na'tsa'maht

Working Together as One



For more information please visit: camosun.ca/indigenous