



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, February 6, 2023
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
Bijan Ahmadi
Greg Atkins
Tanya Clarmont, Vice Chair
Kyle Jones
Brenda McBain
Brent Palmer
Ruth Mojeed Ramirez
Mike Stubbing
Lane Trotter, President
Al van Akker
Karen Young

ADMINISTRATION:

Heather Cummings, VP Student Experience
Deborah Huelscher, VP Administration & CFO
Rodney Porter, Exec. Dir., Communications & Marketing
Barbara Severyn, Exec. Dir., Human Resources
Jen Stone, Exec. Dir., Strategy, Planning & Transformation

GUEST: Rashed Al-Haque, Education Policy Specialist

REGRETS: John Boraas, VP Education

Joanne Cumberland
Lindsay Kearns
Geoff Wilmshurst, VP Partnerships

EXECUTIVE ASSISTANT: Heather Martin

Camosun College campuses are located on the Traditional Territories of the Lekwungen and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

	PAGE
I CALL TO ORDER	
II APPROVAL OF THE AGENDA	
III BOARD MEMBER REPORTS	
1. Chair's Report [5 min] (Monty Bryant)	no attachment
2. President's Report [5 min] (Lane Trotter)	attachment 4
3. Foundation [5 min] (Geoff Wilmshurst)	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Karen Young)	
i) Minutes of the November 16, 2022, meeting	attachment 7
ii) Minutes of the December 14, 2022, meeting	attachment 11
5. Pacific Institute for Sport Education [no report]	no attachment

IV BOARD COMMITTEE REPORTS		
1. Executive Committee [5 min] (Monty Bryant)		
i) President's Goals: Review of 2022 [5 min] (Monty Bryant, Lane Trotter) *	attachment	15
ii) President's Goals: Goals for 2023 [5 min] (Monty Bryant, Lane Trotter) *	attachment	21
2. Finance Committee [10 min] (Mike Stubbing)		
i) Minutes from the October 24, 2022, meeting	attachment	22
ii) Report from the January 26, 2023, meeting	no attachment	
3. Governance Policy Review Committee [10 min] (Monty Bryant)		
i) Minutes from the November 21, 2022, meeting	attachment	24
ii) Report from the January 16, 2023, meeting [5 min] (Monty Bryant)		
a. G-2.5 Strategic Plan Policy [5 min] (Lane Trotter) *	attachment	27
V APPROVAL OF THE MINUTES		
1. Minutes of the December 5, 2022, meeting [2 min] (Monty Bryant)	attachment	29
VI NEW BUSINESS		
1. Strategic Plan Implementation Update [5 min] (Jen Stone)	no attachment	
2. Indigenization at the Board Table: Terminology [10 min] (Monty Bryant, Tanya Clarmont)	no attachment	
VII ADJOURNMENT		
* Requires a decision. See Page 3 for the proposed motions.	attachment	3



BOARD OF GOVERNORS

Regular Meeting

MOTIONS

Monday, February 6, 2023

IV BOARD COMMITTEE REPORTS

1. Executive Committee

i) President's Goals: Review of 2022

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RECEIVE THE UPDATE ON THE PRESIDENT'S GOALS FOR 2022.

ii) President's Goals: Goals for 2023

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RECEIVE THE PRESIDENT'S GOALS FOR 2023.

3. Governance Policy Review Committee

a. G-2.5 Strategic Plan Policy

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE NEW 'G-2.5 STRATEGIC PLAN' POLICY.



Board of Governors

SUBMITTED BY: Lane Trotter, President

DATE: February 6, 2023

TOPIC: President's Report: December 5, 2022 to February 6, 2023

Note: A verbal report will be provided for events from January 25th through February 6, due to the publishing timeline of the Board meeting package.

1. Meetings with External Community

On January 13th, Geoff Wilmshurst and I met with Saanich Mayor Dean Murdock & Mitchell Edgar - Saanich Economic Development Manager for a general discussion around the college's plans. This meeting was in response to the congratulatory letters that I sent to all the Mayors after the Fall Municipal elections.

January 24th, I was delighted to host our new Minister, Selina Robinson, for a tour of the Interurban Campus. The morning began at the Alex & Jo Campbell Centre for Health and Wellness where the Minister met with students and faculty of an Early Learning and Care class. This was followed by a meeting with Monty Bryant and myself and then a separate meeting with Camosun College Student Society representatives. The next stop was a tour of the Pipe and Plumbing shop and a meeting with students in the Pipe Trades Foundation Class. The visit concluded with lunch prepared by our Culinary Arts students in the Classroom Restaurant; attendees included four students who had completed the WITT program.

2. Meetings with Internal Community

On December 7th I met with faculty of the Communications Program.

On January 17th I met with CCFA President Lynelle Yutani for an informal chat and catch-up.

On January 18th, I met with students in the Customer Service Program and Mark Fournier, Chair of Employment Training and Preparation, as part of my on-going intention to meet with students in the college's various schools and programs.

On January 19th, I met with CUPE 2081 President Keith Todd and CUPE 2081 Labour Relations Officer Erynne Grant for an informal chat and catch-up.

3. Events

On December 8th the annual Employee Holiday Party was held in the Wilna Thomas Building Celebration Hall. Not only was it a wonderful celebration after a two-year COVID-enforced hiatus, it was also a great opportunity for employees to explore our newly renovated Wilna Thomas Building.

On December 13th I had the honor of participating in a ceremony to rename the Centre for Teaching and Learning to the Dr. Lloyd Morin Centre for Excellent in Teaching and Learning. The idea of honouring Dr. Morin, one of the founding leaders of Camosun College and an early promoter of community colleges as accessible institutions, was put forward by members of the Camosun College Retired Employees (CCARE) group. The event was attended by Dr. Morin and his wife, Carol, as well as many CCARE members and current employees. It was a very fitting tribute and recognition of one of the college's early leaders and visionaries.

