



## BOARD OF GOVERNORS

### Inaugural Meeting

**MEETING:** Monday, September 18, 2017  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216  
**CAMPUS:** Lansdowne Campus

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**BOARD MEMBERS:**

Tim Ayers  
Sherri Bell, President  
Stephen Chang  
Cindy Choi  
Joanne Cumberland  
Bill Gyles  
Russ Lazaruk  
Ron Rice  
Laylee Rohani  
Melanie Winter

**ADMINISTRATION:**

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

**REGRETS:** John Boraas, VP Education  
Stefan Fletcher  
Nigel Giuliani

**BOARD ASSISTANT:** Heather Martin

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

### A G E N D A

- I CALL TO ORDER** (Huelscher)
- II OATH OF OFFICE** (Huelscher)
  - i) Melanie Winter
- 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

### 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.

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#### 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 18, 2017  
**TIME:** Immediately following the inaugural meeting  
**LOCATION:** Paul Building, Room 216  
**CAMPUS:** Lansdowne Campus

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**BOARD MEMBERS:**

Tim Ayers  
Sherri Bell, President  
Stephen Chang  
Cindy Choi  
Joanne Cumberland  
Bill Gyles  
Russ Lazaruk  
Ron Rice  
Laylee Rohani  
Melanie Winter

**ADMINISTRATION:**

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

**REGRETS:** John Boraas, VP Education  
Stefan Fletcher  
Nigel Giuliany

**BOARD ASSISTANT:** Heather Martin

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I	CALL TO ORDER		PAGE
II	APPROVAL OF THE AGENDA		
III	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	
	4. Education Council [5 min] (Ayers)		
	i) Minutes of the May 16, 2017 special and regular meetings	attachments	4
	5. Pacific Institution for Sport Excellence [5 min] (Chang)	no attachment	
IV	BOARD COMMITTEE REPORTS		
	1. Audit Committee [5 min] (Gyles)		
	i) Minutes from the June 5, 2017 meeting	attachment	8
	ii) Report from the September 18, 2017 meeting	no attachment	

		PAGE
2. Award for Innovation [10 min] (Rice)		
i) Terms of Reference – Update *	attachment	10
3. Executive Committee [5 min] (Lazaruk)	no attachment	
i) Five Year Capital Plan [5 min] (Busby) *	attachment	12
4. Finance Committee [10 min] (Choi)		
i) Minutes from the March 27, 2017 meeting	attachment	14
ii) Report from the September 5, 2017 meeting	no attachment	
a) Financial Information Act Report *	attachment	17
<b>V APPROVAL OF THE MINUTES</b>		
1. Minutes of the June 12, 2017 meeting [2 min] (Lazaruk)	attachment	43
<b>VI NEW BUSINESS</b>		
1. Centre for Health & Wellness Update [10 min] (Busby)	no attachment	
2. Board Self-Evaluation 2016-2017 [5 min] (Lazaruk)	attachment	47
3. Strategic Plan Progress Report [15 min] (Bell)	enclosure (at end)	
4. Budget Update [10 min] (Bell)	attachment	52
5. President's Goals 2016-17 and 2017-18 [10 min] (Bell)	attachments	53
<b>VII ADJOURNMENT</b>		
 * Requires a decision. See Page 3 for the proposed motions.	attachment	3
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<b>CORRESPONDENCE</b>		
1. From Camosun Foundation regarding the Board of Governors Bursary, August 10, 2017	attachment	55



**BOARD OF GOVERNORS**  
**Monday, September 18, 2017**

**IV BOARD COMMITTEE REPORTS**

**2. AWARD FOR INNOVATION COMMITTEE**

**i) Terms of Reference – Update**

**MOTION:**

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PROPOSED REVISED TERMS OF REFERENCE FOR THE 'BOARD OF GOVERNORS AWARD FOR INNOVATION'.

**3. 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 (2018/19 to 2022/23) TO THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.

**4. FINANCE COMMITTEE**

**ii) a) Financial Information Act Report**

**MOTION:**

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2016/2017 FINANCIAL INFORMATION ACT REPORT AND AUTHORIZE ITS SUBMISSION TO THE MINISTER OF FINANCE AND THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.



# Approved Special Meeting Minutes

Wednesday May 17, 2017

4:00 – 4:10 Meeting

CC321, Interurban

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## Present

Alison Bowe, Faculty (V)	Patrick Jones, Faculty (V)
Bijan Ahmadi, Faculty (V)	Tia Primrose, Support Staff (V)
Brent Wasserman, Faculty	Karen Lightbody, Faculty (V)
Dominic Bergeron, Administration (V)	Isaiah Jurkuch, Student (V)
John Boraas, Administration (V)	Andrea Kucherauw, Support Staff (V)
Scott Harris, Administration (V)	Corrine Michel, Indigenization Coordinator
Peter Ove, Faculty (V)	Connie Klassen, (Special Meeting Chair)
Steven Rumpel, Administration (V)	Sherri Bell, President
Tim Ayers, Faculty (V)	Shelley Butler, Permanent Secretary

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## Regrets/Absent

Dana Campbell, Student (V)	Nigel Giuliany, Board of Governor Rep
Stephen Benecke, Faculty (V)	

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## Meeting

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### A. CALL TO ORDER AND A DECLARATION OF QUORUM

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The Special Meeting was called to order at 4:05 by Connie Klassen. Quorum declared.

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### B. ELECTION OF 2017-2018 CHAIR

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Connie called for nominations from the floor for the position of Chair of Education Council. Tim Ayers was nominated by Alison Bowe. Tim accepted the nomination. There were no other nominations. Tim Ayers was declared the 2017-2018 Chair of Education Council.

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### C. ELECTION OF 2017-2018 VICE CHAIR

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Connie called for nominations from the floor for the position of Vice-Chair of Education Council. Alison Bowe was nominated by Bijan Ahmadi. There were no other nominations. Alison Bowe was declared the 2017-2018 Vice-Chair of Education Council.

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### D. NEXT MEETING & ADJOURNMENT

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Next meeting for the 2017-2018 Education Council will be Wed, Sept 20, 2017, 4:00-6:00 pm, CC 321, Interurban campus. Connie adjourned the meeting at 4:08 pm.



# Approved Minutes

Wednesday, May 17, 2017

4:10-6:00 pm

CC 321, Interurban

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## Present

Alison Bowe, Faculty

Bijan Ahmadi, Faculty

Brent Wasserman, Faculty

Connie Klassen, ICC Chair

Corrine Michel, Indigenization Coordinator

Cynthia Wrate, Faculty

Dominic Bergeron, Administration

Sherri Bell, President

Shohreh Hadian, Faculty

John Boraas, Administration

Leslie Martin, Support Staff

Nigel Giuliany, Board of Governors

Patrick Jones, Faculty

Peter Ove, Faculty

Scott Harris, Administration

Shelley Butler, Permanent Secretary

Steven Rumpel, Administration

Tim Ayers, Faculty (Chair)

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## Regrets/Absent

Cindy Drover-Davidson, Support Staff

Emara Angus, Student

Mitch Auger-Langejan, Student

Sukhdeep Kaur, Student

Zachary Snow, Student

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## Guests

Patti Odynski, CETL

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ITEM	PRESENTER
<b>A. Call to order and Declaration of Quorum</b> The Regular Meeting was called to order at 4:08 by Tim Ayers, Education Council Chair.	Tim Ayers
<b>B. Acknowledgement of Coast Salish Territory</b> <i>Tim acknowledged the Coast Salish Territory. 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 href="http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html">http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html</a></i>	Tim Ayers
<b>C. Round-Table Check-In</b> Tim requested council members share who they are and how long they have been on the territory.	Tim Ayers

ITEM	PRESENTER
<b>D. Acceptance of Agenda</b> The May 17, 2017 agenda was approved by unanimous consent.	Tim Ayers
<b>E. Minutes for Approval</b> The March 22, 2017 minutes were approved by unanimous consent.	Tim Ayers
<b>F. Reports</b>	
<b>1. Education Council Chair</b> Tim extended a warm invitation to current and new Education Council Members to attend the Education Council Retreat on June 5, 2017.	Tim Ayres
<b>2. VP Education</b> John noted that a number of projects are underway. He noted in particular the Applied Learning project and the various Creativity and Innovation Projects. He felt that there was a positive momentum as these projects begin. He hopes to share more details in the upcoming months.	John Boraas
<b>3. Board Member</b> Nigel reported that the new Health Building was the primary agenda item at the last Board meeting. He noted that the College is on track in the application approval process with Saanich. In addition, he commended the College on doing a remarkable job bringing the new building onto campus.	Nigel Giuliany
<b>G. Committee Reports</b>	
<b>1. Awards</b> Dominic noted the Awards Committee recommends the following students for four awards: <ul style="list-style-type: none"> <li>• The Healthy Minds Award – Rachel Caverly</li> <li>• The Lt. Governor’s Silver Medal Award – Marcelle Fernandes Santana Lima</li> <li>• The Peter and Muriel Mixon Award – Corie Kielbiski</li> </ul> Questions and discussion followed	Dominic Bergeron
Motion It was moved by Bijan Ahmadi, and seconded by Peter Ove that Education Council approve Corie Kielbiski for the Mixon Animal Rights Award, Rachel Caverly for the Healthy Minds Award, and Marcelle Fernandes Santana Lima for the Lt. Governor’s Silver Medal Award. <div style="text-align: right;">Motion Carried</div>	
<b>2. Education Council Policy and Standards Committee</b> Steven shared that the new Sexual Violence and Misconduct Policy is now posted live to the website. We will now begin work on the next round of policies including the Indigenization Policy, Indigenous Research Ethics Policy, and the Admissions Policy.	Steven Rumpel



ITEM	PRESENTER
<b>H. Presentations and/or Discussions</b>	
<b>1. Education Council Buddies</b>  Alison requests six current Education Council members to volunteer to be a “buddy” to a new Education Council member. Alison, Bijan, Steven, John, Tim and Corrine volunteer. Alison will send each volunteer the name of one of the new members to buddy up with.	<b>Alison Bowe</b>
<b>2. Enabling Exemplary Curriculum Through Education Approvals</b>  Steven and Patti gave a presentation to orient Education Council to the conversation that will be explored at the upcoming Education Council Retreat on June 5. The presentation reviewed our current approach to education approvals, our authority as outlined in the College and Institute Act, a possible framework to explore our education approvals through a student experience lens.	<b>Steven Rumpel and Patti Odynski</b>
<b>I. Integrated Curriculum Committee Report</b>	<b>Connie Klassen</b>
Curriculum Recommended For Approval	
<b>REGULAR CURRICULUM</b>	
Connie Klassen reported that the following curriculum achieved full recommendation by the ICC to move forward:	
<p><b>Motion:</b> It was moved by Dominic Bergeron and seconded by John Boraas that Education Council approves the following curriculum:</p> <ul style="list-style-type: none"> <li>• ICS 123 (IDS 2531)- pre-requisite</li> <li>• MATH 155 (IDS 2535) – short description, learning outcomes</li> <li>• STAT 157 (IDS 2534) – short description, learning outcomes</li> <li>• CFCS 260 (IDS 2556) – course cancellation</li> <li>• Civil Engineering Bridge to UVic Coop Appendix (IDS 2580), Mechanical Engineering Bridge to UVic Coop Appendix (IDS 2579), Electrical and Computer Engineering Bridge to UVic Coop Appendix (IDS 2578) - completion requirements</li> </ul> <p style="text-align: right;"><b>Motion Carried</b></p>	
<b>J. Adjournment</b>	<b>Tim Ayers</b>
The Meeting adjourned at 5:03 pm.	



