



## BOARD OF GOVERNORS

### REGULAR MEETING AGENDA

**MEETING:** Monday, February 1, 2016  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216  
**CAMPUS:** Lansdowne Campus

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#### **BOARD MEMBERS:**

Ron Rice, A/Chair  
Sherri Bell, President  
Stephen Chang  
Cindy Choi  
Jennifer Erwin  
Stefan Fletcher  
Nigel Giuliany  
Bill Gyles  
Chris Marks  
Shayli Robinson  
Laylee Rohani  
Nancy Sly  
Cynthia Wrate

#### **ADMINISTRATION:**

John Boraas, VP Education  
Deborah Huelscher, Chief Financial Officer  
Barbara Severyn, Executive Director, Human Resources  
Geoff Wilmshurst, VP Partnerships  
Joan Yates, VP Communications, Advancement & Planning

**REGRETS:** Russ Lazaruk

**BOARD ASSISTANT:** Heather Martin

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Camosun College campuses are located on the traditional territories of the Lkwungen and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

#### **I CALL TO ORDER**

#### **II OATH OF OFFICE**

1. Stefan Fletcher

#### **III INTRODUCTION**

1. Geoff Wilmshurst, Vice President Partnerships

#### **IV APPROVAL OF THE AGENDA**

#### **V BOARD MEMBER REPORTS**

1. Chair's Report [10 min] (Rice) no attachment
2. President's Report [10 min] (Bell) no attachment
3. Foundation [5 min] (Rice/Yates) no attachment

	<b>PAGE</b>
4. Education Council [5 min] (Rohani/Wrate)	
i) Minutes of the October 26, 2015 meeting	attachment 4
ii) Minutes of the November 16, 2015 meeting	attachment 9
5. Pacific Institution for Sport Excellence [5 min] (Chang)	no attachment
<b>VI BOARD COMMITTEE REPORTS</b>	
1. Executive Committee [5 min] (Rice)	no attachment
2. External Relations Committee [5 min] (Rice)	no attachment
i) Award for Innovation Sub-Committee [5 min] (Wrate)	no attachment
3. Finance Committee [10 min] (Choi)	
i) Minutes from the October 26, 2015 meeting	attachment 14
ii) Report from the January 25, 2016 meeting	no attachment
<b>VII APPROVAL OF THE MINUTES</b>	
1. Minutes of the November 2, 2015 meeting [2 min] (Rice)	attachment 16
<b>VIII NEW BUSINESS</b>	
1. Draft Mandate Letter 2016/2017 for Public Post-Secondary Institutions [10 min] (Rice)	attachment 21
2. Student Housing [30 min] (Bell, Rice) *	no attachment
3. Strategic Plan [30 min] (Bell)	attachment 27
<b>IX ADJOURNMENT</b>	
* Requires a decision. See Page 3 for the proposed motions.	attachment 3

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**CORRESPONDENCE**

1. Rector, Arusha Technical College, Tanzania, on new President, August 26, 2015.	attachment 32
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**BOARD OF GOVERNORS  
REGULAR MEETING**

**Monday, February 1, 2016**

**VIII NEW BUSINESS**

**2. Student Housing**

**MOTION:**

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS PROCEED WITH THE PRE-PROCUREMENT WORK AS OUTLINED. THE PRESIDENT WILL UPDATE THE BOARD OVER THE NEXT SIX MONTHS, TO BE FOLLOWED BY A FORMAL REPORT AND RECOMMENDATIONS IN THE FALL.



# Approved Minutes

Monday, Oct 26, 2015

4:00-6:00 pm

CC 321, Interurban

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## Present

Alison Bowe, Faculty	Patrick Jones, Faculty
Bijan Ahmadi, Faculty	Peter Ove, Faculty
Cindy Drover-Davidson, Faculty	Rachael Grant, Student
Connie Klassen, ICC Chair	Sarah Lindsay, Student
Corrine Michel, Indigenization Coordinator	Shelley Butler, Permanent Secretary
Cynthia Wrate, Faculty	Shohreh Hadian, Faculty
Dominic Bergeron, Administration	Stephen Bishop, Faculty
Emara Angus, Student	Tim Ayers, Faculty
Laylee Rohani, Board of Governors	

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## Regrets/Absent

Lisa Robertson, Faculty	Leslie Martin, Support Staff
Hannah Thomson, Student	Nicole Greengoe, Administration
John Boraas, Administration	Sherri Bell, President

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## Guests

Joseph Hoh, Arts and Science

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ITEM	PRESENTER
<p><b>A. Call to order and Declaration of Quorum</b></p> <p>The Regular Meeting was called to order at 4:04 by Cynthia Wrate, Education Council Chair.</p>	<b>Cynthia Wrate</b>
<p><b>B. Acknowledgement of Coast Salish Territory</b></p> <p><i>Cynthia acknowledges the Coast Salish Territory. Camosun College serves the communities of southern Vancouver Island and the south Gulf Islands that are located in the traditional territories of the Esquimalt; Lekwungen; Malahat; Pacheedaht; Pauquachin (Saanich); SC'lanew; Tsartlip (Saanich); Tsawout (Saanich); Tseycum (Saanich); and T'Sou ke Nations. Camosun College campuses are located on land that is the traditional territory of the Lekwungen, Esquimalt, and Saanich peoples. <a href="http://camosun.ca/aboriginal/territory.html">http://camosun.ca/aboriginal/territory.html</a></i></p>	<b>Cynthia Wrate</b>
<p><b>C. Round-Table Check-In</b></p> <p>Cynthia welcomed everyone and requested a roundtable check-in. The round table check-in is a way to Indigenize our meetings. The topic for the check-in, is what prompted you to join Education Council.</p>	<b>Cynthia Wrate</b>
<p><b>D. Acceptance of Agenda</b></p>	<b>Cynthia Wrate</b>