On December 15th, I was delighted to attend a lunch with Women in Trades Training students and donors Gwyn Morgan and Patricia Trottier to acknowledge a donation of \$1.285 million from the Gwyn Morgan and Patricia Trottier Foundation in support of the Empowering Women in the Trades Program. This is the second gift from that foundation for the program and is the largest philanthropic gift in the history of the college, outside of estate gifts (the first gift being \$1 million in 2017.)



January 6, 2023
Our Ref. 127488

Dr. Lane Trotter
President
Camosun College

Email Address: c/o SmedleyR@camosun.ca

Dear Dr. Lane Trotter:

Thank you for your letter of December 7, 2022, sent on behalf of Camosun College, regarding my recent appointment as Minister of Post-Secondary Education and Future Skills.

I am honoured to assume this role and look forward to continuing the cross-sector engagement in enhancing post-secondary education and training opportunities in our province to build a strong, sustainable and innovative economy that works for everyone.

Our Government is committed to ensuring that British Columbia is responsive to student, employer and economic needs. Premier David Eby has given me a very ambitious mandate and I am excited to collaborate with different orders of government, stakeholders and communities with an interest in post-secondary education and skills training.

Our Government appreciates Camosun College's important role in educating students to ensure we have the skilled workforce we need for British Columbia to be successful. Initiatives such as Camosun College's expansive dual credit program help to increase access to post-secondary education and skills training and allow British Columbians to reach their fullest potential and strengthen our economy.

I would be happy to tour the College campuses when my schedule allows. Staff in my office will reach out to set up a meeting.

Thank you again for writing to me.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Robinson'.

Honourable Selina Robinson
Minister



APPROVED Minutes

REGULAR MEETING

Wednesday, Nov 16, 2022

4:00 – 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

- | | |
|---|------------------------------------|
| 1. Andrea Kucherawy, Support Staff (Vice-Chair) | 10. John Boraas, Administration |
| 2. Bijan Ahmadi, Faculty (Chair) | 11. Julia Grav, Faculty |
| 3. Blair Fisher, Faculty | 12. Lois Fernyhough, Faculty |
| 4. Brian Coey, Faculty | 13. Mark Fournier, Faculty |
| 5. Debbie Hlady, Administration | 14. Richard Stride, Administration |
| 6. Edgar Nelson, Faculty | 15. Ryan Russell, Faculty |
| 7. Emily Schudel, Faculty | 16. Scott Harris, Administration |
| 8. Ignacio Dinamarca, Student | 17. Tia Primrose, Support Staff |
| 9. Ezra Kiedaisch, Student | |

Non-Voting Members

Connie Klassen, ICC Chair	Lane Trotter, President
Peter Moroney, Education Policy & Planning	TBA, Indigenization Coordinator
Karen Young, Board of Governors	

Guests:

Rashed Al-Haque, Education Policy Specialist; Jennifer Stone, Director, Strategic Initiatives; Todd Ormiston, Executive Director, Eyē? Sqā'lewen

Regrets/Absent: TBA/Indigenization Coordinator

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:02 pm. Quorum was reached.</p>	Bijan Ahmadi
<p>B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY</p> <p><i>Camosun College campuses are located on the traditional territories of the Ləkʷəŋən and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. <http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html></i></p>	Bijan Ahmadi

ITEM	PRESENTER
C. CHECK-IN Bijan welcomed the Council and opened the floor to give time to those who had anything they wished to share.	Bijan Ahmadi
D. ACCEPTANCE OF AGENDA The agenda for Nov 16, 2022 was approved by unanimous consent.	Bijan Ahmadi
E. MINUTES FOR APPROVAL The minutes for the Oct 19, 2022 meeting were approved by unanimous consent.	Bijan Ahmadi
F. REPORTS	
1. Education Council Chair Bijan informed the Council that the last two years of the online EdCo Holiday Social has not produced this same community building as the event intended. For an opportunity to socialize, Council, including student representatives, are encouraged to attend the Camosun College Holiday Party on December 8 from 4:00 – 7:00 pm.	Bijan Ahmadi
2. VP Education John shared with Council that he received a report from a cross-college committee on the topic, Assessment for Learning. For the past 3.5 years it explored all the different ranges of assessment. There will be an executive summary and the full range of documentations with more communication on this in the future. John recognized that work occurs in so many other places as well, and thanked Council members for their time and work that is done for the College.	John Boraas
3. Board Member Karen reported that the Board met on November 7. Kyle Jones was sworn in as the student representative. The Finance committee provided a report on College finance; the College is on track and the committee acknowledged the hard work that staff and faculty are doing. The Board approved the Strategic Plan’s Key Priorities and Objectives, with the Progress Measures to be approved in December. The Board is beginning to look at ways to Indigenize the Board of Governors and they welcome all suggestions.	Karen Young
G. COMMITTEE REPORTS	
Education Council Policy and Standards Committee Pete reported that the committee met on November 7 with seven members in attendance. The Final Exam Reschedule and Repeat policy was discussed along with exploring the recent suggestions and issues that arose. Revisions have been made which will be brought forward later in today’s meeting. Rashed provided the Committee an overview on the work done so far on the Academic Concessions Policy. This was an early-stage consultation with the P&S	Peter Moroney