## BOARD OF GOVERNORS

### AUDIT COMMITTEE MINUTES

**MEETING:** Monday, June 5, 2017  
**TIME:** 4:00 pm  
**LOCATION:** Paul Building, Room 216, Lansdowne Campus

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**BOARD MEMBERS:**

Bill Gyles, Chair  
 Cindy Choi  
 Nigel Giuliany  
 Russ Lazaruk

**RESOURCES:**

Sherri Bell, President  
 Deborah Huelscher, Chief Financial Officer

**GUESTS:** Liette Bates-Eamer, KPMG  
 Randy Decksheimer, KPMG

**REGRETS:** nil

**BOARD ASSISTANT:** Heather Martin

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**I CALL TO ORDER**

Bill Gyles, Chair, called the meeting to order at 4pm.

**II APPROVAL OF AGENDA**

The agenda was approved as presented.

**III APPROVAL OF THE MINUTES**

1. The minutes from the October 24, 2016, meeting were approved as presented.

**IV NEW BUSINESS**

**1. Audited Financial Statements for the Year Ending March 31, 2017**

i) Management Presentation

Deborah Huelscher, Chief Financial Officer, provided a high level summary of the audited financial statements for the year ended March 31, 2017, the year-end position compared with the year ended March 31, 2016, and the operations highlights. The financial statements were prepared in accordance with the reporting framework directed by the Provincial Government and in accordance with the Budget Transparency and Accountability Act of BC. The budget was balanced and the year ended with a \$211K surplus. The College continues to meet Ministry accountability requirements and comply with Provincial directives including Tax Payer Accountability Principles.

ii) Auditor's Report (KPMG)

Liette Bates-Eamer, KPMG, reported the audit is now substantially complete, and reviewed the highlights of the audit report for the year ending March 31, 2017. The draft report is subject to the approval by the Board of Governors of the Audited Financial Statements on June 12, 2017. The Audited Financial Statements are in compliance with the Budget

Transparency and Accountability Act and related regulations. The management point identified during the previous year's audit is being addressed and no new items were presented. KPMG will work with Deborah Huelscher to implement the changes coming to Public Sector Accounting Standards next year as required.

MOTION:

THAT THE AUDIT COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2017 AS PRESENTED.

CARRIED

## **2. Reappointment of the Auditor**

Bill Gyles advised a motion is required to re-appoint KPMG for the audit of the College's financial statements for the year ending March 31, 2018.

MOTION:

THAT THE AUDIT COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REAPPOINT KPMG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2018.

CARRIED

## **3. Enterprise Risk Management Oversight**

Bill Gyles reported the Audit committee was charged by the Board to take on enterprise risk management oversight. Management will identify the areas of risk to examine, develop a timetable to address them, and then to recommend if it will be done in-house or out-sourced. The committee's role is at the governance level, to ensure policy is in place and is being followed, that the College is identifying all the risks, as far as possible, and that there are adequate plans in place to mitigate them. Management will develop a new process and report back to the committee in September. The Committee shall convene a special meeting in September to discuss management's recommendations and determine further action.

## **V ADJOURNMENT**

The meeting adjourned at 4:55 pm.

## **VI IN-CAMERA SESSION (Board Members and Auditors)**



## **DRAFT 2017-2018**

### **BOARD OF GOVERNORS AWARD FOR INNOVATION**

#### **TERMS OF REFERENCE**

##### **I PURPOSE**

The purpose of the Board of Governors' Award for Innovation is to raise the profile of Camosun in the external community as a forward thinking, leading edge institution by promoting innovation. The award will honour an individual or group in the external business community who has demonstrated innovation and who may have an affiliation with Camosun College.

Innovation is a broad category. For the purposes of this award, it will remain broad and will incorporate the many approaches, results and initiatives that Camosun values. The essence of this category is to acknowledge individuals or organizations that approach projects, initiatives, relationships, work or service in a new and different way, that problem solve creatively to meet a need and to exhibit thinking that takes advantage of opportunities with concepts and approaches that has not always been done before. Key is that these individuals or organizations provide a role model to the college community including its students.

This is an award that is managed and given by the Board of Governors of Camosun College. The name of the award is "The Board of Governors Award for Innovation – YEAR".

TBA – annual or bi-annual.

##### **II CRITERIA**

The key component to this award is to recognise an innovative approach that is reflective of Camosun and its values and that is aligned with the work we do.

Recipients can be individuals, teams, or organizations in the external business community.

##### **III DECISION MAKING PROCESS - OVERVIEW**

The Board of Governors Executive committee is responsible for the process, and for making a recommendation on the recipient to the board for the final decision.

The VP Partnerships will bring at least three nominations based on the criteria to the Board Executive committee. The VP will provide a briefing note overview on the work undertaken by the nominees and a rationale in support of the choices. The Executive committee will make a recommendation to the Board of Governors in-camera.

##### **IV THE EVENT AND PLANNING PROCESS**

The award will be presented at a stand-alone event each year. The presentation event will be a business mixer, stand-up wine and cheese reception with a short program to present the award. Innovative projects from Camosun will be on display at the event.

A budget will be needed to mount the event, but the Board will look into finding sponsors going forward.

The VP Partnerships' marketing group will hire an event planner, and they will work under the guidance of the Board Executive to determine the theme, budget, décor, venue, program, catering, volunteers, and the guest list.

The VP Partnerships' marketing group will prepare a media plan to inform the college and external community of the award and the recipient.

## **V TIMELINES**

April	The Board determines a set amount to be budgeted for the upcoming fiscal year.
April/May	Board Executive works with the VP Partnerships to determine the plan for the next year: theme, guest list, budget and venue.  The VP Partnerships hires an event planner.
September/October	VP Partnerships group begins the search for the three nominees, and with the event planner begins work the program, décor, catering, and displays.  Board begins the search for sponsors for the event.
January	The VP Partnerships' marketing group prepare a media plan. VP Partnerships presents nominees go to Board Executive.
February	Board Executive recommends a nominee to the Board for approval (in-camera)
Late March	Award Presentation Event, depending on the availability of the recipient.

## **VI REVIEW**

The process will be reviewed annually.



## BRIEFING NOTE

**SUBMITTED BY:** Shane Busby, VP Administration  
**DATE:** September 18, 2017  
**TOPIC:** FIVE YEAR CAPITAL PLAN

For Information:

For Decision: **X**

For Discussion:

### 1. OVERVIEW

Each year, the Ministry of Advanced Education, Skills & Training (AEST) requires each post-secondary institution to prepare a list of major capital projects for the following five years (2018/19 to 2022/23). The five year rolling capital plan must be approved by the Board prior to submission to government. Where Ministry submission dates and Board meeting schedules are not synchronous, the Ministry permits institutions to submit plans subject to Board approval. All projects in the plan must comply with government requirements, policies and procedures, including:

- a) Ministry 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 assessing emerging needs at the College, the following priority projects (in order) are being put forward:

<u>Project</u>	<u>Project Costs</u>
1. Young Building Envelope Remediation	\$14.0 M
2. Student Housing	\$79.5 M
3. Huber Hall Renewal & Expansion	\$13.3 M
4. Dental Building Renewal	\$ 7.6 M
5. Dunlop House Renewal & Expansion	\$ 3.8 M

### 2. OPTIONS

- Approve motion as written or a modified motion.

### 3. FINANCIAL IMPLICATIONS

- Typically funded by Government with a potential co-contribution requirement (e.g., Camosun, Foundation, Federal Government).

### 4. COMMUNICATIONS

- Camosun submits the list to Government and notification of approved projects flows from Government.
- Camosun internal communication framework is used to message out approved projects.

## 5. RECOMMENDATION AND OR MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE'S FIVE YEAR CAPITAL PLAN (2018/19 to 2022/23) TO THE MINISTRY OF ADVANCED EDUCATION, SKILLS & TRAINING.

## 6. SUPPORTING INFORMATION:

- The following table contrasts and describes differences between this year and last year's capital plan (in rank order):

2016 Submission	2016 Est. Costs (\$M)	Description
Centre for Health Sciences (formerly)	48.5	Approved by Government; construction underway; Camosun's Centre for Health & Wellness (CHW) project has been removed from list.
Young Building Remediation	34.7	Young became highest priority with CHW approval. Scope has been reduced to \$14M for envelope remediation to improve Camosun's chance of approval. Camosun's contribution will be \$9M.
Dental Building Renewal	6.25	Still a priority for Camosun – high Facility Condition Index (FCI); requiring building envelop, building system, and seismic remediation. The hope was to integrate Dental into the new CHW (this not approved by SIF/ Ministry of Advanced Education, Skills & Training).
Fischer Building Renewal	28.5	Fischer is undergoing envelop remediation (in addition to window replacement already undertaken). This recent upgrade will improve the buildings efficiency as well as have a positive effect on its Facility Condition Index.
Huber Hall: Culinary Arts/Food Services Renewal/Expansion	10.0	In last year's submission. This year's estimated increase is due to deferred maintenance and construction escalation. Expansion and remediation is critical given the growing demand for food services at the Interurban campus.
<b>NEW:</b> Student Housing	79.5	A long running Camosun priority and a Ministry of Advanced Education, Skills & Training "add" request to Camosun's five year capital plan.
<b>NEW:</b> Dunlop House	3.8	One of the highest Facility Condition Index scores at Camosun. As projects are approved and completed, this iconic structure has been added to Camosun's rolling capital plan.



## BOARD OF GOVERNORS

### FINANCE COMMITTEE MINUTES

**MEETING:** Monday, March 27, 2017  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216, Lansdowne Campus

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**BOARD MEMBERS:**

Cindy Choi, Chair  
Joanne Cumberland  
Russ Lazaruk

**BOARD MEMBERS ATTENDING:**

Tim Ayers  
Nigel Giuliani  
Meagan Greentree  
Debbie Hlady  
Anthony Pica  
Ron Rice

**RESOURCES:**

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

**REGRETS:** Sherri Bell, President

Steve Chang  
Bill Gyles  
Stefan Fletcher  
Laylee Rohani

**BOARD ASSISTANT:** Heather Martin

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**I CALL TO ORDER**

Finance Committee Chair Cindy Choi called the meeting to order at 5:05 pm.

**II APPROVAL OF AGENDA**

The agenda was approved as presented.

**III MINUTES OF PREVIOUS MEETING**

The minutes of the January 30, 2017 meeting were approved as distributed.

**IV NEW BUSINESS**

**1. Budget 2017/2018**

The whole board is invited to attend the March Finance committee meeting in order to see the presentation and to ask questions.

Deborah Huelscher, Chief Financial Officer, gave a detailed presentation of the proposed 2017/2018 budget, including accountability framework and strategies, processes in place for



cost savings and efficiencies, an overview of the process, highlights, capital budget, sustainability and budget risk. The 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, surplus in base operations, provincial funding to cover negotiated increases, and AVED capital maintenance funding. The budget was built to status quo actual with some reallocation and growth.

**BASE OPERATIONS - REVENUE**

The total operating revenue is \$120M. The Ministry operating grant and service delivery target is \$47M and 7,073 student FTEs, including the Skills Gap Plan target. Other grants include the Economic Stability Mandate funding to cover the costs of negotiated increases of \$2.8M, the Industry Training Authority funding of \$5.4M, and \$215K in one-time seats and skills development grant. Credit tuition is \$23.5M, and this includes an increase of 2% in September.

**BASE OPERATIONS - EXPENDITURES**

The total expenses are \$116M. Personnel costs are \$79M, including \$2M for allocation to our highest strategic priorities. Non-personnel costs are \$6M, College wide expenditures are \$5M, and College overhead recovery is \$3.9M.