ITEM	PRESENTER
<p>The Oct 26, 2015 agenda was accepted via unanimous consent with a few changes, remove the welcome to new members, Cynthia will present the Board of Governance discussion item, and the Education Policy update will be postponed as John is away.</p>	
<b>E. Minutes for Approval</b>	Cynthia Wrate
<p>The Sept 21, 2015 regular meeting minutes were approved via unanimous consent.</p>	
<b>F. Reports</b>	
<b>1. Education Council Chair</b>	Cynthia Wrate
<p>Cynthia did attend the Council of Education Councils Meeting. She noted that we share common best practices and concerns with other Education Councils with regard to the relationship between Education Councils and their respective Boards. Many of the other colleges are clarifying their governance procedures and their advisory role to their Boards. Some of the other Colleges are envious of our commitment to adding policy resources.</p>	
<b>2. VP Academic</b>	John Boraas
<p>John sent his regrets due to illness.</p>	
<b>3. Board Member</b>	Laylee Rohani
<p>Laylee reported that the last Board Meeting was on Oct 5, 2015. The Board was given updates on the Strategic Plan development. Stage 2 of that process is now complete. The information received is being processed and then there will be an interactive report released sometime between early to mid-November. The Board also received a Risk Management report (that included financial risk, external risk, etc.).</p>	
<b>G. Committee Reports</b>	Cynthia Wrate
<b>1. Awards</b>	Dominic Bergeron
<p>Nil</p>	
<b>2. Education Approvals Steering Committee</b>	Tim Ayers
<p>There is no Chair currently in place for this committee. Tim Ayers, as a committee member, gave the report. Tim noted that there were mostly new committee members in attendance at the last meeting. A broad overview of what the committee has done-to-date, and an update on how the Program Admission Requirements will be documented to align with the College website were presented.</p>	
<b>3. Education Council Policy and Standards Committee</b>	Steven Rumpel
<p>Steven noted that the VP Education Office is currently in the process of hiring a Manager for the Education Policy position.</p>	

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**H. Integrated Curriculum Committee Report**
**Connie Klassen**


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**Curriculum Recommended for Approval**
**PRESENTATION**

Connie introduced Joseph Hoh, Chair of Visual Arts. Joseph presented the renewed Diploma in Visual Arts program. Questions and discussion followed.

**Motion**

It was moved and seconded by the Integrated Curriculum Committee that Education Council approves changes (renewed and new) to the following curriculum :

- Diploma in Visual Arts (IDS 952) – description, admission requirements, participation requirements, learning outcomes, program content, program code
- Revisions: ART 102 (IDS 1247), ART 103 (IDS 1248), ART 106 (IDS 1249), ART 124 (IDS 956), ART 128 (IDS 958), ART 140 (IDS 959), ART 142 (IDS 960), ART 144 (IDS 961), ART 240 (IDS 978), ART 265 (IDS 983)
- New courses: ART 121 (IDS 953), ART 127 (IDS 957), ART 222 (IDS 976), ART 234 (IDS 977), ART 242 (IDS 980), ART 260 (IDS 981), ART 268 (IDS 986), ART 269 (IDS 987), ART 282 (IDS 990)
- Cancel courses: ART 122 (IDS 954), ART 123 (IDS 955), ART 160 (IDS 965), ART 220 (IDS 974), ART 221 (IDS 975), ART 241 (IDS 979), ART 264 (IDS 982), ART 266 (IDS 984), ART 267 (IDS 985), ART 280 (IDS 988), ART 281 (IDS 989)

**Motion Carried**

**REGULAR CURRICULUM**

Connie presented the following curriculum for approval. Questions and discussion followed. There was discussion on the role of the ICC. It was clarified that when curriculum is put forward by the ICC it is deemed to be approval ready. The role of Education Council is not to duplicate the curriculum review work done by the ICC. Education Council members are advised to review curriculum documents in the EdCo Agenda curriculum document folder on the Share Point site prior to the meeting if they not comfortable voting solely based on the ICC recommendation.

**Motion**

It was moved and seconded by the Integrated Curriculum Committee that Education Council approves changes to following revised curriculum :

- COMP Courses
  - Cancel courses: COMP 101 (IDS 1282), COMP 102 (IDS 1283), COMP 136 (IDS 1284), COMP 142 (IDS 1285), COMP 143 (IDS 1286), COMP 158E (IDS 1287), COMP 158M (IDS 1288), COMP 159M (IDS 1289), COMP 162 (IDS 1290), COMP 163 (IDS 1291), COMP 164 (IDS 1292), COMP 165 (IDS 1293), COMP 174 (IDS 1294), COMP 201 (IDS 1295), COMP 202 (IDS 1296), COMP 203 (IDS 1297), COMP 232 (IDS 1298), COMP 233 (IDS 1299), COMP 243 (IDS 1301), COMP 292 (IDS 1302)
  - Revisions: COMP 132 (IDS 1433), COMP 156 (IDS 1281), COMP 238 (IDS 1300).
- ELD 092 (IDS 1271) and ELD 094 (IDS 1272) – short description, course type, credits, learning outcomes

- ASTR 101 (IDS 1254) and ASTR 102 (IDS 1255) – title, pre-requisite, learning outcomes
- PHIL 250 (IDS 1259) – description, pre-requisite, learning outcomes

**Motion Carried***1 abstention***Issues Arising from Curriculum Review:**

Connie Klassen

**Course Duplication**

During the ICC review, two issues of course duplication were raised again. The ICC did not have any indication that the courses were “duplicates” of one another. Instead they relied on College employees familiar with the content to note the issue during the curriculum review process. Students most likely are unaware that if they take these courses they will only receive credit for one course at UVic. The College is lacking direction and policy on approving and communicating “duplicate” curriculum to our students.

Questions and discussion followed.

**I. Presentations and/or Discussions****1. Cancellation of Academic Policy Committee Terms of Reference**

Cynthia Wrate

Education Council approved Policy G 3.5 Policy and Standards Committee Terms of Reference in May 2014. Policy G 3.5 supersedes Policy G 3.2 Academic Policy Committee Terms of Reference; however there was no motion at that time to cancel Policy G 3.2. It was brought to Education Council’s attention that they must approve a motion to cancel Policy G 3.2. As such, a motion was put forward to cancel Policy 3.2 Academic Policy Committee Terms of Reference.

**Motion**

Tim Ayers put forward a motion and it was seconded by Stephen Bishop to cancel Policy G3.2 Academic Policy Committee Terms of Reference, as it has been replaced by policy G3.5 Policy and Standards Committee Terms of Reference

**Motion Carried****2. Board of Governors Acceptance of New Program & Approval of Cancellation of Program Procedures**

Cynthia Wrate

On Sept 14, 2015 the Board approved an administrative procedure to facilitate an acceptance of new programs and approval of program cancellations as follow:

- Acceptance of new programs: The procedure includes a functional definition of “programs to be offered”, the information to be included in a briefing report, and the procedural steps to be followed.
- Approval of program cancellations: The procedure outlines the information to be included in a briefing report and the procedural steps to be followed.

These procedures were shared with Education Council for information only.

**J. Next Meeting**

Cynthia Wrate

Regular Meeting

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Monday, Nov 16, 4-6, CC 321, Interurban

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**K. Adjournment**

Cynthia Wrate

The Meeting adjourned at 6:08 pm.