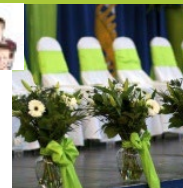
ITEM	PRESENTER
Committee on what the policy could look like, getting a sense of where it is headed, and identifying the work that is yet to be done.	
H. INTEGRATED CURRICULUM COMMITTEE REPORT	Connie Klassen
Regular Curriculum for Approval	
Whereas: The Integrated Curriculum Committee (with less than 80% quorum due to vacancies on ICC), has reviewed and recommends for approval the following curriculum:	
ARTS & SCIENCE: HUMANITIES	
FREN 105	
ARTS & SCIENCE: BIOLOGY	
Biology (Associate Degree of Science)	
TRADES & TECH: BRIDGE PROGRAMS	
Civil Engineering Bridge to UBC (Advanced Diploma)	
Electrical and Computer Engineering Bridge to UVic (Advanced Diploma)	
Mechanical Engineering Bridge to UBC (Advanced Diploma)	
Mechanical Engineering Bridge to UVic (Advanced Diploma)	
Mining Engineering Bridge to UBC (Advanced Diploma)	
ENGR 204	
<p>Motion: That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Lois Fernyhough Seconded by: Debbie Hlady Motion Carried</p>	
I. MOTIONS FOR ENDORSEMENT AND APPROVAL	
Camosun College 2023-2028 Strategic Plan - Draft	Rashed Al-Haque/ Jennifer Stone
Strategic Plan for Endorsement: Camosun College 2023-2028 Strategic Plan	
<p>Motion: That Education Council endorses the priorities, goals, and progress measures of the 2023-2028 Camosun College Strategic Plan going forward to the Board of Governors for approval.</p> <p style="text-align: right;">Moved by: Bijan Ahmadi Seconded by: Ezra Kiedaisch Motion Carried</p>	
Grading Policy	Peter Moroney/ Rashed Al-Haque
Policy for Approval: Grading Policy	

ITEM	PRESENTER
<p>Motion: That Education Council approves the Grading Policy.</p> <p style="text-align: right;">Moved by: Andrea Kucherawy Seconded by: Scott Harris Motion Carried</p>	
<p>Final Exam Reschedule and Repeat Policy – for implementation Winter 2023</p> <p>Policy for Approval: Final Exam Reschedule and Repeat Policy and supporting document</p>	<p>Peter Moroney/ Rashed Al-Haque</p>
<p>Motion: That Education Council approves the Exam Reschedule and Repeat Policy.</p> <p style="text-align: right;">Moved by: Blair Fisher Seconded by: Mark Fournier Motion Carried</p>	
<p>J. ADJOURNMENT</p>	<p>Bijan Ahmadi</p>
<p>The meeting adjourned at 5:42 pm.</p>	



Education Council

Ensuring that our students are provided with quality educational experiences



APPROVED Minutes

REGULAR MEETING

Wednesday, Dec 14, 2022

4:00 – 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

- | | |
|---|------------------------------------|
| 1. Andrea Kucherawy, Support Staff (Vice-Chair) | 10. John Boraas, Administration |
| 2. Bijan Ahmadi, Faculty (Chair) | 11. Julia Grav, Faculty |
| 3. Blair Fisher, Faculty | 12. Lois Fernyhough, Faculty |
| 4. Brian Coey, Faculty | 13. Mark Fournier, Faculty |
| 5. Debbie Hlady, Administration | 14. Richard Stride, Administration |
| 6. Edgar Nelson, Faculty | 15. Ryan Russell, Faculty |
| 7. Emily Schudel, Faculty | 16. Scott Harris, Administration |
| 8. Ignacio Dinamarca, Student | 17. Tia Primrose, Support Staff |
| 9. Ezra Kiedaisch, Student | |

Non-Voting Members

- | | |
|--|---------------------------------|
| Connie Klassen, ICC Chair | Lane Trotter, President |
| Peter Moroney, Education Policy & Planning | TBA, Indigenization Coordinator |
| Karen Young, Board of Governors | |

Guests:

Heather del Villano, Associate Dean, Access; Sarah McCagherty, Cristina Petersen, Nick Travers - Faculty, Access; Rashed Al-Haque, Education Policy Specialist; Mavis Smith and Deidre Murphy, Curriculum Development & Program Renewal Facilitators, CETL; Sandee Mitchell, Faculty, Eyē? Sqā'lewen

Regrets/Absent: Lane Trotter, President; Scott Harris, Administration; Connie Klassen, ICC Chair; TBA/Indigenization Coordinator

ITEM

PRESENTER

A. CALL TO ORDER AND DECLARATION OF QUORUM

Bijan Ahmadi

The regular meeting was called to order at 4:05 pm. Quorum was reached.

B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY

Bijan Ahmadi

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

ITEM	PRESENTER
<p>seek knowledge here. <http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html></p>	
<p>C. CHECK-IN Bijan welcomed the Council and started with the Acknowledgement by telling members about himself in relation to how he came to be positioned socially and geographically in this place. He provided members an overview of how the check-in came to be and how the approach to it has changed over time. He asked Council to reflect on their own social and geographic position by asking, “Where are you from, and did your relationship with Indigenous peoples inform your current practice and support of the College’s goals of Indigenization? How does your growing awareness support or create challenges with these goals?” Technical issues prevented smaller group discussion; Bijan will pick a time in the future to re-visit this.</p>	Bijan Ahmadi
<p>D. ACCEPTANCE OF AGENDA The agenda for Dec 14, 2022 was approved by unanimous consent.</p>	Bijan Ahmadi
<p>E. MINUTES FOR APPROVAL The minutes for the Nov 16, 2022 meeting were approved by unanimous consent.</p>	Bijan Ahmadi
F. REPORTS	
<p>1. Education Council Chair Bijan welcomed the meeting guests and provided explanations for their attendance.</p>	Bijan Ahmadi
<p>2. VP Education John acknowledged the end of the semester and a sense of completion of the work that has been done. The College feels like it has settled back into more chances for us to meet and continue to do our work together. He thanked everyone and expressed his commitment to continue his support of all the good things we are doing.</p>	John Boraas
<p>3. Board Member Karen reported that the Board met on December 5. The Board reviewed the Governance Policy again and there were no major changes. The Strategic Plan and metrics were officially approved. There was continued brainstorming on different ways to include Indigenization at the Board level. Bijan added that the metrics for the Strategic Plan are a starting position and not just a metred, colonial approach and are steeped in Indigenous consultation that was part of the development.</p>	Karen Young
G. COMMITTEE REPORTS	
<p>Education Council Policy and Standards Committee Pete reported that the committee met on December 5. Rashed presented a draft concept of how they are going to proceed with the work on research policies. This will require some updating and re-organization. There was good discussion around</p>	Peter Moroney