**NON-BASE**

After a significant increase in 2016/2017 we expect International enrolment to have modest growth this year. Continuing Education and Contract Training will contribute at a similar level to last year. Applied Research is a provincial and national leader, generates capital investment, gets funding from NSERC, brings in prototyping revenue and builds reputation. Ancillary Services will contribute \$30K ahead of last year, and for the third year in a row there is no parking increase anticipated.

**CAPITAL BUDGET**

Minor/Major routine capital is \$0.45M, a separate grant from the Ministry for minor capital projects. Maintenance, Renovations & Upgrades is \$3.7M, major capital projects allocated by administration based on College priority. The budget includes \$2.6M for the 2016/2017 amortization charge for self-funded assets funded in prior years (a non-cash accounting entry) and \$1M for self-funded funded capital investments.

**SUSTAINABILITY AND BUDGET RISK**

The College relies significantly on self-funded activities which will contribute \$14.2M, up \$3.4M over last year, with the most significant contribution from international education. The risk mitigation strategies for international enrolment include reliable data to monitor growth, market diversification, agent management, and communication with program areas and connection to other institutions. Flexibility in the budget allows cost reductions to offset any decrease in revenue. General risk mitigation strategies include increased financial awareness within the senior leadership team, quarterly financial reviews, review of key performance measures, continued engagement with the Ministry and ITA, ongoing restructuring and redesign of various areas, and program mix analysis.

**SUMMARY**

The budget included modest growth and there is \$2M to allocate to the College's highest strategic priorities. Camosun International growth and other risks are being managed. Future sustainability is addressed, and while challenges remain, the assumption is that future revenue growth or expenditure reduction will enable balanced budgets.

The committee will consider suggestions that were made to improve presentations of the financial tables included in the budget package.

**MOTION:**

THAT THE FINANCE COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2017/18 WITH TOTAL REVENUE AND TOTAL EXPENDITURE OF \$130,031,168 RESULTING IN A BALANCED BUDGET.

CARRIED

**V ADJOURNMENT**

The meeting was adjourned at 6:38 pm.



## **2016/2017 FINANCIAL INFORMATION ACT REPORT**

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



## **2016/2017 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*.

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Chair, Board of Governors

September 18, 2017

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



## **2016/2017 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**

There were no guarantees or indemnities given by the College during the 2016/2017 fiscal year that required government approval prior to being given under the ***Guarantees and Indemnities Regulation*** (B.C. Reg. 258/87).

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Chair, Board of Governors

September 18, 2017

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Chief Financial Officer

September 18, 2017



## **2016/2017 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 2016/2017 fiscal year (B.C. Reg. 371/93).

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Chair, Board of Governors

September 18, 2017

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Chief Financial Officer

September 18, 2017



## **2016/2017 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. It meets with management 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. It 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:

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Name: Deborah Huelscher  
Title: Chief Financial Officer

Date: September 18, 2017



**STATEMENT OF REMUNERATION AND  
EXPENSES  
FOR THE BOARD OF GOVERNORS  
FOR THE YEAR ENDED MARCH 31, 2017**



**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)*

<b>Name</b>	<b>Position</b>	<b>Full or</b>	<b>Partial Year</b>	<b>Remuneration</b>	<b>Expenses</b>	<b>Retainers</b>	<b>Total</b>	<b>Number of meetings attended</b>
Tim Ayers*	Education Council Ex-Officio	Partial		91,606	2,559	0	94,166	5
Sherri Bell*	President Ex-officio	Full		181,377	26,232	0	207,609	36
Stephen Bishop*	Education Council Ex-Officio	Partial		78,947	11,969	0	90,916	4
Stephen Chang**	Appointed Member	Full		0	0	0	0	13
Cindy Choi	Appointed Member	Full		0	321	2,000	2,321	20
Joanne Cumberland	Elected Employee	Partial		0	287	0	287	9
Jennifer Erwin	Elected Employee	Partial		0	500	0	500	1
Stefan Fletcher	Appointed Member	Full		0	0	2,000	2,000	9
Nigel Giuliani	Appointed Member	Full		0	0	2,000	2,000	26
Meagan Greentree	Elected Student	Partial		0	500	1,332	1,832	8
Bill Gyles	Appointed Member	Full		0	0	2,000	2,000	13
Debbie Hlady*	Elected Employee	Partial		95,129	5,842	0	100,971	7
Russ Lazaruk, Chair	Appointed Member	Full		0	966	2,500	3,466	24
Chris Marks	Elected Student	Partial		0	3,110	666	3,776	3
Anthony Pica	Elected Student	Partial		0	1,076	833	1,909	3
Ron Rice	Appointed Member	Full		0	755	2,000	2,755	25
Shaylee Robinson	Elected Student	Partial		0	0	666	666	2
Laylee Rohani	Appointed Member	Full		0	0	2,000	2,000	11
Cynthia Wrate*	Education Council Ex-Officio	Partial		90,899	3,821	0	94,720	4
				<b>537,959</b>	<b>57,938</b>	<b>17,997</b>	<b>613,894</b>	<b>223</b>

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

\*\* Stephen Chang declined remuneration.

**Comments:** The methodology has changed for 2016-2017.

This year, and going forward, only board regular and board committee meetings will be counted under number of meeting attended. In past years, all board visits on campus were included in the count.



**STATEMENT OF EMPLOYEES'  
REMUNERATION AND EXPENSES FOR  
THE YEAR ENDED MARCH 31, 2017**

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).*

<b>Employee Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Ableson, Serena	90,367	4,036
Abuleal, Sue	89,858	3,699
Adu-Febiri, Francis	91,409	3,268
Ahmadi, Bijan	77,858	5,213
Aitchison, Lee	89,342	748
Albano, Mice	90,470	5,258
Alexander, Julie	90,691	
Alexander, Kevin	94,437	1,498
Allen, Christian	92,638	632
Allen, Glen	86,909	784
Anderson, Kristal	91,357	1,816
Anthony, Lawrence	89,467	2,342
Armour, David	95,390	5,000
Armstrong, David	90,769	2,953
Ashwood-Smith, Hannah	91,283	14,069
Astren, Joan	82,663	2,238
Atkinson, Gillian	89,467	3,000
Auchinachie, Valerie	90,965	1,931
Avis, Christopher	99,384	626
Ayles, Christopher	79,348	1,969
Bai, Bao-Qin	90,691	3,593
Bain, John	92,158	6,103
Ballinger, George	92,755	3,498
Bannikoff, Sandra	90,817	121
Barker, Ada	91,314	3,075
Bartlett, C	90,366	171
Baskerville-Bridges, Robert	84,011	
Bass, Michelle	89,770	4,510
Beck, Sandra	82,479	
Benecke, Stephen	77,529	
Bennett, Jennifer	91,035	5,038
Bergeron, Dominic	114,642	10,588
Bergerud, Daniel	90,691	
Berna, Laura-Lea	102,139	11,573
Berry, Stuart	92,058	866
Biin, Dianne	79,533	4,580

Blundon, David	89,886	3,000
Bocsik, Miklos	91,846	
Boehme, John	90,005	4,567
Boraas, John	153,058	15,577
Borins, Michael	91,894	814
Borrowman, Anne	92,518	7,502
Bouallouche, Amar	90,816	
Bowe, Alison	88,343	3,570
Bradley, Carmen	96,184	3,703
Brady, Paul	80,135	3,000
Brash, Mona	82,259	5,671
Brix, Ann	89,467	
Broad, Kyle	95,951	1,275
Brooks, Nigel	81,946	
Broom, Zoe	94,365	680
Brown, Tika	81,239	2,320
Browning, Ian	90,670	3,019
Bryan, Gwenda	90,367	2,082
Bunton, Kirsten	77,899	225
Burrage, Peter	103,720	1,143
Busby, Shane	153,034	859
Caldwell, Judy	88,960	
Callin, Timothy	90,842	
Calvert, Brian	84,745	3,401
Cameron, Ian	90,690	
Campbell, Meghan	90,118	2,000
Cazelais, Gilles	90,013	
Chan, Arnold	84,294	
Chandler, Susan	90,670	1,609
Chen, Susan	90,675	2,244
Chia, Pei Mei	95,173	
Christensen, Sandra	75,084	1,596
Chung, Lawrence	91,753	
Clarke, Karen	90,367	
Clarke, Margie	89,859	2,203
Clement, Michelle	100,551	4,022
Coccola, Odette	90,730	1,096
Coey, Brian	93,064	1,031
Colangeli, Anna	89,048	
Conway, Jacqueline	91,660	20,733
Crowther, Douglas	92,633	
Cuizon, Gemma	84,744	
Cumiskey, Jason	90,367	
Curran, Justin	77,012	3,125
Curtis, Trevor	91,060	290
Daigle, Daniel	91,508	1,600
Del Villano, Heather	91,069	13,055

Denchev, Yolina	91,635	11,862
Dhade, Gurbinder	76,834	272
Dhillon, Jasdeep	84,744	323
Dober, Clemens	85,789	216
Doner, Susan	87,181	310
Donnecke, Daniel	89,985	
Doran, James	90,637	374
Dosanjh, Harjit	91,159	
Downarowicz, Jadwiga	89,887	900
Drews, Marilyn	90,669	2,918
Duncan, Alan	96,287	1,578
Dundas, Melvyn	102,746	
Dunkley, Christina	75,958	
Dunning, Troy	98,231	749
Dyer, Clifford	84,071	
Elkin, Timothy	90,513	689
Elliot, Enid	89,045	2,600
Erdelyi, Sarah	83,878	2,436
Evangelou, Teresa	95,641	919
Everitt, Carl	93,610	3,000
Farish, Tanis	77,775	1,977
Fast, Robin	93,459	4,680
Fayowski, Vivian	75,912	4,618
Fell, Peter	90,716	709
Ferguson, Stephen	105,345	1,057
Fernyhough, Lois	82,456	1,768
Ferriss, Anita	95,805	7,191
Fertile, Candace	91,151	3,455
Fisher, Blair	91,908	830
Frame, Heather	92,183	2,143
Frost, Catherine	85,141	
Fukushima, Masayuki	90,691	
Fyfe, Maria	84,219	13,395
Gantly, Katrina	90,699	
Gaudreault, Patricia	93,813	1,648
Gibbs, Allen	76,219	5,085
Gibbs, Renate	90,844	7,636
Giffon, Karen	89,859	3,533
Giles-Pereira, Rosalind	91,858	
Gilliland, Diane	77,190	1,255
Giuliani, Jennifer	89,492	3,000
Glover, Marie	76,341	2,745
Glover, Robert	103,371	822
Godwin, Leah	84,908	3,449
Gonzalez-Harney, Dalia	75,260	2,409
Gordon, John	103,732	15,107
Gormican, Stephen	95,049	847

Gosse, Carole	87,688	900
Gow, Jennifer	82,434	774
Grigoryan, Narine	94,436	5,124
Grondin, Isabel	95,664	3,614
Gruno, Paul	75,552	
Gupta, Pooja	86,158	935
Gustafson, Aleah	81,096	150
Haden, Gillyan	76,858	13,022
Hadian, Shohreh	90,842	
Hall, Carly	94,571	10,531
Hamilton, Tark	85,903	2,858
Hampton, John	90,817	
Hancyk, Philip	80,378	4,467
Harber, Mary	90,161	5,825
Harper, Nevin	78,900	3,357
Harris, Donavan	87,531	1,320
Harrison, Sybil	114,249	3,318
Haynes, Sheryl	87,058	1,357
Hayre, Mandeep	94,428	7,630
Haywood, Geoffrey	87,795	3,000
Heagy, Robin	92,507	
Heerah, Imtehaze	89,467	4,249
Herron, Brian	90,817	1,073
Hodgson, Daniel	86,148	1,843
Hoggard, Amy	97,282	1,730
Hoh, Joseph	91,131	4,448
Horie, Michael	78,544	258
Horsman, Beverly	90,715	
Hoskyn, Karen	80,029	449
Hotchkiss, Chrisa	77,561	617
Huelscher, Deborah	137,379	2,035
Huffman, Shauna	84,969	949
Humphries, Ian	114,375	4,045
Humphries, Joan	94,152	4,047
Hunt, Judith	90,151	2,122
Hunter, Peggy	89,388	900
Iacobucci, Denise	90,817	
Inglis, Gordon	94,014	3,263
Ipe, Alex	89,535	
Iribarne, Jeanne	92,511	2,100
Isaac, Jo-Anne	85,546	3,981
Jackson, Beverly	91,441	1,395
Jackson, Janet	84,294	1,143
Jaffey, Marina	97,211	4,574
Jantzen, Darlaine	93,067	7,414
Jarrett, Patricia	89,984	2,710
Johnson, Pamela	90,367	1,450