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# Approved Minutes

Monday, Nov 16, 2015

4:00-6:00 pm

CC 321, Interurban

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## Present

Alison Bowe, Faculty	Leslie Martin, Support Staff
Bijan Ahmadi, Faculty	Nicole Greengoe, Administration
Cindy Drover-Davidson, Faculty	Patrick Jones, Faculty
Connie Klassen, ICC Chair	Peter Ove, Faculty
Corrine Michel, Indigenization Coordinator	Rachael Grant, Student
Cynthia Wrate, Faculty	Sarah Lindsay, Student
Dominic Bergeron, Administration	Shelley Butler, Permanent Secretary
Emara Angus, Student	Sherri Bell, President
Hannah Thomson, Student	Shohreh Hadian, Faculty
John Boraas, Administration	Tim Ayers, Faculty

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## Regrets/Absent

Laylee Rohani, Board of Governors	Shelley Melissa, Faculty
Lisa Robertson, Faculty	Stephen Bishop, Faculty

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## Guests

Lois Fernyhough, Arts and Science	Kathryn Le Gros, Coop Education
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## ITEM

## PRESENTER

### A. Call to order and Declaration of Quorum

Cynthia Wrate

The Regular Meeting was called to order at 4:07 by Cynthia Wrate, Education Council Chair.

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### B. Acknowledgement of Coast Salish Territory

Cynthia Wrate

*Cynthia acknowledges the Coast Salish Territory. Camosun College serves the communities of southern Vancouver Island and the south Gulf Islands that are located in the traditional territories of the Esquimalt; Lekwungen; Malahat; Pacheedaht; Pauquachin (Saanich); SC'lanew; Tsartlip (Saanich); Tsawout (Saanich); Tseycum (Saanich); and T'Sou ke Nations. Camosun College campuses are located on land that is the traditional territory of the Lekwungen, Esquimalt, and Saanich peoples. <http://camosun.ca/aboriginal/territory.html>*

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### C. Round-Table Check-In

Cynthia Wrate

Cynthia welcomed everyone and requested a roundtable check-in. The topic for the check-in is what is one things you wish Education Council could achieve?

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### D. Acceptance of Agenda

Cynthia Wrate

The Nov 16, 2015 agenda was accepted via unanimous consent

ITEM	PRESENTER
<b>E. Minutes for Approval</b> The Oct 26, 2015 regular meeting minutes were approved via unanimous consent.	Cynthia Wrate
<b>F. Reports</b>	
<b>1. Education Council Chair</b> Cynthia noted that work continues to move forward on the hiring for the Manager of Education Policy position. She also reported that there is a substantial amount of curriculum being reviewed at the ICC this month.	Cynthia Wrate
<b>2. VP Academic</b> John referred Education Council members to his email update from Nov 2, 2015. It is attached to these minutes for reference.	John Boraas
<b>3. Board Member</b> Laylee was absent. Cynthia reported that the board examined research related to student learning outcomes and the enrolment report. The report examines how Camosun is doing in terms of growth and decline in domestic and international student populations. She also noted the next open strategic issues board meeting will be on Dec 3, 4-6, Fisher 100. It will focus on Service to Students, and should include robust issues such as student housing.	Cynthia Wrate
<b>G. Committee Reports</b>	Cynthia Wrate
<b>1. Awards</b> Nil	Dominic Bergeron
<b>2. Education Approvals Steering Committee</b> Nil	Tim Ayers
<b>3. Education Council Policy and Standards Committee</b> Nil	Steven Rumpel
<b>H. Integrated Curriculum Committee Report</b>	Connie Klassen

### Curriculum Recommended for Approval

#### PRESENTATION

Connie introduced Kathryn Le Gros, Coop Education, and Lois Fernyhough, Coop Education. Kathryn and Lois presented the new CDEV WPS course. Questions and discussion followed.

Discussion included but was not limited to:

- *COOP WEP will still continue to be recognized in place of CDEV WEP*
- *This course will be open to all students at Camosun. It will be the same tuition as COOP WEP.*
- *The Electronics and Computer Engineering Technology, Civil Engineering Technology and Mechanical Engineering Technology programs were approved by Education Council*

**ITEM****PRESENTER**

*in June 2015 with a placeholder for this course. It is intended to be a mandatory graduation requirement for all students in these technology programs regardless if they participate in a Coop or Internship.*

- *CDEV WEP can be PLA'd.*
- *Mandatory versus non-mandatory graduation requirement of this course.*

**Motion**

It was moved and seconded by the Integrated Curriculum Committee that Education Council approves changes (renewed and new) to the following curriculum :

- CDEV WPS Workplace Preparation Skills (IDS 1453) – new course

**Motion Carried****REGULAR CURRICULUM**

Connie presented the following curriculum for approval.

**Motion**

It was moved and seconded by the Integrated Curriculum Committee that Education Council approves changes to following revised curriculum :

- Certificate in Applied Project Management (IDS 1422) description, participation requirements, learning outcomes, content, special notes
- APMC 500V (IDS 1423), APMC 501V (IDS 1424), APMC 502V (IDS 1425), APMC 503V (IDS 1426), APMC 504V (IDS 1427), APMC 505V (IDS 1428) short description, hours, learning outcomes
- MS Office Certificate (IDS 1536) - hours, BSCM 521V (IDS 1429) short description, hours
- ABT 140 (IDS 1416), ABT 142 (IDS 1417), ABT 144 (IDS 1418), ABT 150 (IDS 1419), ABT 154 (IDS 1415), ABT 156 (IDS 1420) – course cancellations
- CHIN 200 (IDS 1399), CHIN 201 (IDS 1400), CHIN 220 (IDS 1401), CHIN 221 (IDS 1402) – course cancellations
- Engineering Transfer (IDS 1403) – admission requirements, content, completion requirements, special notes
- IDS 210 (1450) – description, pre-req., hours
- SPMA 260 (IDS 1432) – pre-req., co-req.
- MRAD 157 (IDS 1537) – activity and hours

**Motion Carried****Issues Arising from Curriculum Review:**

Connie Klassen

**Pre-requisites**

There are instances where pre-requisites are identified in the curriculum documents but they are not utilized in the automated system in Colleague. Subsequently students may be able to access a course for which they do not have the stated pre-requisites. This is typically occurs in program areas where there is a

**ITEM****PRESENTER**

desire to have student register in all courses at once when they sign-up. As such, we cannot set pre-requisites on courses as students will not be able to sign up for all courses at once.

In instances where this occurs there is a lack of clarity if the course actually has a pre-requisite or not? The listing of the pre-requisite leads everyone to believe there is a pre-requisite, when in reality there isn't one.