ITEM		PRESENTER
H.	<p>some of the gaps that committee members have seen, particularly around how research ethics applies to students in the classroom and how to ensure what is happening in the classroom is consistent with the principles in the current policies.</p> <p>Due to tight schedules in the first week of January, the next P&S meeting will be in February.</p> <p>INTEGRATED CURRICULUM COMMITTEE REPORT</p> <p>Regular Curriculum for Approval</p> <p>Whereas: The Integrated Curriculum Committee (with less than 80% quorum due to vacancies on ICC), has reviewed and recommends for approval the following curriculum:</p> <p>ARTS & SCIENCE: HUMANITIES CRWR 150</p> <p>ARTS & SCIENCE: MUSIC Music Creativity and Performance Foundations (Certificate) MUSC 102 MUSC 103</p> <p>ARTS & SCIENCE: CHEMISTRY & GEOSCIENCE CHEM 110</p> <p>ACCESS: ENGLISH LANGUAGE DEVELOPMENT ELD PN1 ELD PN2</p> <p>ACCESS: ENGLISH ACCESS/ENGLISH ENGL 096 ENGL 142</p> <p>A&S: MATHEMATICS & STATISTICS STAT 218 STAT 219</p> <p>Motion: That Education Council approves changes to the curriculum as submitted:</p> <p style="text-align: right;">Moved by: Lois Fernyhough Seconded by: Andrea Kucherawy Motion Carried</p>	Peter Moroney (for Connie Klassen)

ITEM	PRESENTER
I. ITEMS FOR PRESENTATION AND DISCUSSION	
<p>Multilingual Student Support (MSS) Pilot - Update This project was initiated by VP Ed and Heather to help support Multilingual (English as an Additional Language – EAL) students enrolled in college programs whose first language is not English, and who are faced with academic and sociocultural challenges. The team is comprised of English Language Development department faculty; their presentation provided an overview and timeline of the research and approaches taken in providing this academic support service to date. This is a pilot project until April 2023 that they hope continues to be the norm. John thanked everyone involved and added that this is a practice that is growing across the province and the country. Council members were encouraged to provide ideas about how to make this an ongoing program that meets faculty needs.</p>	<p>Heather del Villano Sarah McCagherty Cristina Petersen Nick Travers</p>
<p>Policy Consultation - Strategic Planning Policy - Draft Rashed provided information on this proposed policy that the Board of Governors will be looking to pass. This policy will come forward to EdCo for endorsement at a future meeting. EdCo members were asked to provide feedback/questions which Rashed will take back to the Board of Governors policy committee for consideration.</p>	<p>Rashed Al-Haque</p>
<p>CETL – Curriculum Development Resources Mavis presented the curriculum resources and guidelines that the Curriculum Development and Program Renewal (CDPR) team have developed to support faculty, and to ensure that between SCCs, ICC and EdCo that there is a shared understanding of the principles of quality curriculum. EdCo members provided feedback and questions. Learning Outcomes Standards will be reviewed and updated in consult with the Policy & Standards Committee and will then come to EdCo for approval at a later date. The Leading Practices in Curriculum document will also be updated to include Indigenization, EDI, UDL while also looking for alignment with the Strategic Plan. It was suggested that this might be a topic for the EdCo Retreat that is being planned.</p>	<p>Mavis Smith/ Deidre Murphy</p>
J. Motion for Approval	
<p>Motion: To add Ryan Russell as a panelist to the Education Council Academic Appeals Panel: Moved by: Bijan Ahmadi Seconded by: Richard Stride</p>	<p>Peter Moroney</p>
K. ADJOURNMENT	
<p>The meeting adjourned at 6:01 pm.</p>	<p>Bijan Ahmadi</p>



Lane Trotter, President
Goals Progress Report 2022

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
GOAL 1: Strategic Plan 2023/2028							
	Lead the development work on the new Strategic Plan for 2023/2028.	Roll out the new five-year strategic plan in January, 2023	12 months				
	<ul style="list-style-type: none"> Board approved language for new Strategic Plan at November 7, 2022 meeting 			✓			
	<ul style="list-style-type: none"> Board approved metrics for new Strategic Plan at December 5, 2022 meeting 			✓			
GOAL 2: Signature Student Experience (multi-year objective).							
	Develop and implement Strategic Enrolment Management Plan		12 months / ongoing multi-year objective				
	<ul style="list-style-type: none"> SEM Plan Framework developed 				✓		
	<ul style="list-style-type: none"> A SEM Committee will be created as part of the roll out as part of new Strategic Plan 						
	<ul style="list-style-type: none"> Support visibility of Camosun Innovates nationally 				✓		
	<ul style="list-style-type: none"> Longer term, integrate a WIL and Innovation experience for all students 						
	<ul style="list-style-type: none"> Explore Centre for PLAR 					✓	
	<ul style="list-style-type: none"> Subject to budget, has been identified as a priority for development for FY2023/24 						



