



BOARD OF GOVERNORS

Inaugural Meeting

MEETING: Monday, September 19, 2016
TIME: 5:00 pm
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

Sherri Bell, President
Stephen Bishop
Stephen Chang
Cindy Choi
Joanne Cumberland
Stefan Fletcher
Nigel Giuliany
Meagan Greentree
Debbie Hlady
Russ Lazaruk
Ron Rice, Vice Chair
Laylee Rohani

ADMINISTRATION:

John Boraas, VP Education
Shane Busby, VP Administration
Deborah Huelscher, Chief Financial Officer
Barbara Severyn, Executive Director, Human Resources
Geoff Wilmshurst, VP Partnerships
Joan Yates, VP Student Experience

GUESTS: Christiaan Bernard, Director, Camosun International
Dalia Gonzalez-Harney, Director, Ancillary Services
Scott Harris, Registrar

REGRETS: Bill Gyles

BOARD ASSISTANT: Heather Martin

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.

A G E N D A

- I CALL TO ORDER** (Huelscher)
- II OATH OF OFFICE** (Huelscher)
 - i) Stephen Bishop
 - ii) Joanne Cumberland
 - iii) Meagan Greentree
 - iv) Debbie Hlady
- III ELECTION OF THE BOARD CHAIR** (Huelscher)
 - i) Board Conduct By-Law – Definition of Board Chair
Board Decision Making Policy, Sections B (partial) & C (see page 2 of agenda)
 - ii) Nominations
 - iii) Elections
- IV ADJOURNMENT**

CAMOSUN COLLEGE BOARD OF GOVERNORS
INAUGURAL MEETING SEPTEMBER 19, 2016
ELECTION OF THE BOARD CHAIR

G-1.1 CAMOSUN COLLEGE BOARD CONDUCT BY-LAW (IN PART)

A. Definitions

Board Chair means an external member elected annually to the position of chair from among the voting board members by a majority vote.

G-1.3 CAMOSUN COLLEGE BOARD DECISION MAKING POLICY (IN PART)

B. Roles & Responsibilities

1. Board Chair

The role of the Chair of the Board is to provide leadership to the Board and to:

- a) Chair the regular, in camera, and special meetings of the Board.
- b) Act on behalf of the Board in liaison and linkage with the CEO.
- c) Delegate or appoint Board members to Standing Committees, to the Foundation Board, to the Pacific Institute for Sport Excellence Board and to the Education Council.
- d) Represent the Board at public events and College functions, or delegate.
- e) Act as the official spokesperson for the Board.
- f) Name the Vice-Chair.
- g) Set the Board agenda.

C. Election of the Chair

1. Election of the Chair will be held annually, at the September meeting of the Board.
2. The elections will be presided over by the Vice President Administration and Chief Financial Officer or others as designated by the Board.
3. Nominations for the position of Chair will be called from the floor.
4. A vote will be decided by a show of hands unless a resolution is passed calling for a secret ballot.
5. The Chair will assume his/her position immediately upon the adjournment of the meeting.



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, September 19, 2016
TIME: immediately following the inaugural meeting
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

Sherri Bell, President
 Stephen Bishop
 Stephen Chang
 Cindy Choi
 Joanne Cumberland
 Stefan Fletcher
 Nigel Giuliani
 Meagan Greentree
 Debbie Hlady
 Russ Lazaruk
 Ron Rice
 Laylee Rohani

ADMINISTRATION:

John Boraas, VP Education
 Shane Busby, VP Administration
 Deborah Huelscher, Chief Financial Officer
 Barbara Severyn, Executive Director, Human Resources
 Geoff Wilmshurst, VP Partnerships
 Joan Yates, VP Student Experience

GUESTS:

Christiaan Bernard, Director, Camosun International
 Dalia Gonzalez-Harney, Director, Ancillary Services
 Scott Harris, Registrar

REGRETS: Bill Gyles

BOARD ASSISTANT: Heather Martin

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| I CALL TO ORDER | PAGE |
|---|---------------|
| II INTRODUCTIONS | |
| 1. Christiaan Bernard, Director, Camosun International [2 min] (Wilmshurst) | |
| 2. Dalia Gonzalez-Harney, Director, Ancillary Services [2 min] (Busby) | |
| 3. Scott Harris, Registrar [2 min] (Yates) | |
| III APPROVAL OF THE AGENDA | |
| IV BOARD MEMBER REPORTS | |
| 1. Chair’s Report [5 min] (Lazaruk) | no attachment |
| 2. President’s Report [5 min] (Bell) | no attachment |
| 3. Foundation [5 min] (Rice/Wilmshurst) | no attachment |

| | PAGE |
|---|----------------|
| 4. Education Council [5 min] (Bishop/Giuliany) | |
| i) Minutes of the May 18, 2016, Special and Regular meetings | attachments 4 |
| 5. Pacific Institution for Sport Excellence [5 min] (Chang) | no attachment |
| V BOARD COMMITTEE REPORTS | |
| 1. Award for Innovation Sub-Committee [2 min] (Rice) | no attachment |
| 2. Executive Committee [5 min] (Lazaruk) | |
| i) Five-Year Capital Plan [5 min] (Busby) * | attachment 10 |
| ii) Program Cancellation Request [5 min] (Boraas) * | attachment 11 |
| iii) New Program Acceptance Request [5 min] (Boraas) * | attachment 13 |
| 3. Finance Committee [10 min] (Choi) | |
| i) Minutes from the March 21, 2016 meeting | attachment 15 |
| ii) Report from the September 6, 2016 meeting | no attachment |
| a) Financial Information Act Report * | attachment 17 |
| VI APPROVAL OF THE MINUTES | |
| 1. Minutes of the June 13, 2016 meeting [2 min] (Lazaruk) | attachment 43 |
| VII NEW BUSINESS | |
| 1. Student Housing Update [10 min] (Bell) | no attachment |
| 2. President's Annual Plan 2015-16 and 2016-17 [5 min] (Bell) | attachments 48 |
| 3. Board Self-Evaluation 2015-16 [5 min] (Lazaruk) | attachment 53 |
| 4. Risk Management [10 min] (Busby) | attachments 59 |
| VIII ADJOURNMENT | |
| | |
| * Requires a decision. See Page 3 for the proposed motions. | attachment 3 |

CORRESPONDENCE [nil]



**BOARD OF GOVERNORS
Monday, September 19, 2016**

V BOARD COMMITTEE REPORTS

2. EXECUTIVE COMMITTEE

i) Five Year Capital Plan

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE'S FIVE YEAR CAPITAL PLAN (2017/18 to 2021/22) TO THE MINISTRY OF ADVANCED EDUCATION.

ii) Program Cancellation Request

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PROPOSED CANCELLATION OF THE PROGRAM 'ADVANCED DIPLOMA IN HUMAN RESOURCE MANAGEMENT'.

iii) New Program Acceptance Request

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE PROPOSED NEW PROGRAM 'POST DEGREE DIPLOMA IN ADVENTURE EDUCATION'.

3. FINANCE COMMITTEE

ii) a) Financial Information Act Report

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2015/2016 FINANCIAL INFORMATION ACT REPORT AND AUTHORIZE ITS SUBMISSION TO THE MINISTER OF FINANCE AND THE MINISTER OF ADVANCED EDUCATION.



Approved Special Meeting Minutes

Wednesday May 18, 2016

4:00 – 4:10 Meeting

CC321, Interurban

Present

| | |
|--|------------------------------------|
| Alison Bowe, Faculty (V) | Leslie Martin, Support Staff (V) |
| Bijan Ahmadi, Faculty (V) | Nigel Giuliani, Board of Governors |
| Cindy Drover-Davidson, Support Staff (V) | Peter Ove, Faculty (V) |
| Connie Klassen, ICC Chair | Shelley Butler, Perm. Secretary |
| Corrine Michel, Indigenization Coordinator | Sherri Bell, President |
| Cynthia Wrate, Faculty (V) | Shohreh Hadian, Faculty (V) |
| Dominic Bergeron, Administration (V) | Steven Rumpel, Administration (V) |
| Gillyan Haden, Administration (V) | Sukhdeep Kaur, Student (V) |
| John Boraas, Administration (V) | Tim Ayers, Faculty (V) |

Regrets/Absent

| | |
|------------------------------|-----------------------------|
| Brent Wasserman, Faculty (V) | Stephen Bishop, Faculty (V) |
| Emara Angus, Student (V) | Zachary Snow, Student (V) |
| Shelley Melissa, Faculty (V) | |

Meeting

A. CALL TO ORDER AND A DECLARATION OF QUORUM

The Special Meeting was called to order at 4:07 by Connie Klassen. Quorum declared.

B. ELECTION OF 2016-2017 CHAIR

Connie called for nominations from the floor for the position of Chair of Education Council.

- Tim Ayers was nominated by Steven Rumpel. Tim accepted the nomination.
- Stephen Bishop was nominated by John Boraas. Stephen Bishop is currently out of country but did accept the nomination in advance via email.

There was a request for secret ballot. Stephen Bishop was declared the 2016-2017 Chair of Education Council.

C. ELECTION OF 2016-2017 VICE CHAIR

Connie called for nominations from the floor for the position of Vice-Chair of Education Council. Tim Ayers was nominated by Cynthia Wrate. Tim declined the nomination. There were no other nominations. Connie noted that a by-election will be held in the fall to select a Vice-Chair.

D. NEXT MEETING & ADJOURNMENT

Next meeting for the 2016-2017 Education Council will be Wed, Sept 21, 2016, 4:00-6:00 pm, CC 321, Interurban campus. Connie adjourned the meeting at 4:15 pm.



Approved Minutes

Wednesday, May 18, 2016

4:10-6:00 pm

CC 321, Interurban

Present

| | |
|--|------------------------------------|
| Alison Bowe, Faculty | Nigel Giuliani, Board of Governors |
| Bijan Ahmadi, Faculty | Patrick Jones, Faculty |
| Cindy Drover-Davidson, Support Staff | Peter Ove, Faculty |
| Connie Klassen, ICC Chair | Sarah Lindsay, Student |
| Corrine Michel, Indigenization Coordinator | Shelley Butler, Perm. Secretary |
| Cynthia Wrate, Faculty | Sherri Bell, President |
| Dominic Bergeron, Administration | Shohreh Hadian, Faculty |
| Gillyan Haden, Administration | Steven Rumpel, Administration |
| John Boraas, Administration | Tim Ayers, Faculty |
| Leslie Martin, Support Staff | |

Regrets/Absent

| | |
|-------------------------|--------------------------|
| Emara Angus, Student | Rachael Grant, Student |
| Hannah Thomson, Student | Shelley Melissa, Faculty |
| Lisa Robertson, Faculty | Stephen Bishop, Faculty |

Guests

| | |
|------------------------------------|--|
| Richard Stride, School of Business | Sukhdeep Kaur, Student (Council-Elect) |
|------------------------------------|--|

ITEM

PRESENTER

A. Call to order and Declaration of Quorum

Cynthia Wrate

The Regular Meeting was called to order at 4:15 by Cynthia Wrate, Education Council Chair.

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>

C. Round-Table Check-In

Cynthia Wrate

Cynthia welcomed everyone and requested a roundtable check-in.

| ITEM | PRESENTER |
|--|---------------|
| D. Acceptance of Agenda The May 18, 2016 agenda was accepted. | Cynthia Wrate |
| E. Minutes for Approval The April 20, 2016 minutes were accepted. | Cynthia Wrate |
| F. Reports <ol style="list-style-type: none"> <li data-bbox="212 533 1333 722"> 1. Education Council Chair Cynthia Wrate Cynthia noted that it has been an honor and privilege to serve as Chair for the last couple of years. She reported that she will continue on as a member of the Board of Governor's Innovation Committee, and looks forward to the upcoming Education Council policy sub-committee work next year. <li data-bbox="212 732 1333 848"> 2. VP Education John Boraas John thanked Cynthia for her service to Education Council. He expressed his appreciation for all the work Cynthia has accomplished in the last two years. <li data-bbox="212 858 1333 974"> 3. Board Member Nigel Giuliany Nigel also expressed his thanks to Cynthia for her serving the College as Education Council Chair | |
| G. Committee Reports <ol style="list-style-type: none"> <li data-bbox="212 1047 1284 1299"> 1. Awards Dominic Bergeron Dominic put forward the names of three nominees selected by the Education Council Awards Committee as follows: <ul style="list-style-type: none"> • Leadership in African Awareness Award: Marina Gathright • Peter & Muriel Mixon Animal Rights Award: Michelle Williams • Healthy Minds Award: Kathleen Brown | |
| <p>Motion: It was moved by Sarah Lindsay and seconded by Alison Bowe that Education Council approves the following students for the Education Council Awards:</p> <ul style="list-style-type: none"> • Leadership in African Awareness Award: Marina Gathright • Peter & Muriel Mixon Animal Rights Award: Michelle Williams • Healthy Minds Award: Kathleen Brown <p style="text-align: right;">Motion Carried</p> | |
| 2. Education Council Policy and Standards Committee Steven Rumpel Steven noted that the committee continues to meet. The meeting schedule has recently moved to a monthly schedule. A question was asked by a member regarding the meeting date selections. Steven clarified that committee members schedules are taken into consideration when setting meeting dates for the committee. | Steven Rumpel |

| ITEM | PRESENTER |
|---|---------------------------------------|
| H. Integrated Curriculum Committee Report | Connie Klassen |
| <p data-bbox="212 327 740 359">Curriculum Recommended for Approval</p> <p data-bbox="212 365 513 396">REGULAR CURRICULUM</p> <p data-bbox="212 403 1341 506">Connie presented the curriculum for approval. Questions and discussion followed. Note that there was discussion that the College should consider a broader discussion (possibly as part of our policy work) regarding the course cancellation process.</p> <p data-bbox="245 548 1240 617">Motion: It was moved by Tim Ayers and seconded by Dominic Bergeron that Education Council approves the following curriculum :</p> <ul data-bbox="261 659 1175 968" style="list-style-type: none"> • ENGL 106 (IDS 1990) – course cancellation • Certificate in Leadership Development (IDS 2127) program content <ul style="list-style-type: none"> ○ LDCT 504V (IDS 2128) – course cancellation ○ LDCT 531V (IDS 2129) – course cancellations ○ LDCT 538V (IDS 2250) - new course • AET 411 (IDS 1978) description, requisites, activity/hours • Bachelor Athletic and Exercise Therapy (IDS 1979) program content <p data-bbox="1065 978 1360 1045" style="text-align: right;">Motion Carried <i>Opposed – Bjian Ahmadi</i></p> | Connie Klassen |
| I. Presentations and/or Discussions | |
| <p data-bbox="212 1121 802 1152">1. Policy Needs Analysis Results Presentation</p> <p data-bbox="282 1159 1341 1346">Steven and Katie presented an update and report out on the Education Council Policy Initiative. The presentation included an update and report on the needs assessment policy work, and moving from the needs assessment to the policy work (i.e. our starting points and emergent education policy work). See May 18th, 2016, Education Policy Initiative Power Point presentation for more detail.</p> | Steven Rumpel and Katie Shaw |
| <p data-bbox="212 1388 859 1419">2. MOU's and Dual Credentials/Credits Discussion</p> <p data-bbox="282 1425 1341 1766">Richard Stride presented the MOU between with Technische Hochschule Ingolstadt (THI) in Germany and Camosun College. Over the past four years (since 2012) several students have enjoyed exchange experiences between the two institutions. Through detailed work by faculty from both institutions, Camosun College and THI have agreed to enter into a Memorandum of Understanding (MOU) to further develop their partnership and to support the exchange of students between institutions through a Double Degree exchange. The Double Degree Program leads to two recognized Bachelor's degrees, one from the student's home institution and one from the host institution.</p> | John Boraas with guest Richard Stride |
| <p data-bbox="282 1814 1341 1919">John then presented an overview of Camosun's commitment to MOU's. Camosun College values supportive and mutually beneficial partnerships with colleague institutions where educational benefits exist for our students, programming</p> | |