**Program, Credentials and Admission Requirements**

Some programs are designed that will allow a student to take all of the content without ever actually signing up for the program and meeting the admission requirements. This does not present an issue if the admission requirements are in alignment with all course curriculum. However, in instances where a program requires additional requirements (i.e. particular age, portfolio, resumes, etc.) it becomes more convoluted. If a student completes all program content, without ever being admitted to a program:

- Do we require the student to meet the admission requirements at the end of the program before they receive their credential?
- In programs where this is possible, does it mean the Admission Requirements (i.e. the additional ones):
  - are not actually serving the purpose the curriculum developer intended;
  - are not in alignment with the program outcomes; and
  - therefore the Admission Requirements (i.e. the additional ones) should be removed.

This would influence existing programs, as well as how we develop and evaluate new programs coming forward.

**Course cancellations**

The question has arose at ICC as to how long a course that has not been offered for period of time be allowed to remain before a mandatory cancellation is required. There is an impact on articulation practices when this does not occur.

ITEM	PRESENTER
<b>“Permission of Chair to Register”</b>	
<p>Given that students can seek “Permission of the Chair to Register” for any course at Camosun College, where should such language exist on College documents and website to ensure transparency for all. Questions and discussion followed.</p>	
<b>I. Presentations and/or Discussions</b>	
<p><b>1. Motion for Policy G-3.4 Revision</b>            Connie put forward a revision to the Integrated Curriculum Committee’s (ICC) Terms of Reference to define ICC’s quorum and consensus. Questions and discussion followed.</p>	<p><b>Connie Klassen</b></p>
<p><b>Motion to Defer</b>            It was moved by Tim Ayers and seconded by Peter Ove that Education Council defer the following motion to the next meeting.</p> <ul style="list-style-type: none"> <li>5. Quorum is required for all decisions leading to a recommendation to Education Council.</li> <li>5. <b>A quorum of 80% of the committee</b> is required for all decisions leading to a recommendation to Education Council.</li> <li>6. Decisions will be made by consensus.</li> <li>6. Decisions will be made by consensus <b>of 80% of the committee.</b></li> </ul> <p style="text-align: right;"><b>Motion Carried</b></p>	
<p><b>2. Notice of Motion: Academic Schedule Policy</b>            Steven briefly notified Education Council that revisions to the Academic Schedule Policy would be coming forward to the December Education Council for a request for approval. Education Council members can refer to the attached briefing for further details on the changes.</p>	<p><b>Steven Rumpel</b></p>
<p><b>3. CIAN Indigenous Protocol</b>            John needed to leave the meeting at 6:00 so this item will be moved to the next meeting.</p>	<p><b>John Boraas</b></p>
<p><b>4. Education Policy Update</b>            John needed to leave the meeting at 6:00 so this item will be moved to the next meeting.</p>	<p><b>John Boraas</b></p>
<p><b>J. Next Meeting</b>  <b>Happy Holidays Social</b>  <b>Mon, Dec 14, 3:30-4:00, CC 321, Interurban</b>  <b>Regular Meeting</b>  <b>Mon, Dec 14, 4-6, CC 321, Interurban</b></p>	<p><b>Cynthia Wrate</b></p>
<p><b>K. Adjournment</b>            The Meeting adjourned at 6:39 pm.</p>	<p><b>Cynthia Wrate</b></p>



## BOARD OF GOVERNORS

### FINANCE COMMITTEE MINUTES

**MEETING:** Monday, October 26, 2015  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216, Lansdowne Campus

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**BOARD MEMBERS:**

Cindy Choi, Chair  
Sherri Bell, President  
Jennifer Erwin  
Russ Lazaruk  
Nancy Sly

**RESOURCES:**

Deborah Huelscher, Chief Financial Officer (CFO)  
Barbara Severyn, Executive Director, Human Resources

**REGRETS:**

John Boraas, VP Education  
Tom Roemer, VP Strategic Development  
Joan Yates, VP Communications, Advancement  
& Planning

**BOARD MEMBERS ATTENDING:** nil

**BOARD ASSISTANT:** Heather Martin

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**I CALL TO ORDER**

Cindy Choi, Chair, called the meeting to order at 5:00 pm.

**II APPROVAL OF AGENDA**

The agenda was approved as presented.

**III MINUTES OF PREVIOUS MEETING**

The minutes of the September 14, 2015, meeting were approved as distributed.

**IV NEW BUSINESS**

**1. Financial Management Report for the Six Months to September 30, 2015**

Deborah Huelscher, CFO, gave an update on the financial results for the first half of the fiscal year. The consolidated summary of revenue and expenses has a new legal size format with activities shown by column, reconciled to the front page. Each activity area has a page with supporting details.

Actual results are \$2M ahead of budget as of September 30 due to higher tuition and grant revenue and some cost savings.

Discussion was held on the way the revenue areas are reported as the numbers do not tell the whole story. For greater clarification, Deborah will look at different scenarios going forward.

Base Operations are ahead of budget. Revenue is tracking ahead of budget and is expected to continue to do so. Enrolment is lower in ABE and ESL, but 90% of the students enrolled received financial aid. Personnel costs are down due to timing issues and will rise later in the year. Non-personnel costs are tracking \$500K over budget. International Education is forecast to meet targets. Continuing Education is slightly ahead of target. Contracts and self-funded activities are ahead and the trend is expected to continue. Applied Research is slightly behind budget due to timing and will balance by year-end. Enterprise Point shows a deficit, but is expected to be ahead by year-end. Ancillary Services is \$156K behind but as it is mainly due to timing variances, the prediction for year-end is only down \$30K. Additional funds were received in capital for specific repairs. It is expected that surplus funds will be available for strategic priorities including additional infrastructure repairs and maintenance.

## **2. Budget 2016/2017 Update**

Deborah Huelscher advised that based on current results a balanced budget with no reductions for next year is anticipated. The College Executive Team (CET) will determine the process over the next few weeks.

## **V ADJOURNMENT**

The meeting was adjourned at 6:15 pm.