Lane Trotter, President
Goals Progress Report 2022

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
GOAL 3: Truth and Reconciliation							
	Continue work on Truth and Reconciliation		12 months				
	<ul style="list-style-type: none"> College has developed a Phase 2 response with actions to each of the recommendations in the TRC with an assigned leader 				v		
	<ul style="list-style-type: none"> Build relationship with Lekwungen (Songhees, Esquimalt) and W̱SÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) First Nations, the Scia'new, T'Sou-ke, Pacheedaht and Malahat First Nations and with urban Indigenous communities including the Victoria Native Friendship Centre and the Métis Nation Greater Victoria 		12 months Ongoing			v	
	<ul style="list-style-type: none"> I have sent letters to each of the Chiefs of the ten First Nations and to other indigenous community leaders. I have met with the chief of T'Sou-ke, the Administrator of the WSANEC School Board and VNFC 				v		
	<ul style="list-style-type: none"> Indigenisation of curriculum 				v		
	<ul style="list-style-type: none"> The college continues work to indigenize its curriculum through curriculum development. This is identified as part of our Phase 2 TRC response 				v		
	<ul style="list-style-type: none"> Ensure continuity of leadership and direction in Eyē? Sqā'lewen 			v			
	<ul style="list-style-type: none"> A new Executive Director (Todd Ormiston) has been hired to replace the retired Director (Janice Simcoe) 			v			

**Lane Trotter, President
Goals Progress Report 2022**

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
GOAL 4: EDI							
	Continue to Focus on EDI		On-going				
	<ul style="list-style-type: none"> The college continues to focus on EDI in its actions and this has been identified as an action item in the new Strategic Plan for SJEDI 				√		
	<ul style="list-style-type: none"> Given the importance of this role and that the budget situation has improved, the college will be moving forward to hire a Director of EDI in 2023 					√	
Goal 5: Financial Sustainability							
	By February/March 2023, move college into a positive financial position	Balanced Budget	2022 - 2024				
	<ul style="list-style-type: none"> The college started the FY2022/23 with a projected deficit of \$7.285M that it needed to eliminate. 				√		
	<ul style="list-style-type: none"> The reduction elimination of the deficit was a priority for the college for the current fiscal year 						
	<ul style="list-style-type: none"> Through Quarter 1 and 2, the projected year end deficit decreased 						
	<ul style="list-style-type: none"> We expect that we will be close to balanced by Q3 						
	<ul style="list-style-type: none"> This has been done without layoffs 						
Goal 6: Community Relationships							
	Establish and continue relationships with AEST, UVIC, RRU, SD#61, #62, #63, and community to support the West Shore initiative and Film Studio		2022-2023 On-going				



Lane Trotter, President Goals Progress Report 2022

	<ul style="list-style-type: none"> I meet with the Presidents of UVIC and RRU on a regular basis for specific issues as well as for oversight of the WestShore Initiative. 					v		
	<ul style="list-style-type: none"> The Presidents act as the Steering Committee with four sub committees that have been established for academic, student, facilities and communications 							
	<ul style="list-style-type: none"> We work with partners on the Film Studio initiative to both build support and move the project forward. This includes supporting the Steering Committee for the Film Studio. 					v		
	<ul style="list-style-type: none"> An RFPIQ was tendered for the Film Studio and responses were reviewed. A lead partner was identified 							
	<ul style="list-style-type: none"> Meetings have been arranged with the SVI Mayors the October 2022 post election. I have already met with the Mayor of Esquimalt and Saanich 						v	

Lane Trotter, President
Goals Progress Report 2022

Strategic Plan	<ul style="list-style-type: none"> • Continue existing Strategic Plan while the new Strategic Plan is developed (see addendum for additional information) 	2022-2023
Signature Student Experience (multi-year objective)	<ul style="list-style-type: none"> • Develop and implement Strategic Enrolment Management Plan • Support visibility of Camosun Innovates nationally <ul style="list-style-type: none"> • Longer term, integrate a WIL and Innovation experience for all students • Explore Centre for PLAR 	2022-2023 On-going
Truth and Reconciliation	<ul style="list-style-type: none"> • Continue work on Truth and Reconciliation <ul style="list-style-type: none"> • Build relationship with Lekwungen (Songhees, Esquimalt) and W̱SÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) First Nations, the Scia'new, T'Sou-ke, Pacheedaht and Malahat First Nations and with urban Indigenous communities including the Victoria Native Friendship Centre and the Métis Nation Greater Victoria • Indigenisation of curriculum • Ensure continuity of leadership and direction in Eyē? Sqā'lewen 	On-going 2022/23 2022/23
EDI	<ul style="list-style-type: none"> • Continue focus on EDI 	On-going
Financial Sustainability	<ul style="list-style-type: none"> • Over next 14 months, move college into a positive financial position 	2022-2024



**Lane Trotter, President
Goals Progress Report 2022**

Community Relationships	<ul style="list-style-type: none">• Establish and continue relationships with AEST, UVIC, RRU, SD#61, #62, #63, and community to support the West Shore initiative and Film Studio	2022-2023 and on-going
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Year 2 (2023) Presidential Objectives v.3