ITEM**PRESENTER**

and/or faculty. To this end, the college has established and maintains a number of MOUs with local, national and international institutions that support achievement of these values. Such mutually supported agreements may support or provide for (for example): educational pathways and two way flow of students (sending and receiving), curriculum sharing and/or articulation, agreement in principle or a statement of intent to explore opportunities or potential areas of collaboration, and the like. The college seeks to initiate a dialogue with Education Council to support development of a process to meet legislative requirements and provide necessary flexibility to respond to requests for partnership from international colleges and universities that will continue to benefit our students, students of our partner institutions, our programming and the college.

Questions and discussion followed. John noted that he will keep Education Council apprised of MOU's in which the College is engaging, and/or once they are completed. If something is dramatically askew in a signed MOU, the College should know about it, and as such Education Council should raise the issue.

J. Adjournment**Cynthia Wrate**

The Meeting adjourned at 5:59 pm.



BRIEFING NOTE

SUBMITTED BY: Shane Busby, VP Administration
DATE: September 19, 2016
TOPIC: Five Year Capital Plan

For Information: For Decision: **X** For Discussion:

1. OVERVIEW

The Ministry of Advanced Education has requested that each post-secondary institution prepare a list of capital funding needs for the coming five years (2017/18 to 2021/22) and have the list approved by their Board prior to submission.

As directed by the Ministry, all projects being submitted comply with the government’s policies and procedures, including:

- a) AVED’s Capital Asset Reference Guide;
- b) Capital Asset Management Framework;
- c) Greenhouse Gas Reduction Targets Act;
- d) Wood First Act;
- e) LEED® Gold for new construction;
- f) LEED® Silver for major renovation and renewal projects; and
- g) College and Institute Act.

Based upon previous Five Year Capital Plans and considering emerging needs, the following projects have been identified in priority order as Camosun’s top needs:

| | <u>Est. Project Cost</u> |
|---|----------------------------|
| 1. Centre for Health Sciences | \$48.5 M |
| 2. Young Building Remediation | \$34.7 M |
| 3. Dental Building Renewal | \$6.25M |
| 4. Fisher Building Renewal | \$26.0 M |
| 5. Culinary Arts/Food Services Building Renewal | <u>\$10.0 M</u> |
| | Est Total Cost: \$125.45 M |

2. RECOMMENDATION AND OR MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE’S FIVE YEAR CAPITAL PLAN (2017/18 to 2021/22) TO THE MINISTRY OF ADVANCED EDUCATION.



BRIEFING NOTE

SUBMITTED BY: John Boraas, VP Education
DATE: September 19, 2016
TOPIC: Request for the Board for approval of the cancellation of the following program credential - Advanced Diploma in Human Resource Management

For Information:

For Decision: **X**

For Discussion:

Only use relevant sections.

1. OVERVIEW

At this time I am bringing forward the following program credential for cancellation:

Advanced Diploma in Human Resource Management

The Advanced Diploma in Human Resource Management was first offered in Sept 2004. The program was designed for people who are in leadership or management positions, or employed as HR practitioners, or preparing for transition into leadership/management or HR roles. The courses in the program gave **consideration to knowledge and learning** that assisted students in preparation for the CHRP designation.

There were two drivers for the decision to cancel this program:

1. The Human Resource Management Association (HRMA) now requires that members pursuing their Certified Human Resources Professional (CHRP) designation must have a Bachelor degree in any discipline. The advanced diploma does not satisfy this requirement.
2. Confusion by stakeholders when the PDD was launched in 2012. There were many inquiries regarding the differences between the advanced diploma and the PDD from Student Services, potential students, PAC members, and even within the School's own department (competing priorities).

Note that for mature learners who only want to take content specific HR courses, they will have the opportunity to them once they meet the course prerequisites. This would apply specifically to students who do not need or want their CHRP designation.

The College will discontinue accepting applications for January 2017. Current students will be able to complete this program as all courses will continue to be offered in the BBA HRL and PDD in Business Administration, Human Resource Management & Leadership Option programs.

Request for Motion approved the CANCELLATION of the following:

Program Cancellation:

- Advanced Diploma in Human Resource Management (IDS 2215)
- Advanced Diploma in Human Resource Management Coop Appendix (IDS 2217)

2. RECOMMENDATION AND OR MOTION

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PROPOSED CANCELLATION OF THE PROGRAM 'ADVANCED DIPLOMA IN HUMAN RESOURCE MANAGEMENT'.



BRIEFING NOTE

SUBMITTED BY: John Boraas, VP Education
DATE: September 19, 2016
TOPIC: Request for Board of Governors to accept the new program:
 Post Degree Diploma in Adventure Education

For Information:

For Decision: **X**

For Discussion:

1. OVERVIEW

At this time I am bringing forward the following new program for acceptance:

Post Degree Diploma in Adventure Education

The Post Degree Diploma in Adventure Education will prepare educators, outdoor activity leaders, health and human service professionals and others in bringing outdoor and adventure-based learning opportunities to those they serve in their distinct context/settings. Adventure education includes connecting people with natural landscapes, facilitating experiential learning, and engaging in outdoor activities which range from active and challenging, to quiet and reflective.

A current gap exists nationally for this type of training and this program will be unique in its form and function (PDD) and serve to provide graduate level training in the discipline.

This post-degree program of studies builds the knowledge and competencies for adventure leaders to engage in diverse applications of adventure education across sectors and to design safe and meaningful adventure experiences. Upon completion of the program students may work in a variety of sectors such as education, counseling, business or recreation in leadership or program design roles. Further certifications and education beyond this credential may be required for certain areas of employment such as activity-specific guiding qualifications from professional associations.

- ADED 501 Adventures in Group Work
- ADED 502 Outdoor Leadership: Land-based
- ADED 503 Foundations of Adventure Education
- ADED 504 Integral Adventure Education
- ADED 505 Adventure Program Design
- ADED 506 Nature & Human Development
- ADED 507 The Reflective Practitioner

- ADED 508 Transformational Learning
- ADED 509 Outdoor Leadership: Water-based
- ADED 510 The Wilderness Experience

Effective date of offering is July 2017

Request for Motion to approve the acceptance of the following:

- Post Degree Diploma in Adventure Education (IDS 1955) – new program
- ADED 501 (IDS 1956), ADED 502 (IDS 1957), ADED 503 (IDS 1958), ADED 504 (IDS 1959), ADED 505 (IDS 1960), ADED 506 (IDS 1961), ADED 507 (IDS 1962), ADED 508 (IDS 1963), ADED 509 (IDS 1964), ADED 510 (IDS 1965) - new courses

2. RECOMMENDATION AND OR MOTION

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE PROPOSED NEW PROGRAM 'POST DEGREE DIPLOMA IN ADVENTURE EDUCATION'.



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, March 21, 2016
TIME: 5:00 pm
LOCATION: Paul Building, Room 216, Lansdowne Campus

BOARD MEMBERS:

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

RESOURCES:

John Boraas, VP Education
Shane Busby, VP Administration
Deborah Huelscher, Chief Financial Officer
Barbara Severyn, Executive Director, Human Resources
Geoff Wilmshurst, VP Partnerships

BOARD MEMBERS ATTENDING:

Stefan Fletcher
Nigel Giuliany
Chris Marks
Shayli Robinson
Cynthia Wrate

REGRETS: Joan Yates, VP Student Experience

BOARD ASSISTANT: Heather Martin

I CALL TO ORDER

Cindy Choi, Chair, Finance Committee, 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 January 25, 2016 meeting were approved as distributed.

IV NEW BUSINESS

1. BUDGET 2016/2017

Cindy Choi, Chair, advised the budget is \$120M, is balanced, and is up from last year which was \$116M. Deborah Huelscher, CFO, provided an introduction to the proposed 2016/2017 budget, including an overview, accountability, highlights, sustainability and budget risk, and capital. The overall goal is a balanced budget that meets student and community needs and provides capacity for investment. Key factors contributing to the balanced budget are strong domestic and international enrolment, the new funding model for AUG and ESL, and Provincial funding to cover negotiated increases.

Base Operations - Revenue

The Ministry operating grant and service delivery target is \$47M and 7,017 student FTEs. Other grants include the Economic Stability Mandate funding to cover the costs of negotiated

increases of \$1.5M, and the Industry Training Authority funding of \$5.4M. Credit tuition will increase by 2% in September.

Base Operations - Expenditures

Personnel costs are \$76M, there will be \$1M for rebuilding key areas, the Strategic Plan is \$150K, the Education Plan is \$150K, and the Creativity and Innovation Projects is \$100K. Non-personnel costs are \$4.4M, which is the status quo. College wide expenditures are \$4.9M, and College overhead recovery is \$2.5M.

Non-Base

International enrolment will have modest growth and will contribute \$1.3M over last year's results. Continuing Education and Contract Training will contribute \$.6M, down slightly from last year, and are under review. Applied Research is a provincial and national leader, generates capital investment, gets funding from NSERC, and brings in prototyping revenue. Ancillary Services will contribute \$55K ahead of last year and for the second year in a row there will be no parking increase.

SUSTAINABILITY AND BUDGET RISK

The College relies significantly on self-funded activities which will contribute \$10.8M, up \$1.3M over last year, with the most significant contribution from international education. The risk mitigation strategies for international enrolment include market diversification, agent management, and communication with program areas. General risk mitigation strategies include quarterly financial reviews, review of key performance measures, continued engagement with the Ministry and ITA, restructuring and redesign of various areas, and program mix analysis.

CAPITAL BUDGET

The addition of the Centre for Trades Excellence and Innovation building increases amortization expense, offset by matching funds. A budgeted deficit of \$2.9M is the 2016/2017 amortization charge for assets funded internally in prior years (a non-cash accounting entry) and internally funded capital investments.

SUMMARY

There are no reductions and there will be some modest growth. Camosun International growth and other risks are being managed. There is \$1M to reinvest in support services in key areas. Sustainability is addressed in the multi-year planning approach and while challenges remain, the assumption is that future revenue growth or expenditure reduction will enable balanced budgets.

MOTION:

THAT THE FINANCE COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2016/2017 WITH TOTAL REVENUE AND TOTAL EXPENDITURE OF \$120,763,519 RESULTING IN A BALANCED BUDGET. CARRIED

V ADJOURNMENT

The meeting was adjourned at 6:20 pm.



2015/2016 FINANCIAL INFORMATION ACT REPORT

(Published in accordance with the Public Bodies Information Act of British Columbia,
1987, Chapter 8, and the Financial Information Act.)



**2015/2016 FINANCIAL INFORMATION ACT REPORT
STATEMENT OF FINANCIAL INFORMATION APPROVAL**

The undersigned represents the Board of Governors of Camosun College and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Chair, Board of Governors

September 19, 2016

Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9



2015/2016 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

There were no guarantees or indemnities given by the College during the 2015/2016 fiscal year that required government approval prior to being given under the *Guarantees and Indemnities Regulation* (B.C. Reg. 258/87).

Chair, Board of Governors

September 19, 2016

Chief Financial Officer

September 19, 2016



2015/2016 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF DEBT

The College reports no long term debt secured by debt instruments such as debentures, mortgages and bonds for the 2015/2016 fiscal year (B.C. Reg. 371/93).

Chair, Board of Governors

September 19, 2016

Chief Financial Officer

September 19, 2016



2015/2016 FINANCIAL INFORMATION ACT MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act*, have been prepared by management in accordance with section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia, in particular, the financial statements are presented in accordance therewith.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Finance and Audit Committees of the Board. The Finance Committee reviews proposed budgets, monitors financial results and reports on any significant financial matters. The committee meets with management a minimum of 4 times a year. In addition, the Audit Committee, composed of independent Governors, appoints the external auditors, reviews the audit plan and meets with the external auditors to receive their reports prior to making recommendations to the Board of Governors. The committee normally meets 2 times a year.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and expresses an opinion on the financial statements. This examination does not relate to the other schedules and statements required by the Act. This examination includes a review and evaluation of the College's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of the Board.