## BOARD OF GOVERNORS

### REGULAR MEETING MINUTES

**MEETING:** Monday, November 2, 2015  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216, Lansdowne Campus

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**BOARD MEMBERS:**

Russ Lazaruk, Chair  
Sherri Bell, President  
Steve Chang  
Cindy Choi  
Jennifer Erwin  
Nigel Giuliany  
Bill Gyles  
Chris Marks  
Ron Rice, Vice Chair  
Shayli Robinson  
Nancy Sly  
Cynthia Wrate

**ADMINISTRATION:**

John Boraas, VP Education  
Deborah Huelscher, Chief Financial Officer  
Tom Roemer, VP Strategic Development  
Barbara Severyn, Executive Director, Human Resources  
Joan Yates, VP Communications, Advancement & Planning

**GUEST:** Dan Hodgson, Director, Institutional Research & Planning

**REGRETS:** Laylee Rohani

**BOARD ASSISTANT:** Heather Martin

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**I CALL TO ORDER**

Russ Lazaruk, Chair, called the meeting to order at 5:00 pm.

**II APPROVAL OF THE AGENDA**

The agenda was approved as distributed. An in-camera meeting was added immediately following the regular meeting.

**III BOARD MEMBER REPORTS**

**1. Chair's Report**

Russ Lazaruk, Chair, met with Sherri Bell several times for updates and agenda setting. He and Sherri met with Barb Severyn, Executive Director of Human Resources, to review the policy on compensation. The Foundation hosted a reception to celebrate their donors on October 22. Russ Lazaruk, Sherri Bell and Nancy Sly attended. It was a great event. On October 30, a celebration was held for the 25th Anniversary of the Dental Health program and the 40th Anniversary of the CDA program. Sherri Bell and Nancy Sly attended, as well as Dr. David Philip, who was Board Chair in 1989. Dr. Philip was President of the Victoria and District Dental Society and the College of Dental Surgeons of BC and was involved in setting up the program. He worked with the Provincial Government and the Minister of Advanced Education to get the



funding to help build the Dental building. Laylee Rohani will bring a welcome speech to the School of Health and Human Services student awards ceremony on November 5. Ron Rice will speak at the Dedicated Service dinner on November 5. The dinner honours employees who have reached 20, 25, 30, 35, and 40 years of service. Steve Chang will bring the welcome to the School of Arts & Science's student awards ceremony on November 6.

The Board Resourcing and Development Office (BRDO), has not yet announced Marilyn Pattison's replacement. The person that had been put forward withdrew because of too many other commitments. Russ asked the board members to send him their ideas for new members.

A Sharepoint site is under development for the Board of Governors. The members will receive an email invitation to the site. The site will hold all the documents for the board, including agenda packages. Russ asked for feedback on areas to be added, or any functionality that would be useful. All documents will be available electronically, so Russ asked the members to tell Heather Martin if they no longer need a paper copy of the agenda.

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

President Sherri Bell has completed her work plan, and will share it with the board soon. Her first goal is to build relationships and fully understand what everyone does. A key part of that is meeting with individuals and groups. Sherri visited the English, Environmental Technology, Nursing, Psychology, and Visual Arts departments. She attended classes and met teachers and students. Whenever possible she accepts invitations, and has heard many amazing stories and made numerous connections with people.

Sherri attended two Foundation events. The Foundation donor event was very well done. Joan Yates' team transformed a hallway into a beautiful place to celebrate. She attended the Foundation strategic planning session on Thursday.

The Dental Health celebration was wonderful, and the guests had a great time. It was the 25th Anniversary of the Dental Hygiene program and the 40th Anniversary of the CDA program. Fundraising continued for United Way on Friday with 'Bergeron's Bar' and a photo booth. Dominic Bergeron, Dean, Arts & Science, had a western theme non-alcoholic bar to raise funds. Sherri went to the Aboriginal Pit Cook afterwards, which drew a large crowd. Janice Simcoe was there cooking fried bread for the guests. Skip Dick, Eddy Charlie and Kristen Spray (who developed Orange Shirt Day) also attended.

The star collection stage of the Strategic Plan development is complete, and it has moved on to the next stage. John Boraas and Sherri are traveling to Edmonton tonight for the '3rd Skills and Post-Secondary Education Summit 2015' conference. Sherri is speaking at a Chamber lunch later in November. She and John Boraas and Tom Roemer addressed the national Trades Deans conference in Victoria in October.

## **3. Foundation**

Ron Rice, Foundation Liaison, could not attend the Foundation donor event or the strategic planning session due to work commitments, but they were both very successful. Joan Yates, Vice President, Communications, Advancement & Planning noted the strategic plan will look at how the Foundation board can help the college. They see a need for a greater link with the board, possibly through the executives, to get a better sense of what the college needs from

them. They developed actions and strategies on fundraising, stewardship of finances, governance, stewardship of donors, and awards. The strategic plan will go to board for information when it is finished.

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

Cynthia Wrate, Chair, Education Council, noted the last meeting was rescheduled to Monday due to the Federal election. They brought forward the new procedures for informing the board about new programs. Cynthia attended the semi-annual 'Council of Education Council' meeting in Cranbrook. They discussed the relationships between Boards and Education Councils, in particular sections 19 and 23 of the College & Institute Act. There is an opportunity for Camosun to clarify what the process is for Education Council to advise the board where they have a responsibility to, and for the board to seek advice from Education Council. The relationship at Camosun is one of collegiality and mutual respect.

### **IV BOARD COMMITTEE REPORTS**

#### **1. Audit Committee**

- i) The minutes from the June 1, 2015 meeting were included in the agenda package. It was the last meeting with the Office of the Auditor General (OAG) as the auditor.
- ii) Bill Gyles, Chair, Audit committee, advised they met with KPMG, the new auditors, on October 28, 2015. KPMG was the college auditor five years ago, prior to OAG's term. KPMG reviewed their audit plan for Camosun for the coming year. Nothing of significance was identified. KPMG will have a five year term as Camosun's auditor.

#### **2. Executive Committee**

Russ Lazaruk, Chair, Executive committee, reported they meet one week prior to the board meetings. They reviewed the new policy on compensation. The Chargers Golf team is now the Canadian champion. The Chargers Men's Volleyball won gold at the Canadian championships last year, and Russ helped raise the banner for them on November 23.

- i) Total Compensation Philosophy

Barb Severyn, Executive Director, Human Resources, advised the Government conducted a province-wide review on compensation for the public sector, and came up with recommendations for a common compensation philosophy for all public sector employers. The proposed policy was patterned on the Government's template, and must be submitted to the Public Sector Employers' Council (PSEC) for approval by November 30, 2015.

#### **MOTION**

**THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE NEW POLICY 'O-5.13 TOTAL COMPENSATION PHILOSOPHY'.**

**CARRIED**

#### **3. External Relations Committee**

Ron Rice, Chair, External Relations committee, reported the official CTEI opening has been moved to February, after which the committee will plan municipal events for Victoria, Saanich, and First Nations. The Award for Innovation sub-committee met today to discuss the process for 2015-2016. The process will be managed through Richard Stride, Dean, Centre for Sport and Exercise Education (CSEE) on behalf of the board. They will solicit internal and external nominations, and determine the criteria. They will use a process that will highlight the finalists

as well as the winner. The committee will make a recommendation to the board for a final decision. The prize will be awarded at a function yet to be determined.