Johnston, Susan	93,163	1,209
Jones, Christopher	95,958	5,053
Jones, Kari	90,634	910
Jones, Patrick	97,674	5,000
Kellman, Chris	91,096	1,635
Kemp, Timothy	92,307	3,000
Kennedy, Sonja	96,044	2,092
Kerins, Kristine	90,013	
Khalifa, Nasr	90,817	
Kilburn, Nicole	90,817	2,199
Kirchner, Christine	90,367	2,672
Klassen, Constance	94,417	1,842
Knight, John	77,188	5,225
Knipfel, Graham	84,619	60,475
Kohl, Diana	84,567	
Konomoto, Elizabeth	83,646	
Kristjanson, Tana	92,283	1,057
Ku, Tennyson	83,786	
Kumar, Mahesh	101,386	2,375
Kunen, Mark	84,328	524
LaForest, Stephanie	82,446	
Lai, Raymond	89,563	
Lambert, Jennifer	75,340	
Lane, Kirstin	90,384	3,140
Lang, Stephen	91,330	239
Larkin, Kara	80,292	186
Larose, Patricia	75,474	11,152
Lee, John	94,380	2,621
Lee, Lawrence	91,507	14
Lenihan, Beverley	90,367	3,000
LeVecque, Jennifer	90,817	260
Li, Diana	90,367	
Lidstone, Rodney	92,633	1,866
Lightbody, Karen	78,564	4,126
Limacher, Mark	90,072	
Lindner, Bonnie	84,294	2,000
Lindsay, Maureen	88,635	449
Littlejohn, Paula	90,055	2,820
Lu, Ocean	89,985	1,238
Lundgren, Jodi	77,082	1,454
Lyle, Ross	76,616	1,780
Lysak, Michelle	93,298	1,003
MacDonald, Kenneth	78,799	3,182
Mack, Catherine	89,859	5,459
MacRae, William	89,859	
Maguire, Patrick	80,741	
Mahoney, Ellen	78,708	

Mai, Nicolas	90,817	1,643
Mar, Len	86,087	
Marczak, Karyn	91,126	
Martfeld, Alexis	76,502	3,318
Mason, Rebecca	90,205	291
Mayes, Wayne	90,367	6,000
McAlister, Martha	89,707	2,651
McCormack, Bruce	90,392	2,570
McDonald, Catherine	90,367	3,449
McIntosh, Ann	97,138	2,726
McKinnon, Stephen	81,296	681
McMillen, Brent	77,034	2,833
McNeill, Karen	81,131	3,075
McPherson, Robert	105,994	4,111
Meanwell, Neil	90,817	3,769
Meek, David	92,633	2,534
Megenbir, Ron	92,507	2,446
Mehta, Rajesh	89,985	3,000
Mekelburg, Brent	89,638	6,336
Melissa, Shelley	90,832	2,898
Middleton, Annemarie	80,990	184
Mitchell, Sandee	86,178	3,364
Montague, Valerie	85,860	7,651
Montgomery, Patrick	84,079	1,985
Moore, Thalia	81,132	3,513
Moorhouse, Kelli-An	90,375	2,425
Morch, Elizabeth	90,967	2,470
Morier, Christopher	79,513	266
Morris, Dennis	92,691	8,276
Morrison, Alexander	98,092	2,000
Muir, David	76,184	3,403
Murray, Geoff	93,016	4,821
Neilson, Karen	95,307	1,109
Nelson, Edgar	90,916	2,294
Nemec, James	89,492	1,200
Nevado, Thuy	90,013	633
Newburg, Grant	91,308	22
Newton, Lorelei	76,764	6,166
Newton, Thomas	94,989	3,284
Nielsen, Olaf	116,323	24,666
Niwa, Maureen	91,066	6,818
Noel, Justine	91,042	5,100
Nordman, Eric	91,883	1,600
Norrie, Keri	96,950	4,332
Noussitou, Gilbert	95,006	5,493
O'Connor, Alyssa	92,811	
Odynski, Patricia	91,336	3,007



Ogilvie, Ernest	83,209	900
Ormiston, Todd	91,202	5,419
Ortilla, Noreen	83,677	2,794
Ove, Peter	80,708	
Paetkau, Laura	85,021	3,110
Painter, Leslie	79,965	
Panton, Douglas	90,789	1,750
Parker, Alison	103,706	2,478
Paterson, Allan	91,826	645
Paterson, Elaine	89,985	663
Patterson, Dianne	90,791	3,088
Paxman, Erika	90,652	1,799
Pelling, Cate	89,467	3,000
Penn, Hazell	89,900	2,549
Perkin, Ronald	88,869	3,057
Petrak, Heidi	91,228	1,088
Pettyjohn, Dwayne	84,501	5,332
Pimlott, Godfried	90,816	
Pitman, Kelly	90,292	5,357
Plant, Nannette	80,740	11,076
Plante, Ybo	80,206	3,341
Ploughman, Elizabeth	92,496	
Plummer, Marilyn	90,084	449
Pollock, Michael	90,817	
Prytherch, Sian	91,002	309
Puritch, Jeanne	86,588	594
Quigley, Sharon	89,936	
Raju, David	90,392	
Rasnick, Deborah	90,013	1,003
Rayson, Todd	83,395	
Read, Nicholas	100,700	
Reed, Jennifer	80,698	3,680
Reeve, Daniel	82,503	3,214
Reimer, Deidrich	85,304	179
Richman, Michael	92,264	4,000
Rippon, Thomas	89,859	3,000
Robb, Leanne	94,140	6,315
Robinson, Liisa	92,249	718
Robson, Beverley	84,735	5,438
Rogers, Pamela	81,738	3,140
Rook, Rusty	90,817	232
Ross, Kristin	91,007	704
Rumpel, Steven	105,754	655
Russell, Robert	83,319	7,449
Sacilotto, Laura	90,367	3,449
Sandford, Hilary	78,543	125
Schaefer, Melissa	90,691	1,395

Schaerer, Saryta	105,096	216
Schudel, Emily	87,986	520
Scott, Stephen	96,996	7,408
Sehn, Eric	114,375	7,978
Sekhon, Kanwarjit	84,180	1,140
Severyn, Barbara	131,478	6,213
Shelstad, Megan	90,691	2,600
Shepherd, Laura	84,142	
Shields, Diana	90,761	4,782
Shpak, Dale	90,691	758
Silden, Eva	94,642	972
Sillem, Nikolaas	83,913	
Simcoe, Janice	97,525	3,290
Sly, Nancy	99,926	4,182
Smith, Cynthia	113,868	8,958
Smith, Derek	93,517	3,076
Smith, Mavis	89,859	3,116
Sorensen, Robert	96,539	1,466
Spaulding, William	96,788	
Stask, Christopher	92,954	1,578
Steele, Robert	92,963	2,414
Stein, Anna	88,635	3,018
Stein, Jennifer	89,859	2,244
Stekelenburg, Lisa	75,819	1,066
Stephen, Jeffrey	90,764	861
Stephens, Karen	92,670	4,774
Stratford, James	92,507	
Stretch, Lindsay	86,555	
Stride, Richard	113,892	5,426
Strobl, Margit	90,510	1,828
Stull, Joshua	79,423	750
Sunderland, Andree	90,627	2,217
Surridge, Blair	94,582	10,474
Swanwick, Mark	85,417	
Szwender, Halinka	96,412	4,672
Tait, Shannon	83,554	3,000
Tarnai-Lokhorst, Kathy	90,289	17,550
Tavares, Cecilia	90,691	1,049
Taylor, Vi	90,691	
Thiessen, Susanne	90,436	3,000
Thomson, Daryl	87,363	6,605
Thorndyke, Robert	118,052	
Todd, Thea	90,067	2,100
Tol, Ian	102,265	8,831
Tonks, Randal	90,013	1,306
Tudor, Tara	90,013	900
Underwood, Larry	82,606	10,386

Van Akker, Albert	96,402	
Van Alderwegen, Anneke	82,528	
Van de Vegte, Joyce	92,405	
Van Oort, James	118,227	
VanDenbossche, Jamie	79,442	20,085
VanSchubert, Steven	89,467	3,083
Vaux, Darren	105,379	3,556
Vawda, Ahmed	90,691	
Verjinschi, Bogdan	89,886	
Vernon, Anthony	89,887	15,340
Vis, Alfred	92,507	
Vreugdenhil, Philip	94,593	423
Wadsworth, Kerry	92,639	278
Wakefield, Ronald	90,690	
Walker-Duncan, Steven	95,251	5,000
Walzak, Timothy	132,994	973
Warren, Russell	96,534	
Warrender, Ian	92,724	38,401
Wassermann, Brent	90,345	1,009
Weaver, Michael	86,628	
Webster, Anthony	91,908	3,000
Weimer, Melody	88,654	2,327
Welsh, Marlene	90,691	1,349
West, Elizabeth	90,366	2,259
Willbond, Mary	90,210	938
Williams, Ryan	80,025	241
Willihnganz, Nancy	86,186	3,000
Wilmshurst, Geoffrey	138,251	42,288
Wilson, Ali	93,504	
Won, Stephanie	88,777	5,499
Wong, Bill	94,417	2,498
Wong, Regina	85,127	4,419
Woodward, Eleanor	89,466	424
Worrall, Richard	92,599	4,589
Wrean, Patricia	90,690	903
Yahn, Brian	79,215	
Yakimoski, Nancy	90,954	644
Yang, John	91,823	
Yates, Joan	152,834	5,850
Yee, Francis	82,685	2,100
Yilmaz, Cuma	79,077	1,600
Yutani, Lynelle	92,443	5,511
Zajchowski, Richard	78,996	2,370
Zamluk, Corrine	90,539	
Zehr, Lori	93,351	2,455

<b>Total over \$75,000</b>	<b>37,145,145</b>	<b>1,215,583</b>
<b>Total for employees earning less than \$75,000</b>	<b>37,788,760</b>	<b>1,084,646</b>
<b>Total All Employees</b>	<b>74,933,906</b>	<b>2,300,230</b>

**Severance Information:**

**Number of agreements** 3

**Number of equivalent month's gross salary** 12

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

**Reconciliation**

Total remuneration for Members of the Board of Governors	\$ 555,956
Total remuneration for other employees	\$ 74,933,906
	<hr/>
Subtotal	75,489,861
Total per Note 13. Expenses by object:	95,629,745
	<hr/>
Variance	<u>(20,139,884)</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, 2017**