On behalf of Camosun College:

Name: Deborah Huelscher
Title: Chief Financial Officer

Date: September 19, 2015



**STATEMENT OF REMUNERATION AND
EXPENSES
FOR THE BOARD OF GOVERNORS
FOR THE YEAR ENDED MARCH 31, 2016**

Total amount of remuneration for each board member and the total amount of expenses paid to or on behalf of that board member.

Prepared under the Financial Information Regulation, Schedule 1, section 6(2), (3), (4), (5) and (6)

| Name | Position | Full or Partial Year | Remuneration | Expenses | Retainers | Number of meetings attended |
|------------------------------|------------------------------|-----------------------------|---------------------|-----------------|------------------|------------------------------------|
| Bell, Sherri ¹ | President Ex-officio | Partial | 132,446 | 12,833 | | 43 |
| Chang, Stephen ² | Appointed Member | Full | | | 500 | 20 |
| Chen, Andy | Elected Student | Partial | | | 666 | 2 |
| Choi, Cindy | Appointed Member | Full | | | 2,000 | 29 |
| Erwin, Jennifer | Elected Employee | Partial | 59,803 | 1,998 | | 13 |
| Fletcher, Stefan | Appointed Member | Partial | | 50 | 500 | 4 |
| Giuliany, Nigel | Appointed Member | Full | | | 2,000 | 15 |
| Gyles, Bill | Appointed Member | Full | | | 2,000 | 19 |
| Laurin, Kathryn ¹ | Past President Ex-officio | Partial | 202,056 | | | 0 |
| Lazaruk, Russ | Appointed Member, Chair | Full | | 877 | 2,292 | 54 |
| Lockie, Peter ^{1,3} | Interim President Ex-officio | Partial | 51,108 | 475 | | 10 |
| Marks, Chris | Elected Student | Full | | | 2,000 | 17 |
| Pattison, Marilyn | Appointed Member, Past Chair | Partial | | | 833 | 20 |
| Rice, Ron | Appointed Member | Full | | | 2,000 | 34 |
| Robinson, Shaylee | Elected Student | Partial | | | 1,332 | 10 |
| Rohani, Laylee | Appointed Member | Full | | | 2,000 | 17 |
| Sly, Nancy ¹ | Elected Employee | Full | 88,883 | 6,741 | | 17 |
| Todd, Keith ¹ | Elected Employee | Partial | 46,497 | 314 | | 4 |
| Wrate, Cynthia ¹ | Education Council Ex-officio | Full | 88,997 | 236 | | 21 |
| | | | \$ 669,790 | \$ 23,524 | \$ 18,123 | 349 |

¹Remuneration and expenses reported for elected and ex-officio board members who are employees of the College is in respect of their duties as employees.

²Stephen Chang declined remuneration following the first quarter of 2015.

³Remuneration of Peter Lockie paid to Inverleith Consulting Inc.



**STATEMENT OF EMPLOYEES'
REMUNERATION AND EXPENSES FOR
THE YEAR ENDED MARCH 31, 2016**

Total amount of remuneration for each employee that exceeds \$75,000 and the total amount of expenses paid to or on behalf of that employee, excluding employees who are members of the Board of Governors and excluding any amounts paid under a severance agreement.

Prepared under the Financial Information Regulation, Schedule 1, section 6 and the Financial Information Act, Section 2(3)(b)(i).

| Employee Name | Remuneration | Expenses |
|-----------------------------|---------------------|-----------------|
| Abuleal, Sue | 89,160 | 4,484 |
| Adu-Febiri, Francis | 89,992 | 3,828 |
| Aitchison, Lee | 84,672 | 3,743 |
| Alexander, Julie | 89,829 | 3,000 |
| Alexander, Kevin | 94,466 | |
| Allen, Christian | 97,694 | 4,108 |
| Anderson, Kristal | 88,287 | 3,290 |
| Anthony, Lawrence | 88,256 | 3,000 |
| Armour, David | 89,090 | 5,786 |
| Armstrong, David | 90,299 | 848 |
| Ashwood-Smith, Hannah | 90,002 | 1,495 |
| Astren, Joan | 85,688 | 1,779 |
| Atkinson, Gillian | 86,577 | 3,600 |
| Auchinachie, Valerie | 81,362 | 3,000 |
| Avis, Christopher | 77,140 | |
| Ayers, Tim | 97,017 | 2,076 |
| Ayles, Christopher | 88,256 | 2,536 |
| Bai, Bao-Qin | 89,829 | 3,593 |
| Bain, John | 85,851 | 1,756 |
| Ballinger, George | 91,767 | 369 |
| Balmer, Christopher | 89,992 | 2,719 |
| Bannikoff, Sandra | 89,992 | |
| Barker, Ada | 86,271 | 2,799 |
| Bartlett, C | 95,455 | 6,000 |
| Baskerville-Bridges, Robert | 90,300 | 377 |
| Bass, Michelle | 88,451 | 2,100 |
| Beck, Sandra | 84,879 | 1,891 |
| Bennett, Jennifer | 93,378 | 2,605 |
| Bergeron, Dominic | 114,817 | 12,331 |
| Bergerud, Daniel | 89,829 | |
| Berna, Laura-Lea | 101,628 | 15,595 |
| Berry, Stuart | 95,233 | 43 |
| Biin, Dianne | 78,153 | 14,109 |
| Bishop, Stephen | 88,997 | 3,470 |
| Black, Matthew | 85,954 | |
| Blundon, David | 89,160 | 3,407 |

| | | |
|---------------------|---------|--------|
| Boehme, John | 89,992 | 3,019 |
| Boraas, John | 153,453 | 22,644 |
| Borins, Michael | 93,056 | 958 |
| Borrowman, Anne | 89,089 | 3,892 |
| Bouallouche, Amar | 90,019 | 2,897 |
| Bowe, Alison | 83,666 | 2,199 |
| Bradley, Carmen | 92,087 | 167 |
| Brady, Paul | 89,118 | 3,000 |
| Brash, Mona | 76,696 | 3,000 |
| Brix, Ann | 88,246 | 3,105 |
| Broad, Kyle | 95,015 | 248 |
| Brooks, Nigel | 82,222 | |
| Broom, Zoe | 93,540 | 3,551 |
| Browning, Ian | 89,402 | 7,243 |
| Bryan, Gwenda | 86,804 | 2,483 |
| Burchnall, James | 90,341 | 1,536 |
| Burrage, Peter | 96,051 | 767 |
| Callin, Timothy | 89,576 | |
| Calvert, Brian | 85,161 | 446 |
| Cameron, Ian | 89,828 | |
| Campbell, Brock | 89,419 | 3,960 |
| Campbell, Meghan | 90,798 | |
| Cazelais, Gilles | 89,280 | |
| Chan, Arnold | 83,130 | |
| Chan, Grace | 79,333 | 2,941 |
| Chandler, Susan | 88,997 | 1,586 |
| Chen, Susan | 92,709 | 1,436 |
| Chia, Pei Mei | 93,685 | 156 |
| Christensen, Sandra | 79,163 | 1,170 |
| Chung, Lawrence | 98,476 | 2,733 |
| Clarke, Karen | 89,119 | 2,074 |
| Clarke, Margie | 88,997 | 2,196 |
| Clement, Michelle | 91,795 | 7,457 |
| Coccola, Odette | 92,669 | 2,101 |
| Code, William | 86,233 | 3,215 |
| Coey, Brian | 92,555 | 2,462 |
| Colangeli, Anna | 93,651 | |
| Conway, Jacqueline | 90,852 | 12,280 |
| Corrigan, Shari | 76,538 | 4,502 |
| Crowther, Douglas | 92,087 | 1,908 |
| Cuizon, Gemma | 84,003 | |
| Cumiskey, Jason | 89,119 | |
| Curtis, Trevor | 89,307 | |
| Daigle, Daniel | 90,497 | |
| Dehalt, Annette | 82,031 | 1,738 |
| delVillano, Heather | 93,542 | 21,463 |
| Denchev, Yolina | 90,047 | 4,792 |

| | | |
|-------------------------|---------|--------|
| Dhillon, Jasdeep | 84,003 | 415 |
| Dober, Clemens | 85,270 | |
| Doner, Susan | 80,864 | 2,643 |
| Donnecke, Daniel | 89,713 | |
| Donnelly, Bonnie | 77,420 | 1,223 |
| Doran, James | 89,280 | 973 |
| Dosanjh, Harjit | 77,266 | 1,526 |
| Downarowicz, Jadwiga | 88,487 | 5,208 |
| Drews, Marilyn | 83,217 | 5,146 |
| Duncan, Alan | 104,499 | 3,283 |
| Dundas, Melvyn | 97,798 | 4,668 |
| Dunkley, Christina | 89,014 | |
| Dunning, Troy | 95,020 | 315 |
| Dyer, Clifford | 76,258 | |
| Edwards, Barbara | 89,829 | 4,160 |
| Elkin, Timothy | 89,281 | 3,663 |
| Elliot, Enid | 89,901 | 3,389 |
| Erdelyi, Sarah | 80,517 | 3,753 |
| Evangelou, Teresa | 82,109 | 4,902 |
| Everitt, Carl | 92,710 | 5,548 |
| Fast, Robin | 89,812 | 3,162 |
| Fell, Peter | 89,829 | 798 |
| Ferguson, Stephen | 102,210 | 662 |
| Fernyhough, Lois | 79,136 | 1,713 |
| Ferriss, Anita | 93,343 | 5,274 |
| Fertile, Candace | 89,807 | 3,000 |
| Fisher, Blair | 90,199 | 1,192 |
| Frame, Heather | 91,214 | 449 |
| Frayling, Amanda | 78,778 | 387 |
| Frost, Catherine | 84,850 | |
| Fukushima, Masayuki | 89,829 | 3,000 |
| Fyfe, Maria | 83,177 | 2,214 |
| Gantly, Katrina | 89,992 | |
| Gaudreault, Patricia | 90,459 | 347 |
| Gibbs, Allen | 94,598 | 1,620 |
| Gibbs, Renate | 85,251 | 14,493 |
| Giffon, Karen | 89,105 | 461 |
| Giles-Pereira, Rosalind | 90,341 | 3,325 |
| Glover, Marie | 78,551 | 1,521 |
| Glover, Robert | 95,824 | 1,895 |
| Godwin, Leah | 84,003 | 2,969 |
| Gordon, John | 103,684 | 23,589 |
| Gormican, Stephen | 93,542 | 5,436 |
| Gosse, Carole | 91,344 | 3,214 |
| Gow, Jennifer | 76,664 | 785 |
| Greengoe, Nicole | 100,716 | 8,594 |
| Grigoryan, Narine | 102,290 | 3,695 |

| | | |
|---------------------|---------|-------|
| Grondin, Isabel | 91,078 | 2,171 |
| Gruno, Paul | 89,865 | |
| Haden, Gillyan | 92,626 | 5,272 |
| Hadian, Shohreh | 90,116 | |
| Hagreen, Vara | 80,371 | 4,497 |
| Haig, Graham | 89,829 | |
| Hall, Carly | 94,787 | 9,458 |
| Hamilton, Tark | 89,119 | 3,184 |
| Hampton, John | 89,992 | |
| Harber, Mary | 89,297 | 5,763 |
| Harper, Nevin | 92,861 | 2,899 |
| Harris, Donavan | 85,794 | 923 |
| Harrison, Sybil | 114,635 | 6,131 |
| Haynes, Sheryl | 79,992 | 954 |
| Hayre, Mandeep | 93,510 | 2,370 |
| Haywood, Geoffrey | 89,131 | 3,384 |
| Heagy, Robin | 97,458 | 550 |
| Heerah, Imtehaze | 90,820 | 5,300 |
| Herron, Brian | 89,992 | 1,639 |
| Hlady, Deborah | 97,841 | 6,317 |
| Hodgson, Daniel | 92,864 | 117 |
| Hoggard, Amy | 89,402 | 6,092 |
| Hoh, Joseph | 93,359 | 2,265 |
| Holland, Ken | 143,717 | 4,967 |
| Horsman, Beverly | 89,826 | |
| Hoskyn, Karen | 84,908 | 3,293 |
| Hoyland, Antoinette | 90,429 | 540 |
| Huelscher, Deborah | 137,410 | 2,783 |
| Huffman, Shauna | 84,003 | 1,144 |
| Hulbert, William | 87,950 | |
| Humphries, Ian | 114,798 | 9,274 |
| Humphries, Joan | 93,901 | 4,677 |
| Hunt, Judith | 88,937 | 5,469 |
| Hunter, Peggy | 87,534 | 3,869 |
| Iacobucci, Denise | 90,438 | |
| Inglis, Gordon | 92,656 | 5,108 |
| Ipe, Alex | 88,287 | |
| Iribarne, Jeanne | 90,470 | 2,346 |
| Isaac, Jo-Anne | 78,603 | 4,667 |
| Jackson, Beverly | 90,540 | 3,216 |
| Jackson, Janet | 83,130 | |
| Jackson, Lynnea | 83,381 | 2,705 |
| Jaffey, Marina | 88,144 | 4,183 |
| Jantzen, Darlaine | 91,821 | 6,706 |
| Jarrett, Patricia | 89,554 | 932 |
| Johnson, Pamela | 89,119 | 320 |
| Johnston, Susan | 91,957 | 1,760 |