	Objective	Measurable	Timeline
1.	Strategic Plan	<ul style="list-style-type: none"> Launch 2023-2028 Strategic Plan <ul style="list-style-type: none"> Confirm validity of proposed metrics and baseline measurements First Monitoring Report to Board January 2024 Launch Strategic Enrolment Management (SEM) committee Launch Signature Student Learning Experience (Camosun Advantage) <ul style="list-style-type: none"> Expand the availability of a combined Work Integrated Learning and Innovation Experience from some students to all students by 2028 Enhance visibility of Camosun Innovates 	<p>2023 – 2028</p> <p>2023 – On-going</p> <p>2023 – On-going</p>
2.	Truth and Reconciliation	<ul style="list-style-type: none"> Continue work on PHASE 2 of TRC response <ul style="list-style-type: none"> Work with the college community through Eyē? Sqā’lewen and CETL to support faculty and students with Indigenization of curriculum Build relationship with Lekwungen (Songhees, Esquimalt) and W̱SÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) First Nations, the Scia’new, T’Sou-ke, Pacheedaht and Malahat First Nations and work with urban Indigenous communities including the Victoria Native Friendship Centre and the Métis Nation Greater Victoria 	<p>On-going</p> <p>2023</p>
3.	PLAR	<ul style="list-style-type: none"> Implement a Centre for Prior Learning Assessment and Recognition 	2023
4.	EDI	<ul style="list-style-type: none"> Conduct search and hire a Director of EDI 	August 2023
5.	Financial Sustainability	<ul style="list-style-type: none"> Ensure college has balanced budget and remains in financial health 	2023
6.	Community Relationships	<ul style="list-style-type: none"> Support West Shore campus with UVic and RRU, SIP with SD#60, 61, 62, 63, and 64 and PSE&FS and SVI communities for the Film Studio Engage with local community and stakeholders about plans for the development of student housing on Lansdowne campus 	2023 and on-going



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, October 24, 2022
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

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

RESOURCES:

Deborah Huelscher, VP Administration & CFO

REGRETS: nil

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Finance Committee Chair Mike Stubbing called the meeting to order at 4:00 pm.

II APPROVAL OF AGENDA

The agenda was approved as presented.

III MINUTES OF PREVIOUS MEETING

The minutes of the September 6, 2022, meeting were approved as distributed.

IV NEW BUSINESS

1. Financial Management Report for the Six Months to September 30, 2022

Mike Stubbing, Chair, noted we are looking at the results from the half-way point of the fiscal year, from April 1 to September 30, 2022. It has been an excellent first half compared to the budget. We are now projecting a deficit of \$2.7M at year end, which is materially below the \$7.3M we budgeted. We have generally been very solid at managing costs. On the cost management side, the savings from salaries means we were short-handed which may not be sustainable for the long term.

Deborah Huelscher, VP Administration & CFO, reported a deficit balance of \$6.2M against a budgeted deficit of \$7.3M resulting in a positive variance of \$1M on September 30. Expenses are 1.6% lower than budgeted due to one-time savings in spring. The forecast for the deficit for the year is \$2.7M which is \$4.6M less than the board-approved deficit budget. Base is ahead of budget, capital is flat, and International enrolments are higher than budgeted. The College's Q2 forecast and financial results have been submitted to the Ministry.

2. Budget Process for 2023/2024

Deborah Huelscher noted the College Executive Team (CET) will soon begin budget discussions. It will likely be a rollover from last year, with adjustments as needed. CET is tracking capital and operating priorities for investment and will keep the Board informed. It will take several years of growth to replace the reserves lost from the pandemic.

V ADJOURNMENT

The meeting was adjourned at 4:45 pm.



BOARD OF GOVERNORS

GOVERNANCE POLICY REVIEW COMMITTEE

MINUTES

MEETING: Monday, November 21, 2022
TIME: 3:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

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

GUESTS:

Heather Cummings, VP Student Experience
 Rashed Al-Haque, Education Policy Specialist

REGRETS: John Boraas, VP Education

EXECUTIVE ASSISTANT: Heather Martin

1. G-1.7.1 Appeal of Suspension from College

Monty Bryant, Chair, noted the supporting document to the Executive Committee Terms of Reference was brought forward for a revision. The change is the addition of a support person for a student during an in-person appeal to the Board. The current procedure did not allow the student to have a support person, and the weight of the institution is against them. It is standard in many institutions. The Committee supported the change. Heather Cummings will review the procedures with the Ombudsperson. Heather Cummings offered to provide training to the Board so they all understand their role. The document will be shared with the Board for information.

2. Strategic Plan Policy - New

Lane Trotter, President, noted it is common in other provinces to formalize the principles and process for the Strategic Plan with a Board policy. It follows best practices and reiterates current practice. It will be filed in the Governance section G-2 Organizational Goals and Accountability, rather than in Board self-governance. Under Principles #1, the first line will be changed to 'developed by Administration under the direction of the Board of Governors in consultation with'. The policy will be posted on the College website for community feedback; the revised version will go for a legal review; then it will go to the Board for final approval.

3. G-1.7.2 Termination of President's Contract

Monty Bryant noted it is important to have a procedure in place for a termination of the President's contract is required, as errors may cause financial liability and affect reputation. The section on unsatisfactory performance will be revised to include examples (such as not meeting the annual goals) and will include the statement "such as, but not limited to". Once revised, the procedures will go for a legal review, and be shared with the Board as information. The procedure will be a supporting document to the Board Executive Committee Terms of Reference.

4. G-1.3 Decision Making Policy Review**i. G-1.3 Board Operations**

The committee supported the name change from 'Decision Making Policy' to 'Board Operations By-Law'. By-laws are a higher level than policy, and Board Operations is a by-law because it is foundational.

Principles:

- Split # 2 into two separate lines.
- The new # 2 is the second part of the sentence addressing ethical governance.
- The new # 3 is the first part of the sentence on establishing policy, with the inclusion of compliance with legislation.
- # 5 is the new #6. Remove 'These'. Remove 'ends rather than means' and add 'should reflect' in its place.
- # 6 Combine original lines # 5 and # 6.
- Delete # 7.
- Delete # 8, and add 'In the interest of transparency,' to the beginning of # 4.

F. Board Meetings**10. In-Camera Meetings**

- c. Remove 'or special in-camera' from c.
- d. Add a new d) Special in-camera sessions where elected Board members may need to recuse themselves in circumstances that staying may be a conflict of interest such as updates on bargaining.

The next steps are to make the revisions; send the policy for a legal review; bring it back to the Committee in January; and then to the Board for final approval.