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

<b>Vendor</b>	<b>Amount</b>
2IC Systems Inc.	44,599
3D Systems Inc.	31,595
4IMPrint	33,662
A & L Electronic	36,464
Abra Electronics Corp.	44,946
Acklands-Grainger Inc.	66,924
Acme Supplies Ltd.	96,526
Agnel Worth	30,946
Air Liquide	79,243
Airgas Canada Inc.	30,191
Ambient Dynamics Ltd.	562,240
Applied Engineering Solutions Ltd.	53,327
Applied Management Centre	200,183
Aral Construction	2,002,772
Aramark	123,768
Avatier	42,774
B&C Food Distributors	41,338
B+H Architects	171,563
Bartle & Gibson Co Ltd.	31,732
BC Electrical Association	30,542
BC Hydro	954,587
BC Institute Of Technology	75,548
BCNet	383,190
BC Pension Corporation	6,564,884
BC Transit	66,276
Bell Machinery Ltd.	102,719
Black Press Group Ltd.	69,539
BMS Integrated Services Corp.	47,505
Boardwalk Communications	62,344
Bradley Shuya Architect Inc.	51,585
Brenric Construction Ltd.	360,687
Camosun College Foundation	179,673
Can-Achieve International Education Limited	73,785
Canam Consultants	64,345
Canpro Construction Ltd.	2,364,319
Capital Stenographic Services	26,040
Cardinal Health Canada Inc.	69,822
Charms Education & Immigration Services	61,325
Chemistry Consulting Group Inc.	55,528
Chetanya Career Consultants Pvt Ltd.	40,725
Chris Dahl	31,362
City Spaces Consulting Ltd.	117,151

Coastal Painting Ltd.	83,958
Coca-Cola Refreshments Canada Co.	51,189
Colliers Project Leaders Inc.	60,577
Composites One	26,627
Corporation Of The District Of Saanich	297,364
Creaform	131,654
Daniel Zeldin	39,472
Davies Park & Associates Inc.	26,343
Decoda Literacy Solutions Society	148,000
Dell Computer Corporation	36,178
Deloitte LLP	26,880
Dentsply Canada	32,374
Dubwear	26,976
Ebsco Canada Ltd.	39,862
Edley Imagineering Inc.	39,768
Eecol Electric Ltd.	45,264
Ellucian Inc.	53,594
Empress Painting	35,784
ERB Technical Contracting Ltd.	41,618
Farmer Construction Ltd.	58,526
Fedex	35,295
Fisher Scientific	34,401
Follett Higher Education Group	74,516
Fortisbc - Natural Gas	206,921
GE Healthcare	58,543
Geebee Education Pvt Ltd.	25,978
Geffen Gourmet Catering	54,854
Global Payments	444,908
Graphic Office Interiors Ltd.	204,680
Gregg Distributors BC Ltd.	62,151
Guard.Me International	50,150
Hampden Engineering Corporation	42,421
Harbours Towers Hotel	112,797
Harris & Company LLP	95,109
Henry Schein Canada Inc.	136,219
Homewood Health Inc.	52,189
Honeywell Limited	27,751
Hu-Friedy Mfg. Co., LLC	92,029
IDP Education	53,065
IMTARC	189,550
Inspired Travel Group	99,991
Interior Turf Equipment Ltd.	45,963
Inverleith Consulting Inc.	27,102
Island Advertising Inc.	30,870
Island Office Equipment Ltd.	63,429
Jain Overseas	55,638
James Neill And Associates Ltd.	46,335



John Wiley & Sons Canada Ltd.	152,222
JPM Project Input Integration	46,177
Justice Institute Of BC	27,504
Kinemedics Ltd.	37,370
Kinetic Construction Ltd.	2,196,503
KMS Tools And Equipment	34,086
Knappett Projects Inc.	58,317
Leavitt Machinery	115,107
Lesperance Mendes Lawyers	407,135
Life Fitness	29,425
Linda E Ross Property Management Inc.	26,660
Linde Canada	67,024
Literacy Victoria	49,210
Livingston International Inc.	53,576
Login Brothers Canada	255,345
Long View Systems Corporation	314,282
Low Hammond Rowe Architects Inc.	38,006
Lumberworld Ltd.	67,697
Macquarie Equipment Finance Ltd.	244,755
Manulife Financial	5,172,717
Mark'S Commercial	25,897
Mbs - Textbook Exchange, Inc.	61,688
Mcgraw-Hill Ryerson Limited	219,423
Mcw Consultants Ltd.	143,536
Mencius Consulting Ltd.	72,229
Merak Consulting Ltd.	26,150
Microserve Business Computers	967,514
Microsoft	29,159
Minister Of Finance	255,981
Moneris	85,803
Monk Office	401,706
Morgan Electrical Group Ltd.	44,546
Morton Clarke & Co. Ltd.	57,544
MPS Macmillan Publishing Services	69,768
MVCC Video Communications Corp	87,529
Nebraska Book Company	46,054
NEC Canada Inc.	58,031
Nelson Education Ltd.	355,330
North Island College	43,066
Nu-Tech Systems	37,352
Omax Corporation	62,138
Orbis Communications Inc.	37,905
Out Of The Blue Designs	25,508
Oxford University Press	124,560
P.R. Bridge Systems Ltd.	66,162
Pacheedaht First Nation	49,451
Pacific Institute For Sport	628,918

Pasco Canada	36,978
Passion Sports Inc.	34,377
Pattison Outdoor Advertising	25,176
Pearson Education Canada	808,649
Postage By Phone	75,000
Prime Engineering	58,249
Professional Choice Uniform Inc.	39,311
Proquest LLC	117,263
Queen'S Printer	271,321
Raffles Educity	29,975
RDH Building Science Inc.	108,032
Read Jones Christoffersen Ltd.	55,217
Receiver General	3,985,212
Red Cab Communications	53,972
Refuse Holdings Ltd.	35,489
Remington Medical	27,650
RFS Canada	94,805
Ricoh Canada Inc.	128,812
Roadmasters Safety Group	32,813
Robbins Parking	182,167
Rogers	78,848
Rolex Plastics & Printing Ltd.	31,679
Russell Food Equipment Ltd.	38,095
School District #63	126,114
School District #64	142,489
School District #62	176,520
Securiguard Services Limited	145,605
Shanahan's Ltd	32,302
Sharper Marketing	27,759
Shell Energy North America (Canada) Inc.	113,199
Signs Of The Times	120,548
Simon Fraser University	207,632
Sirsidynix	42,930
Skillplan	37,033
Skills Canada BC	74,530
Skillsource	120,648
Snap On Tools	64,217
Solutions Business Interiors	91,005
Spicers Canada ULC	143,464
Staedtler-Mars Limited	27,752
Studica Limited	58,669
Sushil Seli	101,750
Sysco Victoria	180,700
TC Publication Limited Partnership	51,256
Telus	139,935
The Cumis Group Ltd.	54,771
Think Communications Inc.	90,441

Thomas Skinner & Son Ltd.	70,900
Torcomp Studica Ltd.	50,771
Troy Electric Sales & Services Ltd.	28,987
Tseycum First Nation	87,570
Tsinghua University	34,531
Universal Sheet Metal Ltd.	417,596
Vancouver Island University	38,664
Veritiv Canada, Inc.	60,264
Vertex Graphic & Business Equipment	68,115
Vicstar International Education and Consulting Ltd.	25,388
Victoria Conservatory of Music	173,500
VS & Associates	30,667
VWR International	25,174
Waste Management	101,774
Wesco Distribution-Canada Inc.	28,947
Westburne West	89,165
Wilkinson Steel And Metals	105,250
Wilson'S Transportation Ltd.	144,403
Wolseley Mechanical Group	25,036
Wolters Kluwer	32,896
Worksafe BC	336,447
WSP Canada Inc.	67,823
	<hr/>
<b>Total over \$25,000</b>	<b>43,543,428</b>
<b>Total less than \$25,000</b>	<b>7,134,657</b>
	<hr/>
<b>Grand total</b>	<b>50,678,085</b>
	<hr/>

**Reconciliation**

Total of aggregate payments exceeding \$25,000 paid to suppliers	\$ 43,543,428
Consolidated total of payments of \$25,000 or less paid to suppliers	\$ 7,134,657
Consolidated total of all grants and contributions exceeding \$25,000	\$ -
	<hr/>
Subtotal	\$ 50,678,085
Total per Note 13. Expenses by object	30,864,200
	<hr/>
Variance	<u><u>19,813,885</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 12, 2017  
**TIME:** 5:00 pm  
**LOCATION:** Paul Building, Room 216, Lansdowne Campus

#### BOARD MEMBERS:

Russ Lazaruk, Chair  
 Tim Ayers  
 Sherri Bell, President  
 Steve Chang  
 Cindy Choi  
 Joanne Cumberland  
 Stefan Fletcher  
 Nigel Giuliany  
 Meagan Greentree  
 Debbie Hlady  
 Anthony Pica  
 Ron Rice, Vice Chair  
 Laylee Rohani

#### ADMINISTRATION:

John Boraas, VP Education  
 Shane Busby, VP Administration  
 Deborah Huelscher, Chief Financial Officer  
 Geoff Wilmshurst, VP Partnerships  
 Joan Yates, VP Student Experience

**GUEST:** Cynthia Smith, Dean, Health & Human Services

**REGRETS:** Bill Gyles  
 Barbara Severyn, Executive Director, Human Resources

**BOARD ASSISTANT:** Heather Martin

#### I CALL TO ORDER

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

#### II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

#### III BOARD MEMBER REPORTS

##### 1. Chair's Report

Russ Lazaruk, Chair, continued meeting with Sherri Bell for planning. Ron Rice and Russ met with Sherri to look at the membership of the standing committees in September in preparation for Russ' departure this December. Congratulations to Debbie Hlady for winning the competition for the Dean of Arts and Science. As she will move from the Faculty Association to the Exempt Group, her role on the board will end on August 14, 2017. The faculty seat will be vacant until the by-election in the fall.

The annual Joint Foundation/Board of Governors meeting took place on May 15. It was a great success with lots of shared information and lively discussion. On May 17, Tim Ayers was acclaimed as the Chair of Education Council for the next year. The Vice Chair is Alison Bowe. The term is August 1, 2017 to July 31, 2018.

Russ brought a welcome to the Trades Student Awards on May 30, and Ron Rice attended the Technology Student Awards on May 31. Russ commended all the staff who do such a great job organizing the ceremonies. Russ will bring a welcome to the Centre for Sport & Exercise Education (CSEE) Awards on June 14. Ron Rice, Bill Gyles, and Russ will deliver a speech on behalf of the board at the College graduation on June 15 and 16. Cindy Choi and Joanne Cumberland will also attend. Sherri Bell and Russ will have an orientation with the incoming student, Melanie Winter, in September. Russ reminded the members to submit the annual board evaluation on-line form by the end of the month.

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

Sherri Bell, President, noted that June brings the graduation ceremonies and awards celebrations. It is the busiest and most exciting month because we celebrate the success of the students. This is the end of the second year for Sherri at Camosun. Sherri went to Japan and China with Geoff Wilmshurst and Christiaan Bernard. In eleven days they travelled to six cities and met with new and existing partners. She visited Josai University in Tokyo, which is our oldest partnership. Sherri was elected to the BC Council for International Education (BCCIE) board as the president representing colleges. She went to a BCCIE meeting last week and will attend a conference next week.

If Victoria wins the bid for the 2020 Commonwealth games there will be an \$800M legacy of affordable housing. UVic is slated to get 2000 extra beds. Sherri has spoken with the group putting the bid together regarding support for housing.

On Saturday, Sherri opened Operation Trackshoes at UVic, where 400 special needs athletes of all ages competed. Many Camosun volunteers worked there both Saturday and Sunday. June 21 is National Aboriginal Day, and Camosun we will compete in the canoe races at Royal Roads with UVic, Shoreline Middle School, and Royal Roads. Sherri and other students and faculty will be in the Camosun canoe. There will also be an event in the library to celebrate the day.