| | | |
|---------------------|---------|--------|
| Jones, Christopher | 94,779 | 5,253 |
| Jones, Kari | 90,202 | 1,601 |
| Jones, Patrick | 97,774 | 3,762 |
| Kellman, Chris | 107,075 | 1,199 |
| Kemp, Timothy | 91,888 | 2,804 |
| Kendrew, Jolene | 84,019 | 2,574 |
| Kennedy, Sonja | 93,507 | 1,431 |
| Kerins, Kristine | 89,280 | |
| Kerrigan, Neil | 76,372 | 1,302 |
| Khalifa, Nasr | 89,992 | |
| Kilburn, Nicole | 89,992 | 2,593 |
| Kirchner, Christine | 89,119 | 2,950 |
| Klassen, Constance | 93,529 | 836 |
| Knipfel, Graham | 83,652 | 79,654 |
| Kohl, Diana | 83,821 | 2,711 |
| Kristjanson, Tana | 91,150 | 1,253 |
| Ku, Tennyson | 83,008 | |
| Kumar, Mahesh | 101,280 | 2,292 |
| Kunen, Mark | 87,723 | |
| Lai, Raymond | 88,407 | |
| Lane, Kirstin | 88,246 | 2,852 |
| Lang, Stephen | 92,709 | |
| Larkin, Kara | 76,944 | 1,362 |
| Le Gros, Kathryn | 101,399 | 8,483 |
| Lee, John | 89,189 | 3,546 |
| Lee, Lawrence | 93,542 | |
| Lenihan, Beverley | 89,119 | 3,000 |
| LeVecque, Jennifer | 85,660 | 2,840 |
| Li, Diana | 89,119 | |
| Lidstone, Rodney | 91,741 | 1,057 |
| Limacher, Mark | 89,117 | 2,802 |
| Lindner, Bonnie | 83,130 | |
| Lindsay, Maureen | 87,414 | 450 |
| Liska, Julia | 94,162 | 841 |
| Littlejohn, Paula | 89,160 | 2,924 |
| Loewen, Sarah | 101,370 | 4,500 |
| Loree, Kyle | 80,866 | 12,973 |
| Loucks, Byron | 77,000 | 1,532 |
| Lu, Ocean | 85,823 | 3,395 |
| Luick, Nancy | 84,232 | 463 |
| Lundgren, Jodi | 78,275 | |
| Lyle, Ross | 82,851 | 1,250 |
| Lysak, Michelle | 99,228 | 2,281 |
| MacDonald, Kenneth | 87,021 | 595 |
| Mack, Catherine | 91,909 | 1,826 |
| MacRae, William | 88,997 | |
| Mai, Nicolas | 89,992 | 54 |

| | | |
|---------------------|---------|--------|
| Marczak, Karyn | 89,829 | |
| Mason, Rebecca | 89,829 | 2,032 |
| Mayes, Wayne | 95,456 | |
| McAlister, Martha | 87,819 | 2,634 |
| McCormack, Bruce | 89,119 | 4,645 |
| McDonald, Catherine | 84,113 | 910 |
| McIntosh, Ann | 88,897 | 450 |
| McKinnon, Stephen | 75,476 | |
| McPherson, Robert | 88,150 | 1,000 |
| McQueen, Robin | 88,246 | 2,968 |
| Meanwell, Neil | 89,992 | 213 |
| Mearns, Warren | 93,098 | 5,621 |
| Meek, David | 92,087 | |
| Megenbir, Ron | 92,551 | 693 |
| Mehta, Rajesh | 89,160 | 2,480 |
| Mekelburg, Brent | 82,567 | 12,640 |
| Melissa, Shelley | 84,104 | 2,551 |
| Mitchell, Sandee | 87,714 | 2,998 |
| Montague, Valerie | 83,441 | 4,222 |
| Moorhouse, Kelli-An | 89,280 | 5,100 |
| Morch, Elizabeth | 90,940 | 1,072 |
| Morris, Dennis | 92,087 | 12,752 |
| Morrison, Alexander | 100,394 | 3,040 |
| Murray, Geoff | 92,118 | 1,251 |
| Neilson, Karen | 94,319 | 449 |
| Nelson, Edgar | 89,775 | 1,626 |
| Nemec, James | 88,246 | 3,201 |
| Nevado, Thuy | 89,280 | 2,100 |
| Newburg, Grant | 132,056 | 670 |
| Newton, Thomas | 91,924 | 1,437 |
| Nielsen, Olaf | 103,422 | 31,205 |
| Niwa, Maureen | 89,992 | 2,757 |
| Noel, Justine | 89,992 | 3,000 |
| Nordman, Eric | 91,921 | |
| Norrie, Keri | 95,472 | 4,063 |
| Noussitou, Gilbert | 95,653 | 9,059 |
| O'Connor, Alyssa | 81,880 | 545 |
| Odynski, Patricia | 89,929 | 567 |
| Ogilvie, Ernest | 88,941 | 4,934 |
| Ormiston, Todd | 89,119 | 3,911 |
| Ortilla, Noreen | 89,646 | 3,611 |
| Oxford, Ivan | 91,897 | 5,963 |
| Paetkau, Laura | 82,838 | 1,585 |
| Painter, Leslie | 89,119 | |
| Panton, Douglas | 85,403 | |
| Parker, Alison | 89,160 | 3,858 |
| Paterson, Allan | 91,255 | 2,909 |

| | | |
|----------------------|---------|--------|
| Paterson, Elaine | 89,160 | 5,056 |
| Patterson, Dianne | 89,904 | 449 |
| Paxman, Erika | 87,414 | 3,347 |
| Pelling, Cate | 88,246 | 2,550 |
| Penn, Hazell | 89,119 | 3,000 |
| Perkin, Ronald | 81,510 | 3,037 |
| Petays, Brenda | 77,464 | 3,000 |
| Petrak, Heidi | 89,992 | 450 |
| Pettyjohn, Dwayne | 83,538 | 4,842 |
| Pimlott, Godfried | 96,343 | |
| Pitman, Kelly | 89,221 | |
| Plant, Nannette | 76,564 | 8,135 |
| Plante, Ybo | 81,425 | 2,724 |
| Ploughman, Elizabeth | 92,644 | |
| Plummer, Marilyn | 88,997 | 1,508 |
| Pollock, Michael | 87,783 | 92 |
| Pringle, Margaret | 88,287 | 4,635 |
| Prytherch, Sian | 89,992 | 2,710 |
| Quigley, Sharon | 87,409 | 3,108 |
| Raju, David | 89,119 | |
| Rasnick, Deborah | 89,361 | 1,003 |
| Rayson, Todd | 83,271 | 1,067 |
| Read, Nicholas | 99,686 | 2,092 |
| Reed, Jennifer | 85,417 | |
| Reimer, Deidrich | 83,577 | |
| Richman, Michael | 91,616 | 5,404 |
| Rippon, Thomas | 89,080 | 3,000 |
| Robb, Leanne | 85,886 | 3,321 |
| Robertson, Lisa | 88,997 | 845 |
| Robinson, Liisa | 91,023 | 3,045 |
| Robson, Beverley | 81,473 | 6,200 |
| Roemer, Thomas | 126,900 | 47,889 |
| Rook, Rusty | 89,992 | 232 |
| Ross, Kristin | 89,325 | 943 |
| Rumpel, Steven | 93,507 | 146 |
| Russell, Robert | 83,335 | 2,684 |
| Sacilotto, Laura | 89,119 | 3,450 |
| Sandford, Hilary | 88,246 | 1,959 |
| Schaefer, Melissa | 89,829 | 5,711 |
| Schaerer, Saryta | 133,633 | 1,902 |
| Schudel, Emily | 79,869 | 941 |
| Scott, Stephen | 77,182 | 3,732 |
| Sehn, Eric | 114,798 | 4,878 |
| Sekhon, Kanwarjit | 91,290 | 217 |
| Severyn, Barbara | 131,538 | 10,236 |
| Shelstad, Megan | 89,829 | 3,270 |
| Shepherd, Laura | 78,463 | |

| | | |
|------------------------|---------|--------|
| Shields, Diana | 87,553 | 10,561 |
| Shirley, Karen | 88,511 | 174 |
| Sillem, Nikolaas | 80,796 | |
| Simcoe, Janice | 92,813 | 2,832 |
| Sims, Trina | 91,115 | 1,897 |
| Smith, Cynthia | 113,925 | 8,880 |
| Smith, Derek | 91,255 | 1,021 |
| Smith, Mavis | 88,997 | 4,439 |
| Sorensen, Robert | 87,414 | 874 |
| Spaulding, William | 91,527 | 1,053 |
| Stask, Christopher | 99,537 | 6,739 |
| Steele, Robert | 91,261 | 2,806 |
| Stein, Anna | 87,414 | 1,344 |
| Stein, Jennifer | 88,997 | |
| Stekelenburg, Lisa | 75,837 | 6,454 |
| Stephen, Jeffrey | 80,922 | 4,748 |
| Stephens, Karen | 80,490 | 5,251 |
| Stratford, James | 91,924 | |
| Stretch, Lindsay | 90,816 | 700 |
| Stride, Richard | 126,964 | 24,152 |
| Sunderland, Andree | 92,280 | 1,561 |
| Surridge, Blair | 94,861 | 2,521 |
| Swanwick, Mark | 84,208 | 1,163 |
| Syme, Paul | 93,820 | 385 |
| Szwender, Halinka | 95,323 | 2,851 |
| Tait, Shannon | 75,618 | |
| Tarnai-Lokhorst, Kathy | 89,394 | 21,430 |
| Tavares, Cecilia | 75,805 | 615 |
| Taylor, Vi | 89,829 | |
| Thiessen, Susanne | 90,049 | 9,149 |
| Thorndyke, Robert | 124,684 | |
| Todd, Thea | 89,221 | 3,000 |
| Tol, Ian | 102,685 | 1,359 |
| Tonks, Randal | 89,591 | 3,105 |
| Tudor, Tara | 90,040 | 2,824 |
| Underwood, Larry | 80,709 | 10,290 |
| Van Akker, Albert | 95,791 | 3,981 |
| van de Vegte, Joyce | 100,063 | 497 |
| van Oort, James | 94,755 | |
| van Wiltenburg, Wilma | 88,994 | 1,711 |
| VanDenbossche, Jamie | 77,427 | 23,173 |
| VanSchubert, Steven | 88,246 | 3,819 |
| Vaux, Darren | 93,658 | 1,751 |
| Vawda, Ahmed | 89,968 | |
| Verjinschi, Bogdan | 89,117 | |
| Vernon, Anthony | 89,117 | 20,752 |
| Vis, Alfred | 89,838 | 6,523 |

| | | |
|---|-------------------|------------------|
| Vliet, Larry | 83,840 | |
| Wadsworth, Kerry | 88,546 | 995 |
| Wakefield, Ronald | 89,815 | |
| Walker-Duncan, Steven | 89,496 | 5,000 |
| Walzak, Timothy | 133,415 | 8,065 |
| Warren, Russell | 92,876 | |
| Warrender, Ian | 95,653 | 28,022 |
| Waugh, Erin | 88,477 | |
| Weaver, Michael | 85,954 | |
| Webster, Anthony | 89,214 | 3,826 |
| Welch, Christina | 76,060 | 679 |
| Welsh, Marlene | 89,362 | 2,550 |
| West, Elizabeth | 89,733 | 1,407 |
| Wiewiorowski, Jayna | 76,736 | 1,414 |
| Willbond, Mary | 89,160 | 500 |
| Williams, Ryan | 76,255 | 5,000 |
| Willihnganz, Nancy | 89,117 | 2,844 |
| Wilmot, Eva | 94,518 | 3,108 |
| Wilmshurst, Geoffrey | 124,390 | 51,360 |
| Wilson, Ali | 89,507 | 1,755 |
| Wilton, Bree | 79,317 | |
| Won, Stephanie | 84,300 | 450 |
| Wong, Bill | 93,541 | 3,730 |
| Wong, Regina | 88,572 | 4,297 |
| Woodward, Eleanor | 88,244 | |
| Worrall, Richard | 83,444 | 437 |
| Wrean, Patricia | 89,829 | |
| Yakimoski, Nancy | 90,130 | 1,065 |
| Yang, John | 88,407 | |
| Yates, Joan | 151,035 | 7,407 |
| Yee, Francis | 104,938 | 3,000 |
| Young, Paula | 89,007 | |
| Yutani, Lynelle | 91,983 | 2,292 |
| Zajchowski, Richard | 81,011 | 3,414 |
| Zamluk, Corrine | 89,160 | 1,932 |
| Zehr, Lori | 83,459 | 5,129 |
| Total over \$75,000 | 36,310,936 | 1,389,748 |
| Total for employees earning less than \$75,000 | 35,976,580 | 1,211,034 |
| Total All Employees | 72,287,516 | 2,600,782 |

Severance Information:

Number of agreements 1

Number of equivalent month's gross salary 3

Prepared under the Financial Information Regulation, Schedule 1, section 6(7)

Reconciliation

| | |
|--|----------------------------|
| Total remuneration for Members of the Board of Governors | \$ 711,437 |
| Total remuneration for other employees | \$ 72,287,516 |
| | <hr/> |
| Subtotal | \$ 72,998,953 |
| | |
| Total per Note 15. Expenses by object: | 91,204,459 |
| | <hr/> |
| Variance | <u><u>(18,205,506)</u></u> |

Explanation of variance:

Prepared under the *Financial Information Regulation* , Schedule 1, section 6 and the *Financial Information Act* , Section 2(3)(b)(i).

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.