#### **4. Finance Committee**

- i) The minutes from the September 14, 2015, were included in the agenda package.
- ii) Cindy Choi, Chair, Finance committee, provided a report from the October 26, 2015, meeting. Deborah Huelscher, CFO, reviewed the financial results for the first half of the year. The results were \$2M ahead at September 30, due to tuition and grant revenue and cost savings. The consolidated summary of revenue and expenses has a new legal size format, and each activity area has a page with supporting details. ABE and ESL enrolment was down, but 90% of those enrolled received financial aid. International enrolment is expected to meet targets. Continuing Education, Contracts and self-funded activities are ahead of target. Applied Research and Enterprise Point are behind but are expected to balance by year-end. The forecast is for the budget to be \$119M at year-end. Additional funds will be available for strategic priorities including additional infrastructure repairs and maintenance, but it cannot be spent until it is realized. Based on current results, a balanced budget with no reductions for 2016-17 is anticipated.

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

The minutes of the October 5, 2015 meeting were approved as distributed.

#### **VI UNION REPORTS**

The report from the Camosun College Faculty Association (CCFA) was included in the agenda package.

#### **VII NEW BUSINESS**

##### **1. Fall Enrolment Report**

Dan Hodgson, Director, Institutional Research & Planning, gave an overview of the Fall Enrolment report. The members were asked to tell Joan Yates if they require additional information in the report. Overall enrolment is flat. The School of Access saw a decrease as it was down 322 FTE due to funding and tuition uncertainty. A large team has been working on mitigating the numbers with student surveys and marketing, and getting the funding and grant information to the students. Domestic enrolment was down slightly, and international enrolment was up. International students enroll in a higher number of courses. Based on previous feedback, 'Overall Domestic Student Counts – Similar Institutions', and 'Third Trimester – Spring and Summer' were added to the report. The 'Overall Domestic Student Counts' shows the downward trend for domestic enrolment across BC in similar institutions. There was an increase in the third trimester. A glossary of key terms was included on the final page.

##### **2. Student Housing – Next Steps**

Sherri Bell, President, noted the board Executive discussed student housing at their last meeting. Bill Gyles raised some excellent questions, so Russ Lazaruk, Bill Gyles and Sherri met with Kathryn Le Gros, a key leader on the issue. In order for the board to have as much information as possible, Sherri suggested a one-topic meeting in January. It will enable the board to get answers to all their questions before deciding if they are ready to go to the next step. Sherri advised there is no timeline, so the process should not be rushed and should move forward thoughtfully. Heather will send a note to the members next week with a date for the

January meeting, a request for the type of information needed by the members, and the past documentation. Sherri Bell will take the feedback to the January meeting.

**3. Health Building and VP Search Updates**

Sherri Bell advised the proposal for the Health Building was submitted to Government, but there has been nothing new since to report.

The applicants for the Vice President Administration position were shortlisted today. The first set of interviews will take place next week, and the second set will follow a week later.

**VIII ADJOURNMENT**

The meeting was adjourned at 6:55 pm.

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**Russ Lazaruk, Chair**

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**Date**

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**Heather Martin, Recorder**

Our Ref. 101302 - Re Draft 201617 Mandate Letter for public post-secondary institutions.txt

From: Minister, AVED AVED:EX <AVED.Minister@gov.bc.ca>  
Sent: Monday, January 18, 2016 2:35 PM

January 18, 2016  
Our Ref. 101302

Dear Board Chairs, Public Post-Secondary Institutions:

Please find attached the draft 2016/17 Mandate Letter for public post-secondary institutions, for review by your board.

An annual Mandate Letter signed by all board members is a deliverable under the Taxpayer Accountability Principles.

The 2016/17 Mandate Letter is based on the template for all public sector organizations and outlines Government strategic priorities for the public post-secondary system. Of key importance is consultation with institutions on the priorities outlined in the Mandate Letter. The priorities are long-term commitments and build upon those in the previous Letters.

I invite you to provide input on the draft Letter, particularly the strategic priorities. Please direct your comments to Ms. Sandra Carroll, Deputy Minister at AVED.DeputyMinister@gov.bc.ca, by February 5, 2016.

The final Letter will be informed by your feedback. I anticipate sharing a copy with you before the end of the fiscal year. In order for all board members to sign the Letter soon after, I would ask that this request be considered as you schedule board meetings for the upcoming year.

Thank you for your consideration. I look forward to receiving your comments on the draft Mandate Letter.

Sincerely,

Andrew Wilkinson  
Minister of Advanced Education

Attachment

pc: Ms. Sandra Carroll, Deputy Minister, Ministry of Advanced Education  
All Post-Secondary Institution Presidents  
Ms. Robin Ciceri, President, Research Universities Council of BC  
Ms. Ruth Wittenberg, President, British Columbia Association of Institutes and Universities  
Mr. Colin Ewart, President, BC Colleges  
All Post-Secondary Institution Board Chair Assistants  
All Post-Secondary Institution President Assistants

**2016/17 Draft Mandate Letter for Consultation**

Full Name and Address

Our Ref. 101302

Dear [Name of Board Chair of Institution]:

On behalf of the province of British Columbia, I would like to thank you for your leadership and the contributions made by [Institution] over the past year. We recognize the efforts made in supporting the strategic actions identified in the 2015/16 Mandate Letter, which continue to be priorities this year.

In 2014, Government established a common set of principles for British Columbia public sector organizations. The intent of the Taxpayer Accountability Principles is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by Government on behalf of the citizens of British Columbia. All public sector organizations are expected to understand the responsibility they have to the citizens of British Columbia and how it is complimentary to the fiduciary duty to their organizations.

This Mandate Letter confirms your mandate, provides the annual strategic direction from Government and sets out key performance expectations for the 2016/17 fiscal year for your institution.

Respect for the taxpayer through affordable public policies is a core Government value. It is critical that public post-secondary institutions operate as efficiently as possible, to ensure British Columbians are provided with the highest-quality programs and services. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient and effective delivery of programs and services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the commitment by Government to controlling spending and balancing the budget.

Government is responsible for funding, setting the legislative, regulatory and public policy frameworks in which public post-secondary institutions operate along with establishing the Institution's mandate. This includes the following statutory provisions.