5. Review of the October 3, 2022, Meeting Minutes

The minutes of the October 3, 2022, Board Governance Policy Review Committee meeting were approved as distributed.

The meeting adjourned at 3:59 pm.



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: February 6, 2023
TOPIC: G-2.5 Strategic Plan Policy - New

For Information:

For Decision: **X**

For Discussion:

1. OVERVIEW

It is common in other provinces to formalize the principles and process for the strategic plan with a Board policy. It follows best practices and reiterates current practice. It applies to the development and implementation of the strategic plan, and states the plan sets the Board's direction for the College, and that accountability rests on the entire College community. It has been endorsed by Education Council. It belongs in the Governance section 'G-2 Organizational Goals and Accountability' in Camosun's policy framework.

The draft policy was posted on the College website for two weeks for community feedback. The final draft was then sent for a legal review. It is now being presented to the Board of Governors for final approval.

2. OPTIONS

- Approve the new policy.
- Continue the current practice without a policy.

3. FINANCIAL IMPLICATIONS

There are no financial implications.

4. COMMUNICATIONS

The new policy, if approved, will be posted on the public policy page, and will be announced in CamNews.

5. RECOMMENDATION AND OR MOTION

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE NEW 'G-2.5 STRATEGIC PLAN' POLICY.

6. SUPPORTING DOCUMENTATION:

The draft policy is attached.



POLICY TITLE	Strategic Plan
POLICY NUMBER	G-2.5
APPROVAL DATE	TBD
APPROVAL BODY	Board of Governors
REPLACES (IF APPLICABLE)	N/A
LAST UPDATE OR AMENDMENT OR REVIEW DATE	N/A
NEXT REVIEW DATE	TBD
HOLDER	President
RESPONSIBLE OPERATIONAL LEADER	President
SUPPORTING DOCUMENTS	N/A

STRATEGIC PLAN

PURPOSE

The purpose of this policy is articulate Camosun College's values and principles related to developing a strategic plan.

POLICY APPLICATION AND SCOPE

The policy applies to the development and implementation of the strategic plan at Camosun College.

DEFINITIONS

1. **Strategic Planning:** An intentional and thoughtful process through which the college develops its vision, mission, values and corresponding priorities in the form of a Strategic Plan. Strategic Planning seeks to establish the directions and actions that will evolve the college's identity and to articulate the criteria for future success.

PRINCIPLES

1. Camosun College's Strategic Plan will be developed by administration, under the direction of the Board of Governors. The Strategic Plan will be developed in consultation and engagement with relevant stakeholders, including, but not limited to, Education Council, students, employees, the local Indigenous communities, community and industry partners, and alumni. The President shall be responsible for overseeing the development of the Plan, with accountability to the Board of Governors.
2. The college's Strategic Plan will be reviewed and developed every five years through the strategic planning process. In extenuating circumstances, the duration of a current Strategic Plan



may be extended or shortened by the Board of Governors to support the development of a new Plan.

3. Implementing the college's Strategic Plan shall be the responsibility of the College Executive Team, with the college community supporting the implementation where possible and appropriate.
4. The strategic planning process and its related outcomes will be communicated regularly to the Board of Governors, the college community, and all relevant stakeholders.

RELATED LEGISLATED REFERENCES

- [College and Institute Act](#)



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, December 5, 2022
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Monty Bryant, Chair
 Bijan Ahmadi
 Greg Atkins
 Tanya Clarmont, Vice Chair
 Joanne Cumberland
 Lindsay Kearns
 Brenda McBain
 Brent Palmer
 Mike Stubbing
 Lane Trotter, President
 Al van Akker

ADMINISTRATION:

John Boraas, VP Education
 Heather Cummings, VP Student Experience
 Deborah Huelscher, VP Administration & CFO
 Rodney Porter, Exec. Director, Communications & Marketing
 Barbara Severyn, Exec. Director, Human Resources
 Jen Stone, Director, Strategic Initiatives
 Geoff Wilmshurst, VP Partnerships

GUEST: Rashed Al-Haque, Education Policy Specialist

REGRETS: Kyle Jones
 Ruth Mojeed Ramirez
 Karen Young

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Monty Bryant, Chair, called the meeting to order at 5:00 pm. Brenda McBain acknowledged the territory.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed. 'A Poem from the Chair' was added under New Business.

III BOARD MEMBER REPORTS

1. Chair's Report

Monty Bryant, Chair, noted all the regular Board meetings are open to the public. Today we welcomed April Atkins, SIP; and Lynelle Yutani, CCFA. Lane Trotter and Monty met several times for planning and updates. Monty worked with consultant Scott Borland who conducted the President's 360. On November 10, Greg Atkins attended 'Governing in the Public Interest'

training in Vancouver. Many members have taken the program online. Greg Atkins reported it was a full day workshop in Vancouver, and 500 people from across the province attended. The primary function of the Board is to govern in the public interest. The intent is to govern in an environmentally and socially conscious manner. Boards should seek to look like the community they serve and reduce barriers to becoming a Board member. The focus is on reconciliation and Indigenization, and to have representation on the Board. It is important for the Board to cultivate relations with their counterparts in the Ministry, and to ensure there are no surprises.

Lane Trotter, President, and Monty are members of the Ministry's Board Governance Workshop Steering Committee, which met earlier today. They are developing a separate post-secondary governance workshop that will take place in April, 2023. All Board members, including the elected and appointed members and the EA, are welcome to attend. A save-the-date will go out soon.

On November 25, Monty attended the Health and Human Services student awards at the Centre for Health and Wellness at the Interurban campus. Monty thanked all who attended the 'Board of Governors Award for Innovation and Community Partnership 2021– South Island Partnership (SIP)' on November 30. It was wonderful to celebrate such a deserving and long-time partnership. The photos have been circulated.