**PAYMENTS TO CORPORATIONS, FIRMS
AND INDIVIDUALS FOR SUPPLIES OR
SERVICES RENDERED DURING
THE YEAR ENDED MARCH 31, 2016**

Prepared under the Financial Information Regulation, Schedule 1, section 7 and the Financial Information Act, Section 2.

| Vendor | Amount |
|---|---------------|
| 3D Systems Inc. | 42,280 |
| Acklands - Grainger Inc. | 70,768 |
| ACME Supplies Ltd. | 117,236 |
| Affordable Interior Systems 4 | 53,126 |
| Agenda Office Interiors | 287,282 |
| Air Liquide Canada Inc. | 446,068 |
| Airgas Canada Inc. | 135,080 |
| Andrew Sheret Ltd. | 33,652 |
| Apple | 85,240 |
| Applied Engineering Solutions Ltd. | 60,072 |
| Applied Management Centre | 168,473 |
| Aral Construction | 50,158 |
| Aramark | 94,174 |
| Austin Navigation Systems | 156,640 |
| Avatier | 45,035 |
| Avid Apparel | 33,025 |
| B&C Food Distributors | 49,937 |
| B+H Architects | 269,704 |
| Bartle & Gibson Co Ltd. | 29,561 |
| BC Electrical Association | 27,235 |
| BC Hydro | 736,359 |
| BCNET | 480,709 |
| BC Pension Corporation | 6,203,828 |
| BC Transit | 85,781 |
| Black Press Group Ltd. | 50,204 |
| BMS Integrated Services Corp. | 43,369 |
| Boardwalk Communications | 119,361 |
| Bradley Shuya Architect Inc. | 48,863 |
| Camosun College Foundation | 86,320 |
| Can-Achieve Education Consultants Ltd. | 90,050 |
| Canadian Colleges Athletic | 37,414 |
| Canadian Sport Institute | 29,100 |
| Canam Consultants | 58,831 |
| Canem Systems | 249,368 |
| Capital Stenographic Services | 29,534 |
| Cascade Raider Holdings Ltd. | 30,825 |
| Charms Education & Immigration Services | 49,713 |
| Chemistry Consulting Group Inc. | 80,421 |
| Chris Dahl | 27,431 |
| Chris Stone | 63,965 |
| City Spaces Consulting Ltd. | 204,407 |
| Coastal Painting Ltd. | 36,356 |

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| Coca-Cola Refreshments Canada Co. | 49,685 |
| Colleges and Institutes Canada | 36,578 |
| CommPlan Canada | 55,524 |
| Consulab Educatech Inc | 32,946 |
| Corporation of the District of Saanich | 217,381 |
| Creaform | 36,803 |
| Dave's Drywall | 27,383 |
| Davies Park & Associates Inc. | 77,755 |
| DJO Canada Inc | 20,563 |
| DPMC International | 49,767 |
| Dunlop House Restaurant | 26,190 |
| Ebsco Canada Ltd. | 81,513 |
| Edley Imagineering Inc | 121,084 |
| Farmer Construction Ltd. | 382,844 |
| Federal Express Canada Ltd. | 39,123 |
| Finning (Canada) | 77,581 |
| Fisher Scientific Company | 88,118 |
| Follet Higher Education Group | 114,466 |
| FortisBC | 348,597 |
| FPP Edu-Media | 26,078 |
| GE Healthcare | 46,762 |
| Getinge Canada Ltd. | 50,271 |
| Global Payments | 335,199 |
| Gordon White Consulting | 26,782 |
| Graphic Office Interiors Ltd. | 94,609 |
| Greaves Moving and Storage Ltd. | 35,482 |
| Gregg Distributors B C Ltd. | 217,536 |
| Guard.Me International | 29,898 |
| Gunnar Pacific Agencies Inc. | 25,323 |
| Hampden Engineering Corporation | 60,028 |
| Harbour Door Services Ltd. | 107,415 |
| Harris & Company LLP | 86,909 |
| Haworth Ltd. | 170,002 |
| Heatherbrae Builders Co Ltd. | 434,404 |
| Henry Schein Canada, Inc. | 75,573 |
| Homewood Health Inc. | 42,134 |
| Honeywell Limited | 121,774 |
| Hooper Access and Privacy Consulting Ltd. | 32,878 |
| Hunter Engineering Company | 72,624 |
| Hybrid News Limited | 38,700 |
| IDP Education | 40,829 |
| IMTARC | 305,006 |
| Inland Equipment Sales | 173,600 |
| Integrity-Paahi Solutions Inc. | 26,095 |
| Inverleith Consulting Inc. | 34,259 |
| Island Office Equipment Ltd. | 61,106 |
| Island Tractor & Supply Ltd. | 42,520 |

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| JPT Sales Ltd. | 33,653 |
| Jenner Chevrolet Oldsmobile Ltd. | 30,043 |
| Jensen Chernoff Thompson Architects | 66,045 |
| Justice Institute of BC | 32,700 |
| JJL International Education Exchange Promotion Ltd. | 36,929 |
| Jodi L. Goodrick | 27,500 |
| John Wiley & Sons Canada Ltd. | 79,452 |
| Kinetic Construction Ltd. | 11,593,127 |
| KMS Tools | 41,018 |
| Knappett Projects Inc. | 402,223 |
| KPMG LLP | 37,370 |
| Lamar Advertising | 26,240 |
| Landis International | 40,891 |
| Lesperance Mendes Lawyers | 1,697,559 |
| Liesch Interiors Ltd. | 242,750 |
| Lincoln Electric Company | 40,680 |
| Linde Canada | 163,137 |
| Literacy Victoria | 47,610 |
| Login Brothers Canada | 240,803 |
| Long View Systems Corporation | 326,958 |
| Low Hammond Rowe Architects Inc. | 198,759 |
| Lumberworld Ltd. | 73,804 |
| Macquarie Equipment Finance Ltd. | 468,089 |
| Manulife Financial | 4,705,546 |
| Mark's Work Wearhouse | 24,450 |
| Matthews Store Fixtures & Shelving | 30,736 |
| MBS Textbook Exchange, Inc. | 31,528 |
| McGraw-Hill Ryerson Limited | 115,279 |
| McKesson Information Solutions Canada | 20,657 |
| MCW Consultants Ltd. | 38,001 |
| Mencius Consulting Ltd. | 49,724 |
| Microserve Business Computers | 787,484 |
| Minister of Finance Province of BC | 438,324 |
| Moneris | 83,901 |
| Monk Office | 256,373 |
| Morgan Electrical Group Ltd. | 33,525 |
| Morneau Shepell Ltd. | 62,704 |
| Morrison Hershfield Ltd. | 28,813 |
| Morton Clarke & Co. Ltd. | 44,837 |
| Motus Design Group Ltd. | 252,357 |
| MPS Macmillan Publishing Services | 74,694 |
| MVCC Video Communications Corp. | 273,161 |
| Nebraska Book Company | 36,768 |
| NEC Canada Inc. | 25,795 |
| Nelson Education Ltd. | 306,514 |
| North Island College | 27,266 |
| Oceanview Mechanical Ltd. | 49,324 |

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| Omax | 227,564 |
| Open School BC | 42,094 |
| Oxford University Press | 112,267 |
| P.R. Bridge Systems Ltd. | 90,244 |
| PA Finishing | 39,598 |
| Pacific Audio Works | 33,593 |
| Pacific Institute for Sport Excellence | 639,480 |
| Passion Sports | 41,372 |
| Patterson Dental Canada Inc. | 29,554 |
| Pattison Outdoor Advertising | 27,379 |
| Pearson Education Canada | 639,297 |
| Penske Truck Leasing Canada Ltd. | 175,280 |
| PerkinElmer Health Sciences Canada, Inc. | 26,385 |
| Postage by Phone | 50,000 |
| Praxair Products Inc. | 227,022 |
| Professional Choice Uniform Inc. | 28,737 |
| Proquest LLC | 108,670 |
| Queens Printer | 271,717 |
| Read Jones Christoffersen Ltd. | 88,242 |
| Receiver General for Canada | 3,716,356 |
| Red Cab Enterprises | 49,848 |
| Refuse Holdings Ltd. | 29,146 |
| RFS Canada | 44,072 |
| Ricci Island Plumbing | 33,495 |
| Ricoh Canada Inc. | 145,663 |
| Robbins Parking | 176,825 |
| Rogers Wireless Inc. | 84,444 |
| Rolux Plastics & Printing Ltd. | 35,941 |
| Russell Food Equipment Ltd. | 357,546 |
| Saltspring Island Literacy Society | 33,000 |
| School District #63 | 137,363 |
| School District #64 | 124,419 |
| Securiguard Services Limited | 118,343 |
| Shanahan's Ltd. | 27,804 |
| Signs of the Times Enterprises Inc. | 31,481 |
| Simon Fraser University | 178,985 |
| SirsiDynix | 39,402 |
| SkillPlan | 54,062 |
| Skills Canada BC | 44,492 |
| Songhees First Nation | 70,957 |
| Southwest Bindings | 31,913 |
| Spicers Canada | 142,229 |
| Splunk | 45,909 |
| Stantec Architecture Ltd. | 38,002 |
| Sushil Seli | 114,090 |
| Sysco Victoria | 158,750 |
| TC Publication Limited Partnership | 49,540 |

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| Telus | 141,772 |
| Testforce Systems Inc. | 61,520 |
| The Cumis Group Ltd. | 43,060 |
| Think Communications Inc. | 134,949 |
| Thrifty Foods | 25,208 |
| Thurber Engineering Ltd. | 36,597 |
| Top Line Roofing Ltd | 736,852 |
| Torrans & Sons | 47,674 |
| Trotec Laser Canada Inc. | 125,748 |
| True & Able Fire Protection | 39,168 |
| Unisource Canada, Inc. | 61,595 |
| Universal Sheet Metal Ltd. | 370,151 |
| University of Victoria | 31,595 |
| Vancouver Island Health Authority | 43,606 |
| Vancouver Island University | 30,160 |
| Victoria Conservatory of Music | 172,500 |
| Waste Management | 95,584 |
| Wesco Distribution-Canada Inc. | 68,135 |
| West Bay Mechanical Ltd. | 45,068 |
| Westburn | 78,743 |
| Westcoast Roof Inspection | 54,705 |
| Wilkinson Steel and Metals | 148,254 |
| Wilson's Transportation Ltd. | 173,029 |
| Wingenback Inc. | 178,711 |
| Wolseley Mechanical Group | 89,196 |
| WorkSafe BC | 273,288 |
| Ws'anec School Board | 28,105 |
| WSP Canada Inc. | 104,590 |

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|----------------------------|-------------------|
| Total over \$25,000 | 51,991,885 |
|----------------------------|-------------------|

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|---------------------------------|------------------|
| Total less than \$25,000 | 7,128,825 |
|---------------------------------|------------------|

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|--------------------|-------------------|
| Grand total | 59,120,710 |
|--------------------|-------------------|

Reconciliation

| | |
|---|--------------------------|
| Total of aggregate payments exceeding \$25,000 paid to suppliers | \$ 51,991,885 |
| Consolidated total of payments of \$25,000 or less paid to suppliers | \$ 7,128,825 |
| Consolidated total of all grants and contributions exceeding \$25,000 | \$ - |
| | <hr/> |
| Subtotal | \$ 59,120,710 |
| Total per Note 15. Expenses by object | 30,475,645 |
| | <hr/> |
| Variance | <u><u>28,645,065</u></u> |

Explanation of variance:

Prepared under the *Financial Information Regulation* , Schedule 1, section 7 and the *Financial Information Act* , Section 2.

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, June 13, 2016
TIME: Immediately following the in-camera meeting
LOCATION: Library 151, Lansdowne Campus

BOARD MEMBERS:

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

ADMINISTRATION:

John Boraas, VP Education
Shane Busby, VP Administration
Deborah Huelscher, Chief Financial Officer
Barbara Severyn, Executive Director, Human Resources
Geoff Wilmshurst, VP Partnerships
Joan Yates, VP Student Experience

GUEST: Dan Hodgson, Director of Institutional Research & Planning

REGRETS: Laylee Rohani

BOARD ASSISTANT: Heather Martin

I CALL TO ORDER

Russ Lazaruk, Chair, called the meeting to order at 5:30 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III BOARD MEMBER REPORTS

1. Chair's Report

Russ Lazaruk, Chair, reported that on April 4 many board members attended 'Pestival', the winner of last year's Award for Innovation. It was a great success and garnered an enormous amount of media attention. On April 12, Russ attended the meeting of the BC College presidents and board chairs in Vancouver with Sherri Bell. It was worthwhile to hear about similar issues at other colleges.

On April 21, Sherri Bell, Russ, and others from the College Executive and the Foundation board attended the 2016 Chamber Awards to celebrate Lynda and Murray Farmer's lifetime achievement award. The Farmers have been incredibly generous to the college. Russ continued to work with Sherri Bell on planning and on her evaluation.

On April 25, Russ attended an announcement from Shirley Bond, Minister of Jobs, Tourism & Skills Training and Minister Responsible for Labour; and Mike Bernier, Minister of Education, regarding B.C.'s Skills for Jobs Blueprint and support for youth skills training programs in BC. A grand opening celebration for the Centre for Trades Education and Innovation (CTEI) donors was held on May 12. Minister Andrew Wilkinson, AVED, was at the Lansdowne campus on May 18 to announce additional spaces for health care assistant and mental health worker. Thank you to all the board members who attended, as it was appreciated by the Ministry. Russ attended the School of Trades and Technology awards ceremony for the trade's students on June 1. The ceremony for the technology students was on June 2, and Ron Rice brought greetings. Cindy Choi brought the welcome to the June 9 School of Business student awards, which also attended by Bill Gyles. The Centre for Sport and Exercise Education student awards will take place on June 15. Russ will bring the welcome, and Ron Rice will announce the two finalists for the Award for Innovation.

On June 16 and 17, the college-wide Graduation will take place at PISE. Ron Rice and Cindy Choi will deliver the welcome from the board on June 16, and Russ will speak at the two sessions on June 17. Ron will announce the winner and runner-up for the Award for Innovation on June 16.

The Ministry re-appointed Steve Chang, Cindy Choi, Stefan Fletcher and Ron Rice. Stephen Bishop was elected chair of Education council. The Lansdowne student position is vacant. Meagan Greentree is the new Interurban student member. Joanne Cumberland is the new CUPE member. Debbie Hlady is the new CCFA member.

2. President's Report

Sherri Bell, President, advised there has not yet been a response to Camosun's submissions to the Federal Strategic Investment Fund (SIF). The health building and the dental building are on the list as well as several other projects. The board will be informed as soon as any information comes in. The final concept plan for the health building has been re-submitted to the Ministry and an answer is expected by September.

Sherri's annual evaluation will help direct her focus for the next year. The next step for the Strategic Plan is to develop the action plan. The College Executive Team and the Senior Leadership Council will develop the plan over the next few months. The work on Truth and Reconciliation will be part of it, and will need a clear action plan. In the past year, Sherri's focus was mainly internal, but next year she will also focus on the external. She and John Boraas attended the CICAN conference in Quebec City last month. They networked with colleges from all over Canada and the world. Over the summer, Sherri will look at additional ways to make external connections. Her focus on student experience is a number one priority. She will share her work plan with the board in the fall.

Sherri will attend her first graduation this week. In order to achieve a look that is representative of the indigenisation plan, two sashes were created for the board and the president to wear over their robes. They have the symbol of the frog (represents transformation) and the raven (represents a messenger), as well as the Metis symbol.