## **3. Foundation**

Geoff Wilmshurst, Vice President Partnerships, noted the AGM took place on May 18. Jeety Bhalla is still the Chair, Greg Baynton is the new Vice Chair, and Tom Hawker will remain as treasurer.

## **4. Education Council**

Tim Ayers, Education Council Chair, noted the minutes from the March 22, 2017 meeting were included in the agenda package. The April meeting was cancelled. The Education Council retreat last week was very successful. Members of the Integrated Curriculum Committee attended for the morning. Patti Odynski gave a great workshop on the philosophy of curriculum change, and Stephen Rumpel and Katie Shaw gave a workshop on policy updates.

## **5. Pacific Institute for Sport Excellence (PISE)**

Stephen Chang, PISE Board of Directors member, noted they met earlier this month. They hosted another successful Family Day in May. PISE has officially achieved charitable status. They are working on their fundraising strategy, which will be finalised in fall. They discussed the Commonwealth Games and the affect it will have on PISE.

# **IV BOARD COMMITTEE REPORTS**

## **1. Audit Committee**

- i) The minutes from the October 24, 2016 meeting were included in the agenda package.

- ii) Russ Lazaruk gave a report on the June 5, 2017 Audit Committee meeting. The draft audited financial statements are included in the agenda package. It was a very clean audit.

- a) Audited Financial Statements for the Year ending March 31, 2017

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2017 AS PRESENTED.

CARRIED

- b) Reappointment of the Auditor

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REAPPOINT KPMG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2018.

CARRIED

## **2. Award for Innovation Sub-Committee**

Ron Rice, Chair, Award for Innovation Sub-Committee, reported the committee met in May to discuss the award going forward and its relevance due to the low response. They took the challenges and optics to the Executive committee last week. It was decided to revitalize the award by changing the way it is presented and determined. The first year it was presented in a large external event. For budget reasons it shifted to an internal focus. The original purpose was to give Camosun a higher profile in the business community, and to highlight the innovative side of the college. A revised Terms of Reference will be presented to the board for approval.

## **3. Executive Committee**

Russ Lazaruk, Chair, Executive Committee, noted they met last week and worked on the Orientation agenda.

- i) Program Cancellation Request

John Boraas, VP Education, advised Education Council recommended the cancellation of the program.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE CANCELLATION OF THE COMBINED INDIGENOUS CAREER ACCESS AND FAMILY SUPPORT PROGRAM (IDS 2420).

CARRIED

- ii) External Relations Committee G-1.6 – Rescind

Russ Lazaruk, Chair, reported the board suspended the External Relations committee last year for one year. Most of the work is being managed by staff.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RESCIND THE 'EXTERNAL RELATIONS COMMITTEE'.

CARRIED

**V APPROVAL OF THE MINUTES**

The minutes of the May 8, 2017 meeting were approved as distributed.

**VI NEW BUSINESS****1. Health Building Update**

John Boraas, VP Education, noted there has been an enormous amount of consultation. The goal is to create a space where departments can work together, and they are developing curriculum to support that.

Cynthia Smith, Dean, School of Health and Human Services, showed the final rendition of the building. The focus is on education needs and how to meet them. There will be 250 spaces for students to collaborate, as well as hot and cold food. Cynthia's team visited 12 colleges to find out what works and what does not. There will be an indigenous space near the main entry. There will be an outdoor terrace for employees and students on the third floor, and classes can be held outside. The top floor has all the high and low fidelity labs. There will be social stairs for students to collaborate. They can be closed off for a large meeting space. There is a lot of natural wood and light. There will be flexible classrooms with moveable furniture for group work. Much of the office space is open concept, so many sizes of meeting rooms will be available for private conversations. There will be a teaching clinic on the first floor. It will be a holistic, healthy building, and will exceed Leed Gold standards.

**2. Institutional Accountability Plan and Report 2016/2017**

Joan Yates, VP Student Experience, advised the Institutional Accountability Plan and Report is required by the Ministry of Advance Education. It highlights key areas of performance measures. The occupations that will require training in future are listed beside the programs at Camosun that address them. The Full Time Equivalents (FTE) show an overall increase of 3.8%. Head counts remain steady, but have gone up in international education. The 15 to 24 year old demographic is softening, which is the post-secondary market. The target for credentials awarded was exceeded by 200. Student spaces in development programs were soft due to a shift in funding. Student satisfaction is very high and exceeded targets. Student outcomes showed student skill levels were achieved or exceeded. The student unemployment rate exceeded the target. The Taxpayer Accountability table shows performance measures against the 2016/17 Mandate Letter priorities.

**VII ADJOURNMENT**

The meeting was adjourned at 6:35 pm.

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**Russ Lazaruk, Chair**

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**Date**

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**Heather Martin, Recorder**



# Board of Governors Regular Self-Evaluation Summary 2016-2017

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*(Completion rate: 35.75%, 5 of 14 polled responded)*

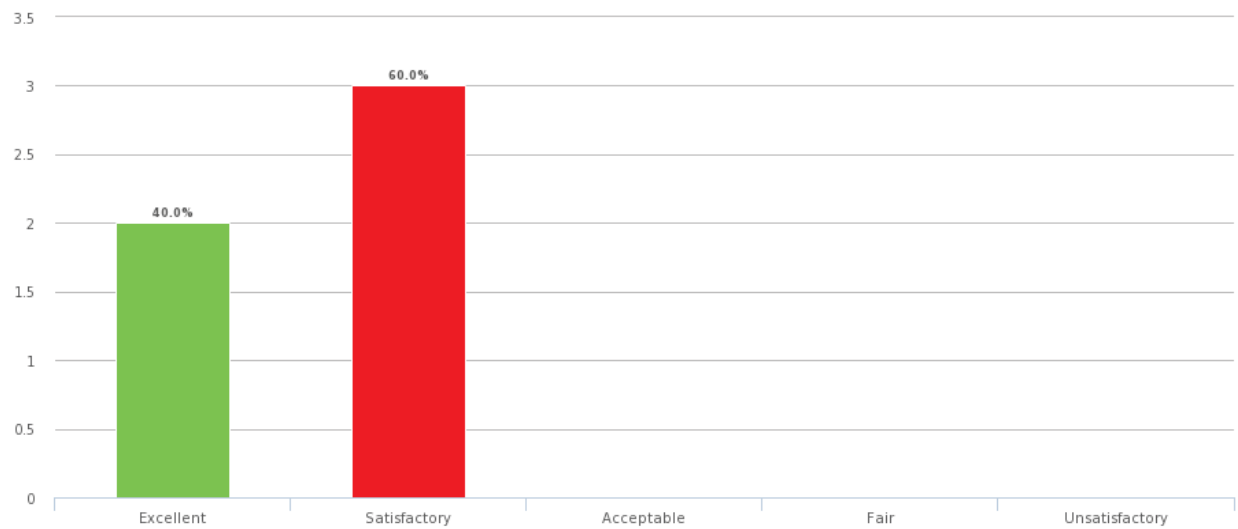
## Please comment on how well you believe the board is meeting its role.

#	Response
1.	I believe the Board has been an effective steward for the College.
2.	I believe the board is operating well and fully meeting it's mandated responsibilities.
3.	The board functions well and has fulfilled its mandate(s). It generally respects the wall between governance and operations.
4.	The Board through Board chair have a clear understanding of governance. Board members are thoughtful and interested in the success of the College. The Board works well together!
5.	The board members take an invested interest in Camosun College and its strategic priorities.

## Do you have any suggestions for improvement?

#	Response
1.	None.
2.	Continued training in governance for the board members.
3.	All governors need to understand that that the board's oversight is at a strategic level not an operational level.

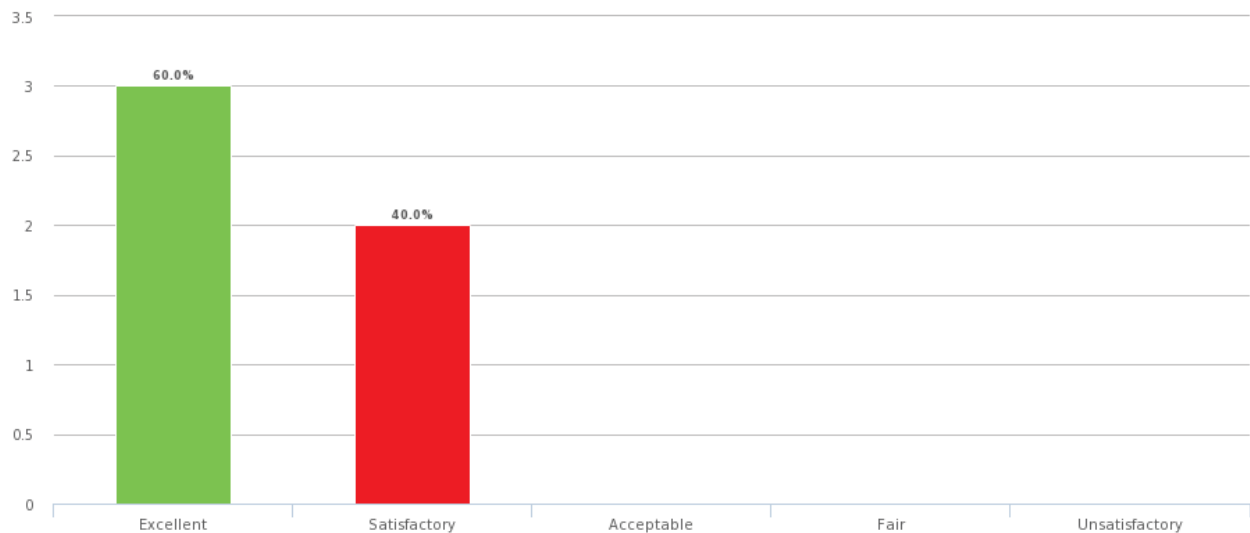
### Do you think the number, timing, and length of board meetings are appropriate?



### What, if any, changes would you suggest?

There are no responses to this question.

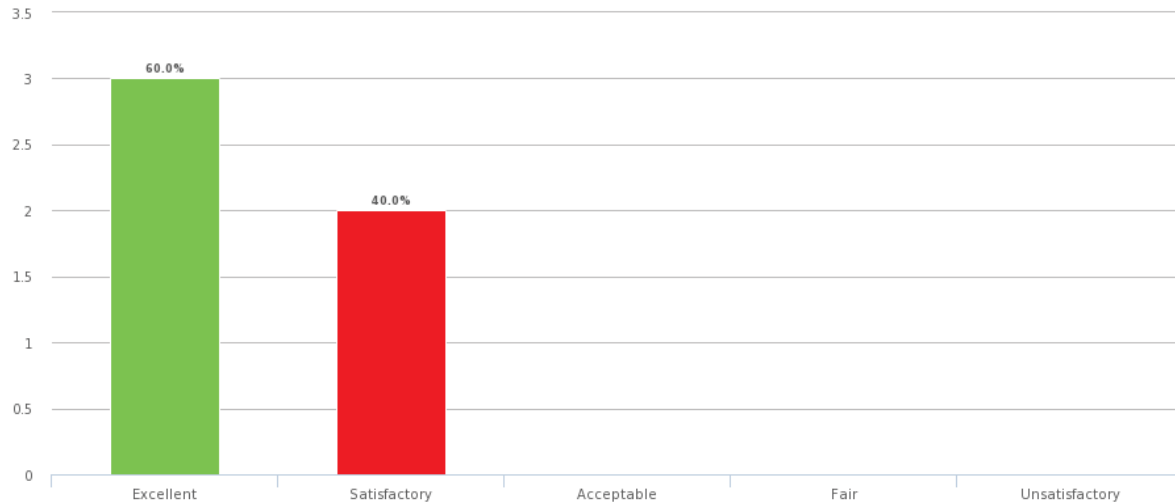
### Do you think the conduct of board meetings is appropriate?