2. President's Report

Lane Trotter, President, reported that on November 29 he and Geoff Wilmhurst met with Esquimalt Mayor Barb Desjardins. Lane will meet with four other local mayors, and will offer them a tour of the campus. On November 29, Lane met with students in the technologies and in the trades to discuss three questions; why you chose Camosun, how your studies are going, and if you had one wish what it would be. Many were multi-generational Camosun students.

All five school districts were represented at the Board Award for Innovation and Community Partnership 2021 – SIP, despite the weather of the previous day. Their support was tangible, present, and clear. There are 950 high school students participating through SIP, which is the largest program in the province. On December 1, John Boraas, Deborah Huelscher, and MLAs Rob Fleming and Grace Lore met for an update on student housing, the film studio, the West Shore project, and SIP.

Geoff Wilmhurst provided the international student enrolment numbers for January. The total registration for January is 1628 (includes exchange students, Ukraine students, student athletes, and South Island Partnership students). Total international tuition paying students registrations are 1589, and 426 of them are new. The top number of visas issued by country are India, Philippines, Mexico, Peru, and Colombia. The top countries for visas not issued are India, Colombia, Philippines, Peru, and China. The deadline for registration was December 2, but we will do our best to register those waiting for visas. Camosun College has a 78% approval rate for visas. We expect about 200 to register over the holiday break.

Deborah Huelscher noted there are 300 more international enrolments than last winter. The business case for student housing has been submitted to the Ministry. They will review and send it to Treasury Board in the first quarter of the new year. The costing has escalated. There will be an update at the February Board meeting.

3. Foundation

Geoff Wilmshurst, Vice President Partnerships, noted the Foundation has raised \$3.5M as of today, which is the highest amount in ten years. On November 23 we held the first in-person donor appreciation event in three years. One hundred donors attended. We raised \$52,165 on November 28 for Giving Tuesday and surpassed our goal of \$30K. All funds went to Erasing Barriers. Geoff acknowledged the great work of Jody Kitts and the team. Earlier today Geoff spoke at the Canadian Club's Annual Christmas Tea, which is a fundraiser for their bursary with the Camosun Foundation. Their members have been contributing to this bursary for 26 years.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the October 19, 2022, meeting were included in the agenda package. Bijan went over the highlights of the November 16, 2022, meeting, which included passing curriculum and the endorsement of the draft Strategic Plan. They approved the Grading Policy, and a new policy 'Exam Reschedule and Repeat Policy'.

5. Pacific Institute for Sport Education (PISE) [nil]**IV BOARD COMMITTEE REPORTS****1. Executive Committee**

Monty Bryant, Chair, Executive Committee, noted they met on November 21, 2022. The Executive recommend that the Board approve the draft 2023-2028 Strategic Plan performance measures. We looked at a proposed new Board policy on the Strategic Plan, and at a proposed new supporting document for the Executive Committee Terms of Reference called 'Termination of the President's Contract'. There was a small revision to the supporting document to the Executive Committee Terms of Reference 'Appeal of Suspension from College Process'. We set the agenda for the December 5 Board meetings. Lane Trotter outlined a process to identify operational priorities for spending a surplus if there is one. It will go forward to the Board.

2. Finance Committee

Mike Stubbing, Chair, Finance Committee, provided an interim update on the current financials. The Finance Committee meeting on October 24 was reported on previously. At that time, we received the six-month results to September 30. There was a projected deficit of \$2.7M which is much less than the \$7.3M we budgeted. We will receive the three-quarter results in late January. The budget process for 2023/2024 is now underway. All Board members are invited to the April 3 Finance Committee meeting to look at the budget detail. The Board budget approval meeting is on April 11. Deborah Huelscher and Mike Stubbing will take questions on the budget at any time.

3. Governance Policy Review Committee

- i) The minutes from the October 3, 2022, meeting were included in the agenda package.
- ii) Monty Bryant, Chair, Governance Policy Review Committee, gave a report on the November 21, 2022, meeting. We reviewed a new Strategic Plan policy and a new Termination of the President procedure document. The review of the Board Decision Making policy is almost complete. It has been referred to legal and the policy department for review. The committee will meet in mid-January, and will bring them to the Board in February.

V APPROVAL OF THE MINUTES

The minutes of the November 7, 2022, meeting were approved as distributed.

VI NEW BUSINESS**1. Strategic Plan 2023/2028 - Metrics**

Jen Stone, Director, Strategic Initiatives, noted that updates on the development process were provided at all Board meetings in 2022. The steps following approval are implementation and the rollout. They worked with Todd Ormiston, Ruth Lyall, and many others on Indigenizing the plan. They included the voices of Indigenous employees and students in the development of the progress measures. Several working groups of about 30 subject matter experts met once a week from September to mid-November. They worked on how to measure, what data is available already, and at qualitative and quantitative measures. They used a results-based approach. They looked at how much we do, and how well we do it, and at who we are serving. We will need to be able to keep adding and changing the measures as we go. A new department of Strategy, Planning and Transformation will oversee the implementation, including annual reports to Board and supports to the schools. Dylan Thomas created the imagery for the final plan.

MOTION

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

CARRIED**2. Indigenization at the Board Table**

Monty Bryant, Chair, noted the results from the Board survey for Indigenization at the Board table have just come in, and they will be circulated. Monty provided some of the highlights and added that the suggestions and feedback were great. They will go to the Board Executive Committee next for review.

3. A Poem from the Chair

Monty Bryant read his poem 'Twas the Fifth of December'. A copy will be distributed to the Board members.

VII ADJOURNMENT

The meeting was adjourned at 6:03 pm.

Monty Bryant, Chair

Date

Heather Martin, Executive Assistant