3. Foundation

Ron Rice, Foundation Liaison, and Geoff Wilmshurst, Vice President Partnerships, reported that the AGM was held on June 9. Jeety Bhalla will continue as Chair, and Lisa Collins will be the Vice Chair. There is a vacancy so recruitment is underway. The auditors were re-appointed.

4. Education Council

Cynthia Wrate, Education Council Chair, noted the minutes from the March 23 and April 20 meetings were included in the agenda package. The highlights of the May meeting were curriculum changes and shared responsibility around course cancellations. Some of Education Council's work is shifting to education policy and governance. Nigel Giuliani, Education Council Liaison, reported there were no nominations for vice chair so a by-election will be held in fall. Russ Lazaruk thanked Cynthia for all her work on the board, as it has been appreciated.

5. Pacific Institute for Sport Excellence (PISE)

Stephen Chang, PISE Board of Directors, noted they met at the end of May. The budget held a \$60K surplus this year. The track is progressing. The asphalt has been put down, and the rubber surface will be laid next week. The AGM is scheduled for September 28.

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

- i) The minutes from the June 25, 2015 and October 28, 2015 meetings were included in the agenda package.
- ii) Bill Gyles, Chair, Audit Committee, gave a report from the June 6, 2016 Audit Committee meeting. The draft financial statements are included in the agenda package. Deborah Huelscher, CFO, advised there was a surplus of \$1.5M which was higher than anticipated. The audit for 2015/2016 was conducted by the new auditors, KPMG. It was a clean report with no management points.

a) Audited Financial Statements for the Year Ending March 31, 2016

Bill Gyles reported a motion has been added to address the designation for capital assets to be used for the health building. If the health building does not get approval, it will go to other capital projects. The communication will explain that capital and operating funds are separate, and there will be reinvestment in both.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2016 AS PRESENTED.

CARRIED

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS DESIGNATE \$1M OF THE ANNUAL SURPLUS TO BE RESTRICTED FOR FUTURE CAPITAL ASSETS.

CARRIED

b) Re-appointment of the Auditor

Bill Gyles advised that the auditors, KPMG, must be re-appointed annually.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RE-APPOINT KPMG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2017.

CARRIED

2. Executive Committee

Russ Lazaruk, Chair, Executive Committee, noted the committee met last week.

i) Community Support Worker – Program Cancellation

John Boraas, Vice President Education, reported Education Council recommended the cancellation of 'Certificate in Community Support Worker Foundations'. It was created for a specific contract and was a one-time offering.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PROPOSED CANCELLATION OF THE PROGRAM CREDENTIALS 'CERTIFICATE IN COMMUNITY SUPPORT WORKER FOUNDATIONS'.

CARRIED

ii) Rescind Policies 'G-2.1 Strategic Plan' and 'G-2.2 Vision, Mission and Values'

Russ Lazaruk advised the two board policies G-2.1 and G-2.2 are excerpts from the strategic plan rather than policies, so the recommendation from Executive committee is to rescind them.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RESCIND THE POLICIES 'G-2.1 STRATEGIC PLAN', AND 'G-2.2 VISION, MISSION AND VALUES'.

CARRIED

iii) External Relations Committee G-1.6

Russ Lazaruk reported the External Relations committee was created in 2011 when the College needed to work on external relations. The work has been done and the landscape has changed. The major activity of the committee has been on the Award for Innovation. The recommendation is to suspend the committee for one year, and to make the Award for Innovation committee a sub-committee of the board. The staff will continue to take care of the municipal events and past chairs lunches.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS SUSPEND THE OPERATIONS OF THE 'EXTERNAL RELATIONS COMMITTEE' FOR ONE YEAR AND BRING IT BACK FOR REVIEW AT THAT TIME. THE 'AWARD FOR INNOVATION SUB-COMMITTEE' WILL BECOME A SUB-COMMITTEE OF THE BOARD OF GOVERNORS.

CARRIED

V APPROVAL OF THE MINUTES

The minutes of the April 4, 2016 meeting were approved as distributed.

VI NEW BUSINESS**1. Orange Shirt Day**

Sherri Bell noted the motion is in the board package. The Senior Leadership Council passed a similar motion. The support of the board will signify the importance of Orange Shirt Day to the Indigenization Plan. Two students, Kristin Spray and Eddy Charlie, initiated the Orange Shirt Day. It will be communicated on the website if endorsed by the board.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RECOGNIZES SEPTEMBER 30TH AS ORANGE SHIRT DAY, A DAY TO HONOUR THE SURVIVORS OF THE INDIAN RESIDENTIAL SCHOOL SYSTEM, AND TO REMEMBER THOSE WHO DID NOT SURVIVE. CAMOSUN COLLEGE WILL COMMEMORATE THIS DAY ANNUALLY BY HOSTING ORANGE SHIRT DAY SPECIAL EVENTS ON SEPTEMBER 30TH, OR THE CLOSEST POSSIBLE DATE WHEN SEPTEMBER 30TH FALLS ON A SATURDAY OR SUNDAY.

CARRIED

2. Institutional Accountability Plan and Report 2015/2016

Joan Yates, Vice President Student Experience, advised the Institutional Accountability Plan and Report is required by the Ministry of Advanced Education and is due on July 15. Once the report is approved by the Ministry, it will be published on the College website. Dan Hodgson, Director of Institutional Research & Planning, noted the report highlights key areas of performance measures which are mandated by Government. Camosun's programs across the schools are aligned with the occupations that are most in-demand. The student demographics provides the age and gender breakdown across college. The total credentials awarded surpassed the target set by the Ministry. The student satisfaction and outcomes rates have increased from the previous year. The College exceeded the target for unemployment in all program areas.

3. 2015/2016 FTE Enrolment Report

Dan Hodgson noted the FTE report for the 2015/2016 year has been submitted to the Ministry. At 9,733.1, the overall student FTE count was down 1.1%. At 8,425.5, the domestic count was down 1.4%. The utilization rate was up slightly at 91.9%. At 1,307.6, the international student FTE count increased by 1.2%. The dip in the overall domestic count is a province-wide trend due to age group demographics. A decrease in the Access and Adult Basic Education count is related to concerns about funding, so the messaging for this area will be addressed.

VII ADJOURNMENT

The meeting was adjourned at 6:40 pm.

Russ Lazaruk, Chair

Date

Heather Martin, Recorder



**Performance Review - Summer 2016
Sherri Bell, President
Annual Plan 2015/16**

Goal: To support the Board of Governors.

As the Board of Governors' only employee, my support, communication and sharing of information is critical to a highly functioning Board. A trusting and open relationship between Board members and the President is essential.

Pillar: Engaged Communities

Actions:

- Attendance at Board and committee meetings.
- Share timely information and potential issues.
- Regular, timely communication with the Board Chair.

Status: Achieved and will continue as a priority.

Goal: To lead the strategic planning process.

The strategic plan will guide my work and the development of the accompanying "action plan" for the next five years.

Pillar: Sustainable Results

Actions:

- Engage and share the importance of the strategic plan.
- Lead the development of the strategic plan and action plan.
- Share both documents with the Camosun College community.
- Lead, implement and monitor the action plan.

Status: Achieved and will continue this year.

Goal: To champion and support Indigenization.

Indigenization has experienced much momentum and success across the college and will continue to require support from all of the college community.

Pillars: Engaged Communities
Life Changing Learning

Actions:

- Regular meetings with Janice Simcoe and Corrine Michel.
- Create one or two videos to support Indigenization and the Indigenization website.
- Enrol in TTW.
- Attend Eyē? Sqā'lewen functions.
- Meet with Aboriginal community.
- Listen, learn and take action.

Status: Achieved and will continue as part of the Strategic Plan.

Goal: To develop lasting relationships across the college community.

My priority this year is to listen, learn and “be there” in order to develop authentic, lasting relationships on both Camosun College campuses. Relationships develop trust and with trust comes engagement and collaborative change to meet the needs of our students.

Pillar: Engaged Communities

Actions:

- Develop effective methods and structures to ensure ongoing relationships with key stakeholders including: Board of Governors, College Executive Team, Senior Leadership Council, Exempt Staff, Camosun College Faculty Association, BCGEU, CUPE, Camosun College Student Society, College Foundation, Pacific Institute for Sport Excellence, Ministry of Advanced Education and a variety of external organizations.
- Develop relationships with individuals, departments and schools.
- Lead CET and SLC to define and clarify roles, process and priorities.
- Assist with the transition/orientation of the two new Vice Presidents.
- High visibility on campus.
- Visit classrooms, departments and schools.
- Attend events and meetings externally in the CRD.

Status: Achieved and will continue this year.

Goal: To enhance our culture of Innovation.

The questions I want to answer are:

- What does Innovation mean to Camosun College?
- What is our definition?
- What are examples?
- Where will we go next?
- What are the barriers?
- How will the Interaction Lab support student learning?
- How can we get students more involved?

Pillars: Life Changing Learning
Culture of Excellence

Actions:

- Move Applied Research to Education Division.
- Discussions at CET, SLC.
- Issue Forum in May.
- College-wide discussions.

Status: Partially achieved and will continue this year as part of the Strategic Plan.

Goal: To research and connect with other Canadian PSI regarding employable/essential skills (soft skills.)

Numerous surveys across Canada indicate that employers find graduates lacking soft skills such as team work, communication, problem solving, and creative and critical thinking skills.

Pillars: Life Changing Learning

Actions:

- Research institutions supporting and credentialing essential skills (soft skills.)
- Connect with other BC and Canadian PSI.
- HEQCO has funded numerous research projects and pilots regarding essential skills and how to measure with them - connect with institutions.

Status: Partially achieved and will continue this year.

Goal: To thoroughly understand all aspects of the college.

Every time I interact with a Camosun student or employee I learn something new and valuable.

Pillars: Engaged Communities, Culture of Excellence, Life Changing Learning, Sustainable Results

Actions:

- Continue to meet with staff, students and faculty, individually and in small groups.

Status: Achieved and will continue this year.

Goal: To research and plan new initiatives and ideas to attract students.

With 80% of Camosun College students coming from the south island and the secondary school grads declining we need to research and plan for demographic change.

Pillars: Engaged Communities, Culture of Excellence, Life Changing Learning, Sustainable Results

Actions:

- Study demographics.
- Identify and discuss: niche markets, focus on excellence, and destination college ideas.

Status: Partially achieved and will continue as a priority.



**Sherri Bell, President
Annual Plan 2016/17
Based on 360 Feedback**

Goal: To lead the action plan and implementation phase of the Strategic Plan.

Actions:

- Work with Senior Leadership Council (SLC) to fine tune and implement Strategic Plan actions.
 - Create an accountability document.
 - Share Strategic Plan goals both internally and externally.
-

Goal: To increase focus and attention towards external stakeholders while continuing to build internal relationships.

Actions:

- Continue to attend events, develop relationships and be “visible” on both campuses.
 - Visit other BC/Canadian colleges.
 - Develop a network within Canadian colleges.
 - Expand relationships in Victoria external to the college.
-

Goal: To enhance communication and subsequent engagement on key issues and decisions.

Actions:

- Continue to explore new methods of communication while continuing current ones (face to face, video, CamNews, forums.)
-

Goal: To continue to work with leadership teams to develop capacity of the teams and the individuals.

Actions:

- Work with the College Executive Team (CET) to create a cohesive team honouring individuality and strength of the collective.
- Continue to empower and highlight SLC members.
- Develop capacity of the new Operational Leadership Team.

Board Regular Summary 2015-16

(Completion rate: 57.14%, 8 of 14 polled responded)

SECTION 1: Role of the Board

The key role of a board is to make decisions that relate to the strategic direction and priorities for the college. The Camosun College board operates under a policy governance model, establishing policy in the following key areas: board governance, legislatively mandated areas, organizational direction and accountability, and high risk areas. The board establishes strategic direction and advocacy priorities, ensuring transparent public reporting to Government and stakeholders. It ensures the financial integrity of the college and establishes balanced budgets in support of the strategic priorities. Through the chair, the board acts as an employer for its one report, the President/CEO, ensuring the integrity of the relationship between the board and CEO. The board evaluates its own performance, and orients all board members.