[Relevant legislative references to be added in final letter to each institution]

Within the terms of the legislation, [Institution] will, in fulfilling its mandate, consider strategic priorities of Government when allocating institutional resources.

To achieve this mandate, the [Institution] is directed to take the following strategic actions:

- Develop and implement an updated Skills Gap Plan, in alignment with priorities of the BC Skills for Jobs Blueprint;

- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase the participation and success of Aboriginal learners;
- Continue to deliver on the goals of the International Education Strategy including pursuing opportunities to advance the two-way flow of students (Nicola Valley Institute of Technology is exempt from the requirement to increase international students);
- Collaborate with the Ministry on the development of a single, unified application system for all public post-secondary institutions in the province;
- Meet or exceed the financial targets identified in the Ministry's three-year Service Plan as tabled under Budget 2016, including maintaining balanced or surplus financial results; and
- Continue to maximize the efficient use of public post-secondary administrative resources through the Administrative Service Delivery Transformation initiative.

To achieve this, several actions as detailed in the 2014 Taxpayer Accountability Principles transition letter, are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For information on the Principles, please see <http://gov.bc.ca/crownaccountabilities>.

Government is committed to continuing to revitalize the relationship between Government and public post-secondary institutions. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations and institutional priorities. Timely communication of any issues that may affect [Institution] and/or the interests of Government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

As public post-secondary institutions that receive funding from the Government, institutions are expected to conduct their affairs in a manner consistent with the legislative, regulatory and policy framework established by Government and share in upholding the Taxpayer Accountability Principles. This includes:

1. Adhering to the policy, guidelines and directions of the Public Sector Employers' Council regarding executive compensation and the management freeze that remains in place for the present time, recognizing the fiscal reality facing the provincial public sector.
2. Negotiating settlements with unionized employee groups consistent with the Economic Stability Mandate for all collective agreements that expire on or after December 31, 2013.
3. Ensuring that institutional operational and financial activities, including procurement and travel, are conducted consistent with Government standards for cost-consciousness and the most cost-effective use of taxpayer resources.
4. Conducting board matters in accordance with the best practice guideline.

[For Colleges and Institutes only]

5. Ensure board remuneration rates comply with Order in Council 180/95 and that remuneration is publicly disclosed annually on the institution's or associated ministry's website as required by the Treasury Board Directives.

The Core Policy and Procedures Manual of Government can be found on the Ministry of Finance website at <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm> and other supporting documents found on the Public Sector Employers' Council Secretariat website at <http://www.fin.gov.bc.ca/psec/>.

The Government has also provided the Institution with *Reporting Requirements* which sets out statistical, financial and performance reporting requirements and which can be found on the Ministry's website. The Institution agrees to meet these *Reporting Requirements*, and provide the Government with reports and high quality data required by Government to carry out its responsibilities.

As our economy grows, there will be thousands of job openings in various occupations. More than 78 percent of these openings will require post-secondary education. These jobs range from professions to skilled trades to management. To ensure that British Columbians have the training and skills needed to take advantage of these opportunities, our Government launched the BC Skills for Jobs Blueprint in April 2014. Thousands of students who are taking courses this fall – from critical trades to health care to business administration – are doing so as a result of targeted funding for high-priority occupations.

Government is committed to providing support to help students succeed, while at the same time making sure that funding is focused on front-line education. British Columbia has taken great strides in making post-secondary education affordable and accessible for students of all backgrounds. Our Government works with employers, institutions and students to provide research, education and training to position our diverse workforce for continued success on a competitive global stage.

Together we need to continue to look for more opportunities to position our public post-secondary system for ongoing success.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website and a copy signed by all board members provided to the Ministry and made available upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the Taxpayer Accountability Principles, key results and working together to protect the public interest at all times.

Sincerely,

Andrew Wilkinson  
Minister

Attachment: Taxpayer Accountability Principles

pc: Distribution List Follows

pc: Honourable Christy Clark  
Premier



Mr. John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Ms. Kim Henderson  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Ms. Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Signature page will be added in final letter

## B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

- |   |  |
|---|--|
| <p><b>1 Cost Consciousness (Efficiency)</b></p> | <p>Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.</p>                 |
| <p><b>2 Accountability</b></p>                  | <p>Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate.</p> |
| <p><b>3 Appropriate Compensation</b></p>        | <p>Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.</p>  |
| <p><b>4 Service</b></p>                         | <p>Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.</p>   |
| <p><b>5 Respect</b></p>                         | <p>Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.</p>   |
| <p><b>6 Integrity</b></p>                       | <p>Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.</p>        |



## Board Briefing Note

**Submitted by:** Sherri Bell, President  
**Date:** January 20, 2016  
**Topic:** The College's Strategic Plan – An Update  
**Supporting Documentation:** Draft Plan

Over the past three months I have worked with the college community on a process to refresh the Strategic Plan, *Inspiring Lives*. The original plan continued to have relevance in terms of strategic direction, but an update was required. This “refresh” takes that original plan and, with extensive college consultation, provides a newer and succinct focus for what will be achieved in the 2016-2020 timeframe.

Nearly 400 members of the college community offered input and ideas through a *ThoughtExchange* online consultation on what was important to them and what needed to be included in a revised plan. In addition, external one-on-one interviews with industry and with social agencies undertaken for the Trademark case development as well as the extensive public consultation on health provided an in depth lens on how agencies and industry viewed the college. A social media strategy was put into place for student input and meetings were held with the Camosun College Student Society (CCSS). That input set key themes for a Senior Leadership Council (SLC) (comprised of the President, Vice Presidents, all deans and directors) planning meeting in late November 2015.

SLC worked extensively through all components of the college feedback, reviewed broader trends in our community through an environmental scan and undertook an analysis of major trends in post-secondary education. This was followed by an SLC and an exempt group review of the draft, resulting in further modification and clarification.

This draft will be reviewed by the Board of Governors for input at a high level. The Board will see this report again in a finalized version – for approval – after a final round of college consultation. Once the mission, vision, values and pillars are endorsed, the mandate of the President is to build on the goals and then produce an action plan. However, this draft offers the opportunity for initial input from the Board on the general direction. Following this input, the draft will go forward to the broader internal college community to ensure that “we got it right” in terms of the intent of both the college consultation and the resulting draft plan. The key messages from the college community that were important to the SLC process were that people are proud of the work they do; that they believe in the mandate of the college; and that they would like the plan to be “achievable” with a tighter focus. This draft works to reflect those interests.