### What, if any, changes would you suggest?

There are no responses to this question.

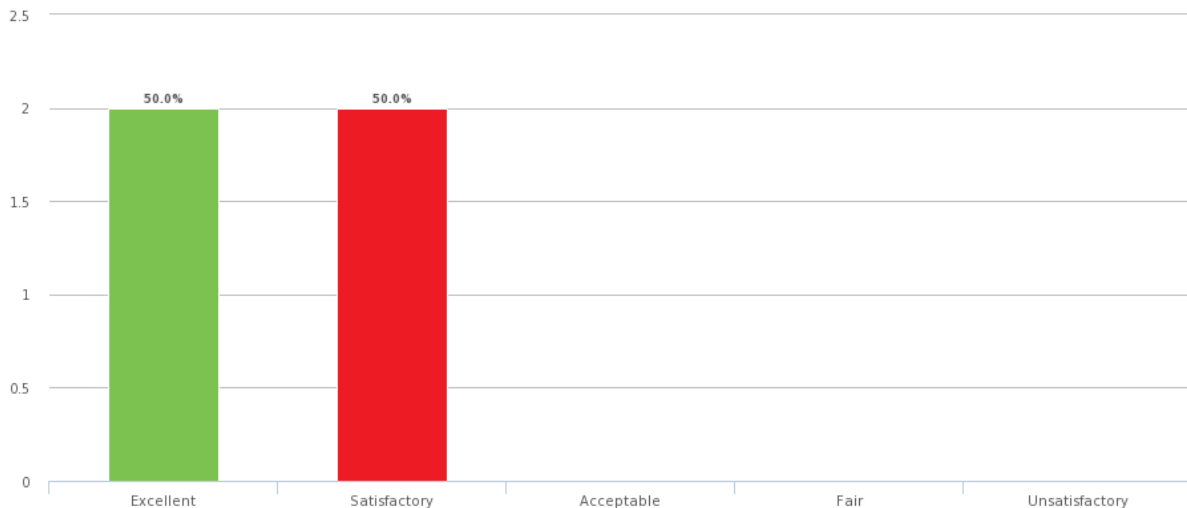
**Over the course of the past year did you receive the information you needed in order to fulfill your responsibilities as a board member - in board packages sent prior to meetings, in presentations during meetings and through other forms of communication?**



**Comments please:**

overall it's excellent. sometimes we suggest a tweak here and there in order to understand the material presented....this has been improved with memos with attachments.

**Please rate the 'Strategic Issues' format for board meetings.**

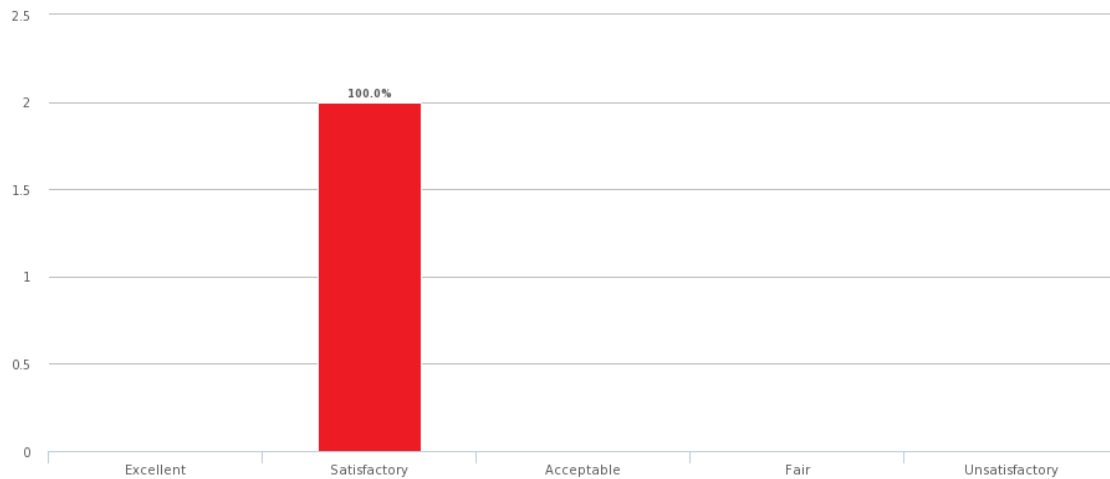


**Do you find the 'Strategic Issues' format for board meetings to be beneficial?**  
**Please comment.**

#	Response
1.	They provide important insight for board members who are not on campus regularly. Presentations are well done and appreciated. It gives both the board and college community a chance to interact and ask questions
2.	I don't think we did one.

**For liaison members only**

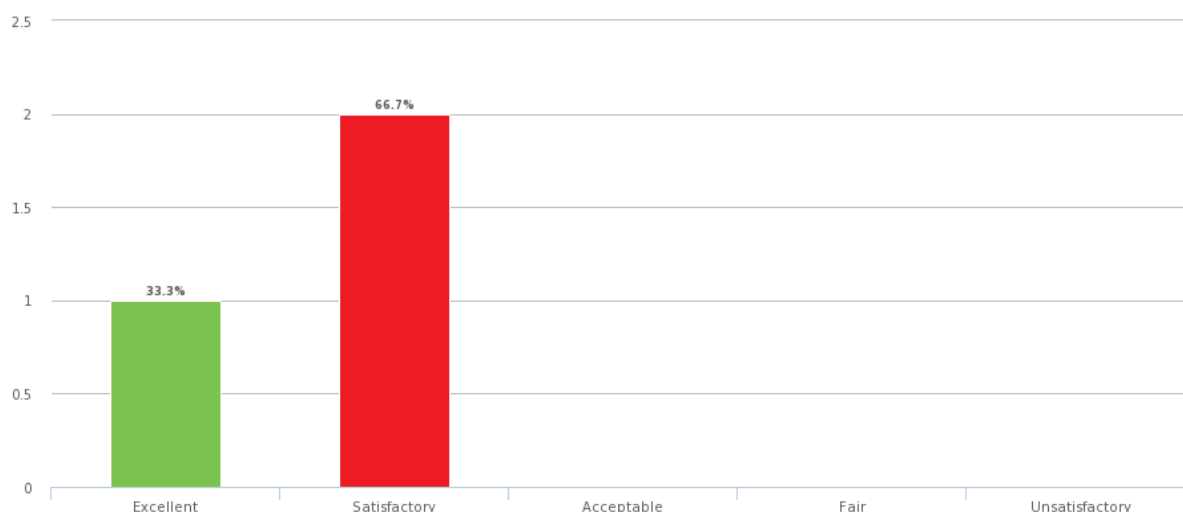
**Is this role fulfilling/purposeful?**



**Comments please**

There are no responses to this question.

### For the remaining non-liaison board members



### Comments please

great updates from the liaison members

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

#	Response
1.	Continue with the Strategic Issues sessions. Maybe a once a year governance refresher
2.	Every board member should have an opportunity to attend the Ministry's sponsored governance workshops if they have not attended one in the past. They are great.

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

Overall it's a great board.

## 2017-18 Budget Reinvestments as of July 2017

\* Budget investments benefitting both Corner Post 1 and Corner Post 3

### Corner Post 1:

#### The Student Experience

	Operating	Capital	Continuing	One-time
Director Enrolment Systems & Continuous Improvement	X		X	
Investment in training & tools Registrar's Office	X		X	
Registrar's Office - various implementations & projects (Degree audit, student planning, self-service, etc.)	X			X
Mental Health Strategy	X			X
Learning Services project support	X			X
Hosting Men's National Volleyball 2018	X			X
EAVTEC program (Faculty & support positions)	X		X	
Computing Lab Assistant (CUPE)	X		X	
Engineering Graphics Technician Certificate program *	X		X	
Associate Dean - A&S, T&T	X		X	
Work Integrated Learning Plan *	X			X
New Campus Plan	X			X
Associate Director - Applied Learning *	X			X
Applied Learning - Faculty Position *	X		X	
Administrative support (CUPE) A&S	X		X	
Additional level of security guards at both campuses	X		X	
Establish Emergency Management Budget	X		X	
Project Managers - Facilities	X		X	
Increase Library Collections Budget	X		X	
Renovation to Food Services Kiosk - CBA Building		X		X
Website Mobile		X		X
Food Truck Patio - Interurban		X		X
All-weather multi-court space Interurban		X		X
Charger's Banner for PISE gym		X		X

### Corner Post 2:

#### Supporting People in an Engaged Community

	Operating	Capital	Continuing	One-time
Increased TTW offerings (Faculty)	X		X	
Nat'su'mat wrap and cook pit		X		X
Organizational & People Development (Exempt)	X		X	
Administrative support (CUPE) for TRC actions	X			X
Learning Management System	X			X
Indigenous Events	X		X	
Faculty release to develop Indigenous HR policy and hiring content	X			X

### Corner Post 3:

#### Creativity & Innovation

	Operating	Capital	Continuing	One-time
Engineering Graphics Technician Certificate program*	X		X	
Work Integrated Learning Plan *	X			X
Associate Director - Applied Learning *	X			X
Applied Learning - Faculty Position *	X		X	

### Corner Post 4:

#### Sustainability for the Environment & Society

	Operating	Capital	Continuing	One-time
Sustainability Plan refresh	X			X
Camosun Express - continuation of pilot	X			X
ITS positions - Asset Inventory & Logistics (CUPE), Project Specialist (Exempt)	X		X	

Operating investment:	\$1.4M	continuing activity one-time projects
	\$1.1M	
	<u>\$2.5M</u>	

Capital investment: \$ .3M

Total investment: \$2.8M



Sherri Bell, President

## Performance Review - Annual Plan 2016/17

**Goal 1:** 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.

**STATUS:** *ACHIEVED AND WILL CONTINUE AS A PRIORITY.*

**Goal 2:** 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.

**STATUS:** *ACHIEVED.*

**Goal 3:** 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.)

**STATUS:** *ACHIEVED. COMMUNICATIONS WILL ALWAYS REMAIN A PRIORITY.*

**Goal 4:** 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.

**STATUS:** *ACHIEVED AND WILL CONTINUE AS A PRIORITY.*



**Sherri Bell, President**

## Annual Plan for 2017/2018

**Goal 1: To lead the implementation of our Strategic Plan.**

**Actions:**

- Continue to work with Senior Leadership Council (SLC) to implement the Strategic Plan.
- Initiate the annual Strategic Plan Progress Report.
- Share and celebrate the Strategic Plan accomplishments and reinvestments with college employees.

**Goal 2: To provide leadership and support for college initiatives.**

**Actions:**

- Provide strategic information and leadership to College Executive Team (CET), SLC, and Operational Leadership Team (OLT).
- Engage in campus planning project.
- Work with SLC on preparation, communication and implementation of campus changes stemming from the campus plan.

**Goal 3: To explore and take action on new opportunities for the college.**

**Actions:**

- Continue to work with government on options for student housing.
- Work with VPs on new program ideas for the West Shore.
- Work with VPs on new domestic and international programming.

**Goal 4: To foster and develop internal and external relationships and engage the college community.**

**Actions:**

- Build relationships to enhance the health campaign.
- Develop new government relationships.
- Continue to be actively involved in department and school events.





August 10, 2017

Ms Heather Martin  
Camosun College - Board of Governors  
c/o President's Office  
Victoria, BC V8P 5J2

Dear Board of Governors,

**Re: Board of Governors Bursary**

The Camosun College Foundation is pleased to present our annual endowment status report for 2016.