Please comment on how well you believe the board is meeting its role.

| # | Response |
|----|---|
| 1. | Generally, very well. See below for two areas of suggested improvement. |
| 2. | Most Board members clearly understand their role and fulfill their role with integrity and commitment to the College. |
| 3. | My short time on the Board was enjoyable and informative. Our Chair was great and was quick to remind that Camosun exists to provide quality education and as much as possible a positive learning experience to our students. I think the Board met the expected roles of our positions. |
| 4. | Yes. It meets this role very well. We have had strategic planning sessions, annual orientation meeting and regular financial/budgeting updates. |
| 5. | The board is meeting its role as a governor for the college. |
| 6. | The board is functioning at a much higher level and more efficient use of our time and talents. |
| 7. | I believe the Board has been able to meet its role primarily as a result of exceptional leadership at the college. A prime example this past year was renewal of the college's strategic plan. The Board was able to make focussed decisions as a result of hard work that had been completed prior to the relevant meetings. |
| 8. | The Board does an excellent job fulfilling its mandate. Most Board members are prepared, informed, and participate in meaningful discussions. Operational issues are not discussed, but strategic issues are. A balanced degree of oversight is provided with little attempt at micro-managing the staff. |

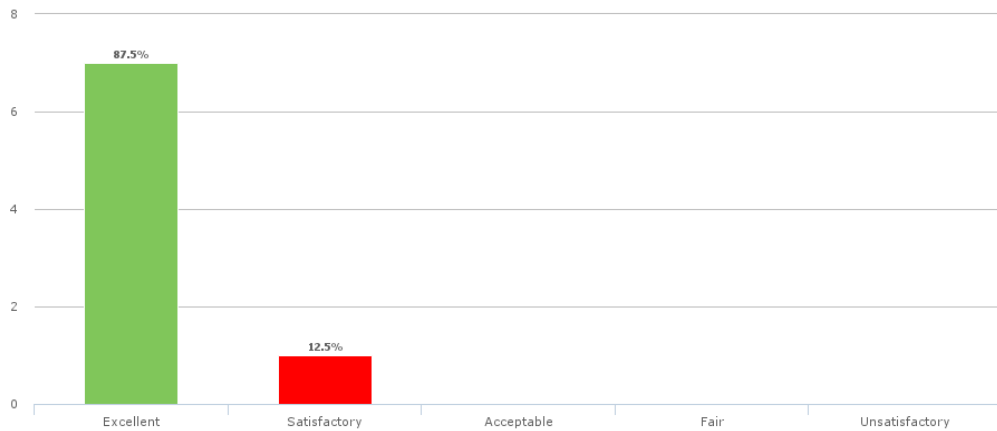
Do you have any suggestions for improvement?

| # | Response |
|----|--|
| 1. | Perhaps paragraph 1 of above Section 1 should include "establishing performance targets" and "monitoring implementation" of strategic direction as required in Section 4: Roles of the Orientation for BC Public Post-Secondary Institution Board Members publication (June 2016). The Board should then adopt these responsibilities. |
| 2. | It would be nice to get to a place where there is more open discussion on where education is going on the future and how best as an organisation we can place ourselves to be ahead of the curve of change that is |

| |
|--|
| coming in revolutionising education. |
| 3. none. |
| 4. Presentations by staff or other parties could be part of Board meetings to better inform Board members on various initiatives Camosun is involved in. Committees or Task Forces could be struck to address larger issues such as Student Housing. |

SECTION 2: Board Meetings

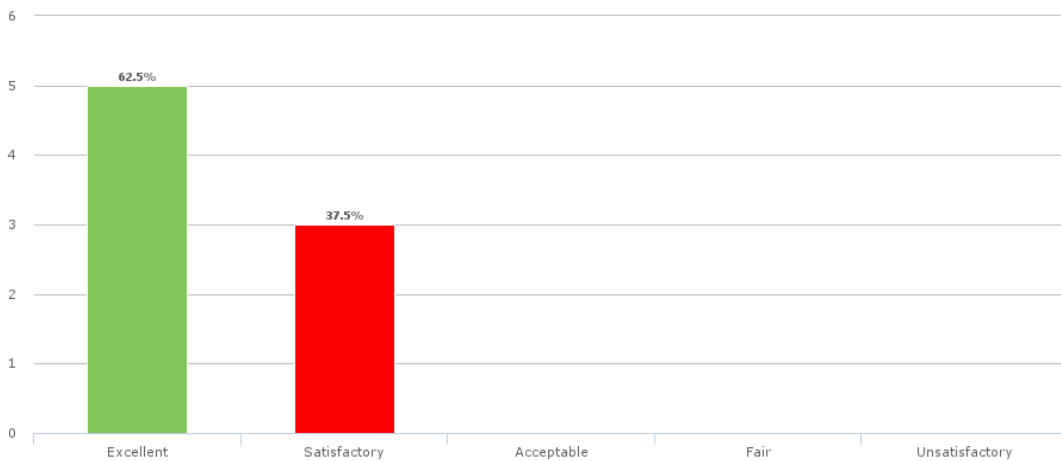
Do you think the number, timing, and length of board meetings are appropriate?



What, if any, changes would you suggest?

It is very organized.

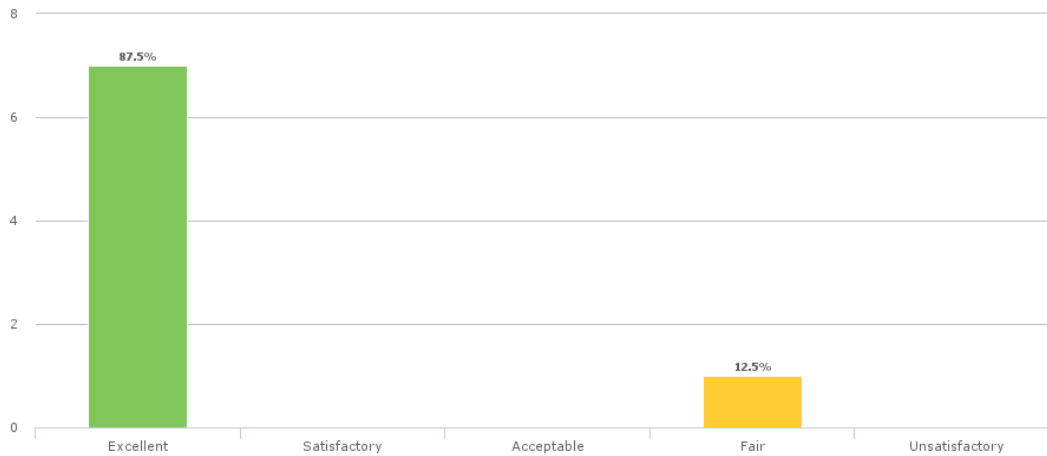
Do you think the conduct of board meetings is appropriate?



What, if any, changes would you suggest?

Consideration should be given to allow any board member to raise an issue for discussion/input (that is within the board's mandate) that may not be on the agenda. This could be limited to one per meeting or to those meetings with a less than full agenda so that planned duration is not significantly affected.

Over the course of the past year did you receive the information you needed in order to fulfill your responsibilities as a board member - in board packages sent prior to meetings, in presentations during meetings and through other forms of communication?



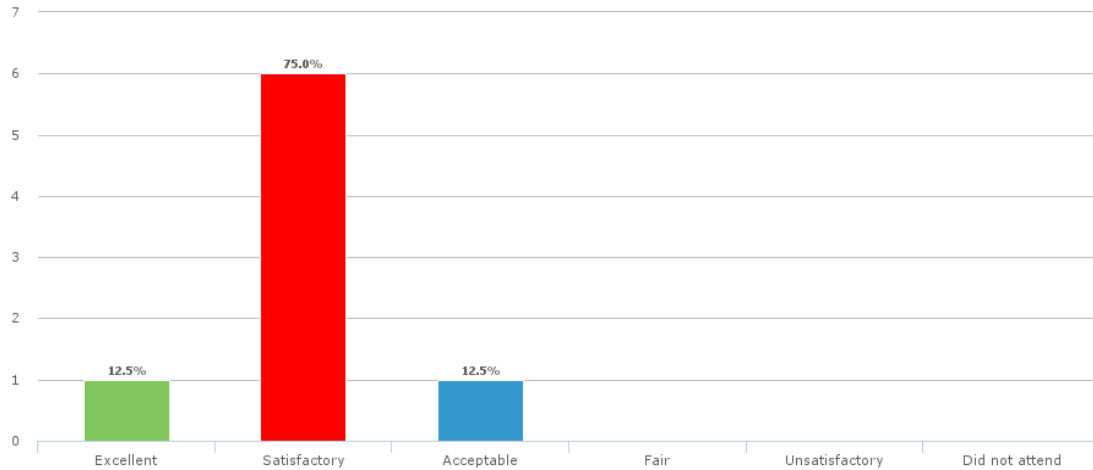
Comments please:

Response

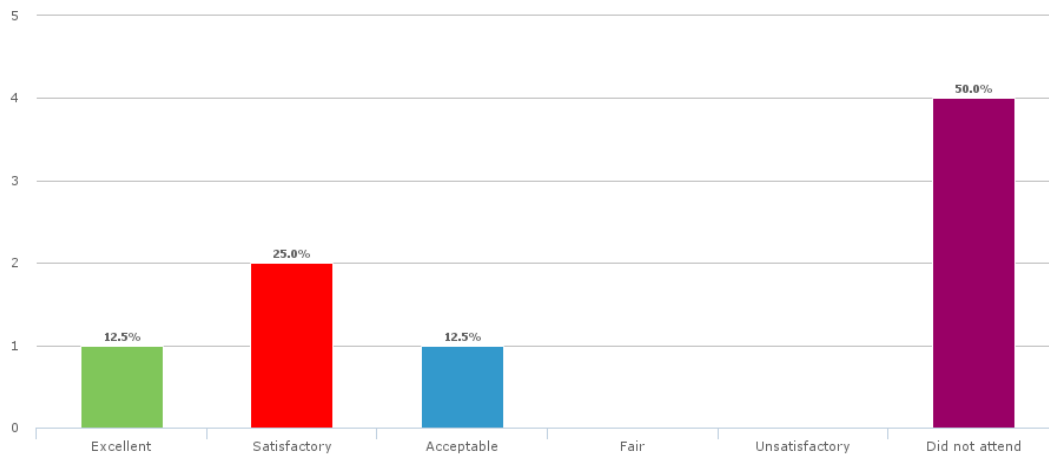
1. On many occasions I was not prepared to ask informed questions, make suggestions or contribute to important decisions as information material to the subject was not provided days prior to the meeting for my review. While there has been recent improvement to this practice, there are still presentations being made without prior documentation being provided. While this survey applies to Board meetings, the foregoing also applies to committee meetings.
2. Information presented to the board is always detailed, well-organized and thoughtful whether it is written material or presentations during the board meeting.

Please rate the 'Strategic Issues' meetings this year:

Student Services - December 3, 2015



Camosun Innovates - May 2, 2016



Do you find the 'Strategic Issues' format for board meetings to be beneficial? Please comment.

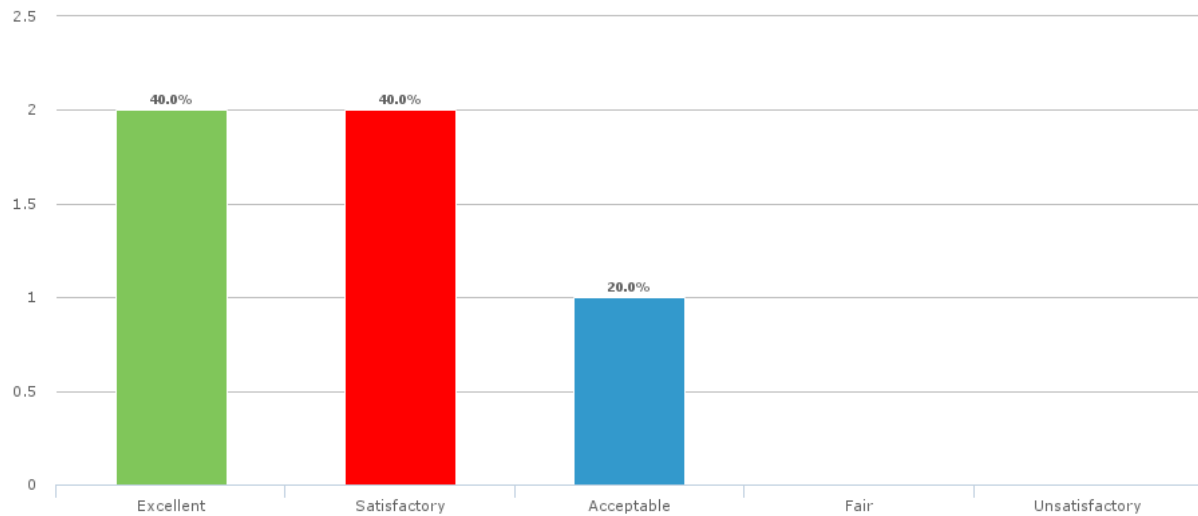
| # | Response |
|----|---|
| 1. | These should not be "matter-of-course", but should be reserved for significant issues that either have a wide effect or a specific issue that deserves additional meeting time and a diversity of input. |
| 2. | Yes, they are informative and a good way for the Board to gain a deeper understanding of important topics and issues. |
| 3. | I think these Strategic Issue meeting are beneficial as they provide a 'face/voice' to specific topics. These meetings also bring staff, sometimes more than others, and provide an opportunity for discussion. |
| 4. | Yes. It helps the board to be more engaged and understand the level services that Camosun provides and what could be improved upon. |
| 5. | I really appreciate the format of this meeting. |

6. Yes, this was an excellent process and I learned so much about the college with this format.

SECTION 3: Board Liaison

The board has three liaison positions, one on the board of the Pacific Institute for Sport Excellence (PISE), one on Education Council and one on the Foundation board.