**Steps in the Strategic Planning Process**

1. Environmental Scan and review of current issues - complete
2. External input from community groups and industry - complete
3. College wide on line consultation - complete
4. SLC workshop to develop first draft based on all input - complete
5. SLC and Exempt group review of first draft - complete
6. Board review of first draft - February
7. Revised plan to the college community for refinement - February
8. Strategic Plan reviewed and decision made by Board - April
9. Action plan developed in support of the strategic plan – April to June
10. The action plan is launched – September



**Strategic Planning | Camosun College**  
**WORKING DRAFT – For Board Input**  
**Version: January 19, 2016**

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### 1. The Vision (where we want to go)

Our vision statement needs to define an optimal future for the college along with guidance and inspiration about what we should focus on achieving.

The following options have been developed *from which we need one*:

- Inspiring lives everyday through life changing learning.
- Inspiring life changing learning and experiences.
- Inspiring and empowering life changing learning.

### 2. The Mission (why we exist)

Our mission statement defines our purpose and outlines what we do, who we do it for and how we accomplish this.

The following options have been developed *from which we need one*:

- We help build a better future for people by supporting them with an outstanding learning experience that is at the core of their own journey.
- We help build a better future for people by supporting them in their own learning.
- We build a better future for our community through support and integrated learning.
- We create a better future through relevant, innovative, experiential learning experiences – we are ALL about education.
- We inspire a better tomorrow by providing relevant and innovative learning experiences for lifelong student success.

*Key words that surfaced during the process: making things better; experiential; relevant; learning experience; integrated; inspire lives every day; impactful; a leader in learning; destination; foster innovation; provide opportunities; catalyst; it's about relationships; building communities.*

### 3. The Principles (our “checklist”)

Principles provide a “checklist” for decision making. They contribute to a lens that relates to the impact of decisions and they should influence and be incorporated into these processes. Using these principles helps to guide our actions.

Adding principles is a new addition from the previous plan.

For our decision making and actions, we will use five principles as a lens:

**How are students impacted?** What is the student perspective on this decision or action? Will it enhance their experience and make things more positive? What is the impact on those we serve? Have students’ voices been heard as part of the process used to make this decision / change?

**How is the college community impacted?** What is the impact of this on the people who work here? Who else needs to be involved and who can help? Who needs to know and why do they need to know this? Have we considered other departments and their priorities in this decision? How do we integrate this with the work we are *all* doing? Can we say that this is the right call for the college *as a whole*?

**What is the impact on the external community?** Do we understand the community impact? What is the impact on our broader community? Does this support people who are working on social and economic change and does it enhance the place where we all live and work? And can the community in turn support us? How do we support the external community's needs? What are their expectations of us in relation to this decision or action?

**Where can we take the lead? Where are we as community leaders?** Camosun undertakes innovative approaches every day and has expertise in many areas of teaching, learning and services. As part of our role in society and in confirming our own social responsibility, the broader community needs us to facilitate change and is asking us to be at the forefront of broader decisions. We need to ensure that our voice is heard and that we are proactive in our external relationships. Examples range from proactive community based economic development to our relationship with indigenous nations and our role in health and wellness. Internally, examples are our work in teaching and learning; program review and renewal; our applied research; indigenization and inter culturalization.

**How sustainable is this decision? Can we afford it?** Camosun needs to play its part to ensure conscious use of all resources and a willingness to seek other opportunities to ensure its own viability. This includes a commitment to environmental sustainability and the wise use of all of our resources - including financial and human resources - by finding alternate means to generate revenue to support our students by enhancing programs. The college is not ruled by its finances, but it must ensure that dollars are spent to support the right priorities.

#### 4. College Values (how we act)

College values reflect a common core of understanding and a guideline for how we interact and work with each other and how we relate to students. They are a positive reflection of what is at our core and are seen in our practice or in how we do things.

##### We value:

- Lifelong learning
- An environment of respect for all people
- The comprehensiveness of this community college
- Education is our core
- An inclusive community
- Our relationships with one another
- Positive and supportive student experiences
- A commitment to the college and its mandate
- Stepping up and getting things done

#### 5. Pillars (help us categorise our goals)

Pillars are what “support” our goals and provide an overall theme or category to base specific goals upon.

**Pillar 1 The Student Experience:** Students need to be at the centre of our decision making. Students are why we are here and supporting them in their objectives is the reason why the college exists.

**Pillar 2 Creativity and Innovation:** Camosun will be guided by a mandate to create and innovate; to question why things need to be done a *certain way*; to develop programs and services that do more than just “meet the needs”. This supports the college in maintaining a vibrant learning environment and helps us address upcoming challenges and opportunities in a forward looking way.

**Pillar 3 Supporting people in an engaged community:** Camosun does not exist in a vacuum. The people who come here, the broader community that we serve, and the people who work here are all matter. As a community college, Camosun is here to play a key role in the vibrancy of our broader community through many means including economic development through jobs and skills training; cultural and social ways through an enhanced and educated society who are engaged; and by supporting organizations and agencies that maintain our society’s well-being.

## 6. Goals (what we want to do)

<b>Pillar 1 The Student Experience</b>	<b>Pillar 2 Creativity and Innovation</b>	<b>Pillar 3 Supporting People in an Engaged Community</b>
<p><i>Goal: Provide an environment in which students learn to learn; are engaged in community; and acquire skills and knowledge that support them in a changing world of work.</i></p> <p><i>Goal: Develop a strong, college wide service philosophy and culture that puts students at the centre of why, what and how we do things.</i></p>	<p><i>Goal: Develop a vision for innovation for the college.</i></p> <p><i>Goal: Increase the active engagement of college leadership, schools, and services in implementing, recognizing, and building on what innovation and creativity means to the college</i></p>	<p><i>Goal: Support the diversity of the people with whom we all learn, work and support</i></p> <p><i>Goal: Build on our committed support for the future of BC’s aboriginal community</i></p> <p><i>Goal: Build on the strengths and opportunities of internationalization for the college and its students.</i></p> <p><i>Goal: Provide leadership and support on key social and economic issues impacting the college and those we serve.</i></p>

# ARUSHA TECHNICAL COLLEGE

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**Ref. No.:** ATC/127/Vol.II/66

**Date:** 26<sup>th</sup> August, 2015

Marilyn Pattison  
Chair  
Board of Governors  
Camosun College  
3100 Foul Bay Road, Victoria, B.C. V89 5J2

Dear Dr. Pattison,

We are pleased to note the appointment of the Camson College President, Ms. Sheeri Bell. We would like to assure you close collaboration with your esteemed College under the leadership of Ms. Bell.

Thank you and wish you a happy festive season!

Yours sincerely,

Eng. Dr. Richard J. Masika  
**RECTOR**