Your endowment is an important part of the Foundation's assets and we value your investment in the College and our students. As you know, post-secondary education is vital to both individual and community prosperity. As the costs of tuition, books, tools and living expenses continue to rise, financial hardship for many students is a reality.

Your generous spirit in creating an endowment is helping to remove barriers and enhancing the experience of every student who attends Camosun College for decades to come. Investment income and additional donor support provided \$950,000 to over 1500 students in 2016.

The Camosun College Foundation is directed by an independent board that works hard to effectively steward donor funds, maximising its potential to grow and do the work that you have entrusted to us. During 2016, the Foundation continued its mandate of a conservative investment strategy that will yield a disbursement rate of 4.2%, providing over \$500,000 in awards and bursaries to students in 2017.

This investment strategy has ensured that the Foundation can consistently support students with endowment awards. Thanks to the generous support of donors like you, we now administer total endowments in excess of over \$ 12 million making us one of the largest Foundations in the Canadian college system.

If you have any questions or comments about giving to Camosun, please don't hesitate to contact the Foundation Office at [foundation@camosun.ca](mailto:foundation@camosun.ca) / 250-370-4233.

On behalf of the Foundation Board of Directors, thank you. *You Change Everything!*

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeety Bhalla'.

Jeety Bhalla  
Chair, Foundation Board

A handwritten signature in black ink, appearing to read 'M. Wilmshurst'.

Geoff Wilmshurst  
Executive Director



## Board of Governors Bursary

**Criteria:** Est in 2000 to recognize the contributions and commitment of retiring Board members. Income is disbursed annually to students attending Camosun College who display a financial need, are achieving satisfactory acad standing and are involved in community activities or volunteerism.

Prepared for: Camosun College - Board of Governors

### Financial Summary:

<b>Principal<sup>1</sup></b>	
Total principal as of Dec. 31, 2015 (Including transfers and matching)	46,965.90
Donations and transfers to the principal during 2016	540.00
Total principal as of Dec. 31, 2016 (Including transfers and matching)	47,505.90
Donations and transfers to the principal January to June 2017	270.00
Total principal as of June 30, 2017 (Including transfers)	47,775.90

<b>Disbursement Allocation<sup>2</sup></b>	
Carry-over from previous years as of June 30, 2017 <sup>a</sup>	60.55
Disbursement from 2016 investment income available for recipients <sup>b</sup>	1,986.74
Total amount available for recipients in the 2017/18 Academic Year	2,047.29

### Glossary of Terms

1. **Principal** is the dollar value of all donations, transfers and matching funds that have been deposited to the endowment principal.
2. **Disbursement Allocation** is the amount that may be awarded to the recipient from the endowment. It consists of the following:
  - a) Carry-over of unspent allocations from previous years.
  - b) The annual disbursement to recipients is based on either:
    - i) current policy guidelines;
    - ii) the amount specified in the endowment terms of reference.





Camosun College Board  
of Governors and College  
Community:

I am delighted to share with you the first annual Progress Report for Camosun's 2016-2021 Strategic Plan. In this document you will find a sampling of the achievements and initiatives that are underway for each of the goals attached to the four Corner Posts of the Strategic Plan. I say "sampling" because there are multiple layers of work being undertaken that could be reported in detail however, the purpose of this report is to provide a high level overview.

I am proud to say that the Strategic Plan truly guides the initiatives and decisions of Camosun College; every new program, service and project is viewed the lens of our Vision, Mission, Values and the Four Corner Posts. We have gotten off to a great start in working towards achieving all the Strategic Plan goals and will continue to do so in the coming year. In the meantime, I hope you find this report useful and are as pleased as I am with the progress achieved in this past year.

*Sherri Bell*  
Sherri Bell  
President

# Strategic Plan

## PROGRESS REPORT

2016/2017



**Goal 1** Ensure we have an environment in which students learn to learn; are engaged in community; and acquire skills and knowledge that effectively supports them in building their future.

**Goal 2** Develop a strong, college wide service philosophy and culture that puts students at the center of everything we do.

**Goal 1**  
Recognize and celebrate  
diversity within the  
college community.

### Achieved:

- Implemented a new Student Support Model that addresses behaviour, conduct and safety issues
- Continued implementation of our Mental Health strategy
- Implemented a new registration model that puts students at the center
- Developed a three year, student-centric division plan
- Consultation for the new Health Building included a strong focus on student needs
- Increased student participation and input into college decisions including policy development

### In progress:

- Rebuild applied learning model within the Student Experience and Education divisions
- Full implementation of safety process, mental health strategies, registration model and student services model
- Increased collaboration between the Registrar's office and Camosun International

### Key Performance Indicators:

Overall student satisfaction rate. Source: BC Student Outcomes Survey					
	2012	2013	2014	2015	2016
<b>Camosun</b>	93%	93%	92%	94%	91%
<b>BC College Average</b>	93%	93%	93%	93%	92%

\*Note: All institutions surveyed includes the public post-secondary institutions in British Columbia, EXCEPT for the Research Universities.

### FALL 2017 Student Experience Survey:

In order to obtain more meaningful data we are creating our own student survey.

- Percentage of students who felt supported in achieving their educational objective
- Percentage of students satisfied with their overall educational experience
- Percentage of students satisfied with their co-op placement or work-related experience

### Achieved:

- Moved forward on individual diversity issues; e.g. gender neutral washrooms on both campuses, additional support materials for instructors regarding disabilities, inter-cultural workshops
- Supported a Creativity and Innovation Project that will inform the diversity priorities

### In progress:

- Examination of hiring practices
- Review the mandate of the Diversity Committee
- Examine space needs of our diverse population
- Enact focus groups on diversity issues

### Key Performance Indicators:

Establishment of priorities to support diversity.

### NEW

Number of opportunities students and staff have to engage in planning and projects supporting diversity.

Achieved:

- 17 of 39 TRC Initiatives in Camosun’s 5 year plan are completed or underway
- 800 employees attended Conversations Day which focussed on TRC
- Increased number of TTW offerings from three to eight
- Held the 2nd Annual Orange Shirt Day
- Hired CETL faculty to focus on indigenizing curriculum
- Created Indigenous Director position

In progress:

- Continue to increase number of TTW course offerings
- The new HR onboarding/recruitment/hiring process will be indigenized
- Create an Indigenous space in the new Health Building
- Continue indigenization of programming

NEW Staff Engagement Survey:

I see the effects of the College’s Indigenization Plan in my workplace.

Key Performance Indicators:

Number of staff who have completed the full TTW training. Source: Internal Tracking		
Two years of data available	Up to 2016	2016-17
KPI presents the cumulative total number after each year.	179	232

Proportion of i) Indigenous students and ii) Indigenous employees at Camosun compared to the rate of Indigenous population in nearby districts. (Esquimalt, Juan de Fuca, Victoria, Saanich, Gulf Islands. Indigenous population from the 2011 National Household Survey (NHS) is 4.2% Source: Internal Tracking	
2014-15 Students	6.2%
2015-16 Students	5.8%
2014-15 Staff*	3.3%
2015-16 Staff*	3.3%

2016 Census released end of 2017  
\*Head Count

FALL 2017 Student Experience Survey:

Number of students who indicated that their experience at Camosun improved their understanding of Indigenous issues and culture

Achieved:

- Achieved our initial goal target of 15% of the student population
- International tuition revenues close to matching domestic tuition revenues
- Continued growth in international development project activity with two new projects in Kenya, one in Egypt, and one in Jordan; projects completed in Kenya; two underway in Tanzania and one in Mozambique
- Significant opportunities developed for Camosun faculty and students to participate in our overseas development projects and exchange partnerships

In progress:

- Develop structure/guidelines for development and enhancement of field schools
- Increase the number of Camosun students participating in field schools, exchanges and international projects
- Increase internationalization support within schools
- Development of intercultural training and faculty support capacity

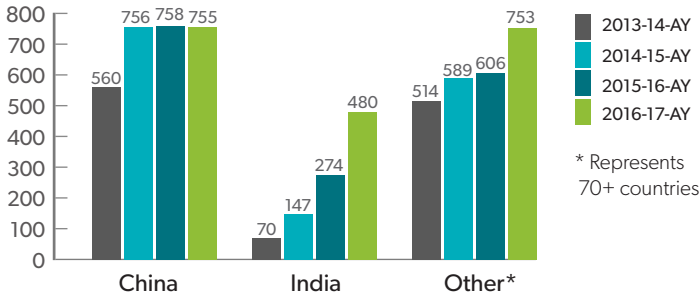
Total number of international students Source: Internal Tracking				
2012-13	2013-14	2014-15	2015-16	2016-17
776	1144	1493	1618	1988

Key Performance Indicators:

International student satisfaction rate with Camosun College’s career services. Source: iGraduate Survey		
2014	2015	2016
89%	84%	93%

International student satisfaction rate with the employability skills they learned in Camosun’s classes. Source: iGraduate Survey		
2014	2015	2016
84%	80%	87%

Camosun College International Student Counts





## Creativity & Innovation

### Goal 1

Actively engage the college community in recognizing and building on innovation and creativity.

#### Achieved:

- Awarded 16 Creativity and Innovation staff projects
- Completed extensive faculty consultation regarding applied learning
- Developed a framework for applied learning that includes applied research and social innovation

#### In progress:

- Rebrand and increase the profile of applied learning
- Implementation of applied learning plan
- Prepare to launch Interaction Lab
- Focus the 2018 Creativity and Innovation awards on the Interaction Lab

#### Key Performance Indicators:

##### 2015 Staff Engagement Survey

- My department values a diversity of ideas and approaches – 86% reported this occurs with high or medium frequency
- My department values innovation – 88% reported this occurs with high or medium frequency

Staff Engagement Survey will be re-administered in 2017.

##### FALL 2017 Student Experience Survey:

Percentage of students who felt that their experience at Camosun College included problem solving where they were encouraged to provide a creative and innovative approach in the classroom or with an assignment.

CORNER  
POST



## Sustainability for the Environment & Society

### Goal 1

Provide leadership and support on key social, environmental and economic issues impacting the college.

#### Achieved:

- Replacement of multiple boilers, chillers, and other upgrades (new windows and window treatments) across both sites, which will result in reducing our greenhouse gas (GHG) emissions, improving energy efficiency, and reducing (per unit) utility costs for the College
- Worked with the CRD to complete a Water Audit with the aim of reducing Camosun's water consumption and waste
- Camosun Print Shop now uses only 100% recycled paper for letter and legal sized copy paper. All printers on campus are set up to print double-sided

#### In progress:

- Refresh of the Sustainability Plan is underway, with input from stakeholders across the College and incorporating a student liaison
- The Camosun Sustainability Advisory Council has convened, with the aim of leading and refreshing sustainability initiatives
- Leveraging an ASDT (provincial purchasing initiative), Camosun will replace outdated printers and move to multi-function devices

#### Key Performance Indicators:

GHG Emission Source Data, 2010-2016 (tCO2e)							
	2010	2011	2012	2013	2014	2015	2016
Total Emissions	2034	2084	1843	1771	1442	1608	1586

##### Rate of people using single driver automobiles.

Source: Ancillary Services Parking Survey and counts

2011 (survey)	2012 (counts)	2013 (survey)	2014 (counts)	2015 (survey)
57%	38%	47%	37%	41%

#### NEW

Diversion rate of materials away from the landfill or incinerator, by: recycling, composting, reusing, donating, or re-selling. (Source: Sustainability Office, Facilities Services)

##### FALL 2017 Student Experience Survey:

- How important is environmental sustainability to you?
- To what degree has Camosun's sustainability culture influenced your understanding and actions with respect to sustainability?