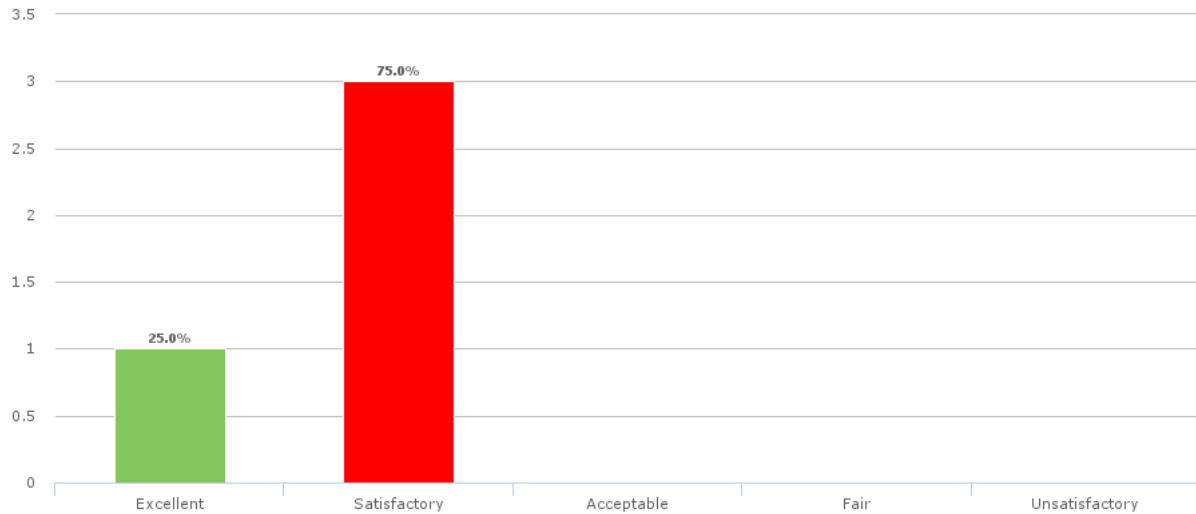
For liaison members only



Comments please

| # | Response |
|----|--|
| 1. | Large membership makes meetings unwieldy. Also time is agenda allocated ("Round Table Check In") for commenting on non-committee business. This is unproductive and has contributed to agenda items being truncated. |
| 2. | Although I think the College Board appreciates the comments/reports about Foundation Board activities I don't think the Foundation Board gets as much from me as it relates to comments/reports fro College Board table. |
| 3. | I really enjoyed being the liason for EdCo. I was disappointed that I wasn't able to continue with this role when the meeting time for EdCo changed. |

For the remaining non-liaison board members



SECTION 4: Continuous Improvement

Are there areas in which you believe the board needs additional training or workshops?

| # | Response |
|----|--|
| 1. | See Section 1. |
| 2. | it is important the board hears the students - so finding ways for board members to be involved with student interactions that are not filtered is important. Creating organic grass roots approach will ensure a board that is in touch and engaged in the college. |
| 3. | College org charts would be interesting. financial documents review/training is always important. I also think some training about "elevator pitches", having some talking points when we meet people in other circles. What should we be singing about? |

SECTION 5: General

Are there any other comments you would like to make in relation to the board and its operation?

| # | Response |
|----|--|
| 1. | Good, dedicated members...a pleasure to work with. Well chaired. |
| 2. | Russ is doing an excellent job as Board chair. |
| 3. | I appreciate the leadership of the CEO - the staff that attend meetings are also professional and engaged. Overall the board appears curious and diligent. |
| 4. | I believe the Board is a well-functioning body providing effective governance and oversight. |

Risk Register - Executive Level Summary - August 2016

| Identify Risks | | Analyze Risks | | | Treat Risks | |
|----------------|---|----------------------------------|--|--------------------|-----------------|--|
| Risk # | Description of Risk (Identify the risk and the impact or effect of the risk) | Risk Category | Existing Controls (list) | Current Risk Level | 2015 Risk Level | New Risk Treatment Mitigation Strategies (Complete Risk Treatment Action Plan) |
| 1 | Insufficient funding (operating and capital) challenges our ability to meet strategic and operational goals and forces program and service reductions. | Financial Resources | Advocacy through Board and College Executive | HIGH | HIGH | Explore new advocacy strategies with government and others. Plan to align College capability and capacity with opportunities that emerge from BC's Skills for Jobs Blue Print. |
| 2 | Inability to safely and adequately deal with increased incidents of physical/psychological crisis (both students and employees) leads to stress on employees and increased likelihood of a critical incident on campus. | Education & Business Processes | Crisis intervention a priority. Student Depression screening in place. Support attendance at educational opportunities regarding mental health issues. Develop clear accommodation policy. Student Safety Net. | HIGH | HIGH | Continue to implement mental health framework strategies for students and develop a mental health strategy for employees. Maintain protocols for internal and external referrals. Continue awareness campaign. Implement exemplary practices. Collaboration with UVic and Need Crisis Society re suicide prevention. Monitor, assess and address increased student volume with mental health issues. |
| 3 | Increased deferred maintenance and lack of suitable space (new and maintenance of existing) for teaching, learning and administrative functions leads to loss of reputation and potential impacts on student recruitment and retention. | Infrastructure & Physical Assets | Campus plan, 5 year capital plan, active advocacy campaign, space planning activities. | HIGH | HIGH | Explore new advocacy strategies with government and others, and alternative capital funding sources |
| 4 | Insufficient management of Centre Health Sciences project resulting in scope, schedule and budgetary constraints; potentially leading to internal and/or external impacts | Infrastructure & Physical Assets | Ensure project management and risk management is in place. Regular progress tracking & reporting. | HIGH | HIGH | Selection of appropriate PM and CM resources, and project delivery approach to maximize project value and minimize financial, schedule & overall project risk |

Risk Register - Executive Level Summary - August 2016

| Risk # | Description of Risk (Identify the risk and the impact or effect of the risk) | Risk Category | Existing Controls (list) | Current Risk Level | 2015 Risk Level | New Risk Treatment Mitigation Strategies (Complete Risk Treatment Action Plan) |
|--------|---|----------------------------------|---|--------------------|-----------------|---|
| 5 | Increased competition, demographic changes in key country markets, political unrest worldwide, health concerns, international catastrophes lead to international enrollment challenges which are crucial to the financial stability of the institution. | External Environment | Internationalization Plan approved. | HIGH | HIGH | Implementation of Internationalization Plan. |
| 6 | Exposure of infrastructure and corporate data to unauthorized access leads to data loss and disruption to college services. | Information Resources | PLNet secures edge of network. Enterprise servers require authentication. | HIGH | HIGH | Implement recommendations of external security review including update of current policy. Plan and implement transition to more stable robust platforms/applications (underway) |
| 7 | Failure to bring litigation regarding Young Building exterior to a successful and timely conclusion leads to a significant financial pressure on the College and Province and increased safety concerns. | Infrastructure & Physical Assets | Law firm engaged; protective hoarding in place around building and regular monitoring of structure to ensure safety. Periodic updates to AVED and Risk Management Branch. | HIGH | HIGH | Attempting mediation |
| 8 | Market and demographic changes, increased competition, shifting demand, changes in government or external institution policies, legislation, regulations and resourcing challenges, etc. lead to domestic enrolment and delivery challenges. | External Environment | Strategic Enrolment Management plan. | HIGH | HIGH | Implementation of Strategic Enrolment Management Plan strategies. |
| 9 | Reliance on technology (e.g. web and social media) to communicate to students leads to challenges in maintaining currency of information and liability around sources of information. | Information Resources | Review and re-work of website and development of new social media policy | HIGH | HIGH | |

Risk Register - Executive Level Summary - August 2016

| Risk # | Description of Risk (Identify the risk and the impact or effect of the risk) | Risk Category | Existing Controls (list) | Current Risk Level | 2015 Risk Level | New Risk Treatment Mitigation Strategies (Complete Risk Treatment Action Plan) |
|--------|---|--------------------------------|---|--------------------|-----------------|---|
| 10 | Outdated policy and procedures and/or lack of awareness of current policy and procedures leads to difficulty in recruiting and retaining students as well as diminished efficiency in college operations. | Education & Business Processes | Existing policy and procedures framework | MEDIUM | HIGH | Investment in policy development capacity. |
| 11 | Catastrophic loss of data leads to disruption of services and potential loss of revenue and reputation. | Information Resources | In-built redundancy for enterprise system; cross-campus resilience and back-up. | MEDIUM | MEDIUM | Development of a disaster recovery & business continuity plan for IT. Replace, upgrade and move to more robust and stable platforms and applications. |
| 12 | Increasing retirements and staff changes coupled with highly competitive job market and exempt compensation freeze leads to difficulty in recruiting and retaining certain positions. | Human Resources | People Plan developed. | MEDIUM | MEDIUM | (1) Continue with implementation of the People Plan; (2) collaborate and advocate with PSEA around Sector-wide exempt compensation, common Terms and Conditions for Exempt employees, Benefits etc; (3) develop appropriate policies and improve HR practices with emphasis on strengthening recruitment and selection. |
| 13 | Increasing and shifting external and internal demands on Management positions, fewer number of Exempt positions vs system average, and constrained funding coupled with organizational inflexibility leads to an inability to grasp new opportunities and meet goals and expectations in a timely and appropriate manner. | Organizational Culture/Unit | Program, Service and Business Process reviews. | MEDIUM | MEDIUM | Strategic reinvestment in core services with emphasis on establishing capacity to support student success. |
| 14 | Failure to increase non-government revenues (not including International tuition) threatens our financial sustainability. | Financial Resources | Educational programming and related tuition. SEM. Contract Training. | MEDIUM | MEDIUM | Continual review of results and operating models. (CECT moved to Partnerships - new strategies) |

Risk Register - Executive Level Summary - August 2016

| Risk # | Description of Risk (Identify the risk and the impact or effect of the risk) | Risk Category | Existing Controls (list) | Current Risk Level | 2015 Risk Level | New Risk Treatment Mitigation Strategies (Complete Risk Treatment Action Plan) |
|--------|--|--------------------------------|---|--------------------|-----------------|--|
| 15 | Changes in political and ministry leadership leads to an inability to advance our strategic goals. | External Environment | Ongoing College Executive advocacy. Board External Relations Committee. | MEDIUM | MEDIUM | Continue advocacy work |
| 16 | Uncertain economic situation leads to loss of existing contracts (domestic and international), fewer trades sponsorships, lower employer participation in co-op programs, and challenges to domestic and international enrollment. | External Environment | Business Plans in place. | MEDIUM | MEDIUM | Review of student workplace placements underway. |
| 17 | Critical incidents, on or off site, such as natural disaster, suicide, or violence leads to threat to student and staff safety, injury or loss of life, college closure or bad press and could affect business continuity. | External Environment | Emergency Response Planning Committee established. Emergency plan in place. | MEDIUM | MEDIUM | Increased communication and safety awareness & drills. Full development of existing Emergency Response Plan underway. IT enabled solutions rolled out (e.g.. Alertus completed). |
| 18 | Lack of appropriate and sufficient services and support to current students, including during off-peak times, leads to an inability to retain them or recruit new students. | Education & Business Processes | Existing service levels. | MEDIUM | MEDIUM | Strategic reinvestment in core services. |
| 19 | International contracts in countries with potential instability or health issues may lead to unsafe situations for staff and/or students. | External Environment | Federal government travel advisory monitored. | MEDIUM | MEDIUM | |
| 20 | Downturn in world economy leads to reduced investment values and returns; in the Foundation leading to less financial aid for students, and in the college leading to reduced revenues. | Financial Resources | Conservative investment policy. | MEDIUM | MEDIUM | |

Risk Register - Executive Level Summary - August 2016

| Risk # | Description of Risk (Identify the risk and the impact or effect of the risk) | Risk Category | Existing Controls (list) | Current Risk Level | 2015 Risk Level | New Risk Treatment Mitigation Strategies (Complete Risk Treatment Action Plan) |
|--------|---|----------------------------------|---|--------------------|-----------------|---|
| 21 | Non-compliance with regulatory standards, FOI requests and Protection of Privacy issues leads to health hazards, loss of contracts and licenses, lack of public trust, reputation risk, and potential facility closure. | Compliance | Policies, management culture, external FOIPOP consultant. | MEDIUM | MEDIUM | Improved standardization and development of readily accessible materials to assist and guide staff on information and privacy requirements. Adequately resource to ensure compliance standards met. |
| | Failure to manage construction of Centre for Trades Education and Innovation on time, on budget and in accordance with government rules and regulations leads to both internal and external negative impacts | Infrastructure & Physical Assets | Project management and risk management in place. Regular progress reporting. Construction contract awarded. | N/A | MEDIUM | Removed from Register |
| | Operating model for ESL and ABE fails to meet the goal of accessibility and financial sustainability. | Education & Business Processes | Investment in financial aid support; monitoring of enrolment. | N/A | MEDIUM | Removed from Register |



RISK PROFILE

| Level of Risk | |
|---------------|----------|
| | Extreme |
| | High |
| | Moderate |
| | Low |

Organizational Unit or Project: Executive Level Summary

September 2016

Sources of Risk

Context Risks

Resource Risks

| External Environment | Compliance | Organizational Culture/Unit | Education & Business Processes | Human Resources | Financial Resources | Information Resources | Infrastructure & Physical Assets |
|--|--|---|--|---|--|--|---|
| Increased competition, demographic changes in key country markets, political unrest worldwide, health concerns, and international catastrophes lead to international enrolment challenges which are crucial to the financial stability of the institution. | Non-compliance with regulatory standards, FOI requests and Protection of Privacy issues leads to health hazards, loss of contracts and licenses, lack of public trust, reputational risk and potential facility closure. | Increasing and shifting external and internal demands on Management positions, fewer number of Exempt positions vs system average, and constrained funding coupled with organizational inflexibility leads to an inability to grasp new opportunities and meet goals and expectations in a timely and appropriate manner. | Increased incidents of physical/psychological crisis (both students and employees) leads to stress on employees and increased likelihood of a critical incident on campus. | Increasing retirements and staff changes coupled with a highly competitive job market and Exempt compensation freeze leads to difficulty in recruiting and retaining certain positions. | Insufficient funding (operating and capital) challenges our ability to meet strategic and operational goals and forces program and service reductions. | Exposure of infrastructure and corporate data to unauthorized access leads to data loss and disruption to college services | Increased deferred maintenance and lack of suitable space (new and maintenance of existing) for teaching, learning and administrative functions leads to loss of reputation and potential impacts on student recruitment and retention. |
| Market and demographic changes, increased competition, shifting demand, changes in government or external institution policies, legislation, regulations, etc. and resourcing challenges lead to domestic enrolment and delivery challenges | | | Outdated policy and procedures and/or lack of awareness of current policy and procedures leads to difficulty in recruiting and retaining students as well as diminished efficiency in college operations | | Failure to bring litigation regarding Young Building exterior to a successful and timely conclusion leads to a significant financial pressure on the College and Province and increased safety concerns. | | |
| Changes in political and/or ministry leadership lead to an inability to advance our strategic goals. | | | Lack of appropriate and sufficient services and support to current students, including during off-peak times, leads to an inability to recruit or retain students. | | Failure to increase non-government revenues (not including International tuition) threatens our financial sustainability. | | |
| Uncertain economic situation leads to loss of existing contracts (domestic and international), fewer trades sponsorships, lower employer participation in co-op programs, and challenges to domestic and international enrolment | | | | | Catastrophic loss of data leads to disruption of services & potential loss of revenue and reputation. | | |
| Critical incidents, on or off site, such as natural disaster, suicide, or violence leads to threat to student and staff safety, injury or loss of life, college closure or bad press and could affect business continuity. | | | | | | | |
| International contracts in countries with potential instability or health issues may lead to unsafe situations for staff and/or students | | | | | | | |
| | | | | | | Insufficient management of Centre for Health Sciences project resulting in scope, schedule and budgetary constraints; potentially leading to internal and/or external impacts. | |