



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, February 5, 2024
TIME: 5:00 pm
LOCATION: LACC 321, Interurban Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
 Bijan Ahmadi
 Jeremy Burgess
 Joanne Cumberland
 Logan Hudson
 Lindsay Kearns
 Brenda McBain
 Ruth Mojeed Ramirez
 Jagjeet Singh
 Lane Trotter, President
 Al van Akker

ADMINISTRATION:

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

GUEST: Rashed Al-Haque, Policy Development & Planning

EXECUTIVE ASSISTANT: Heather Martin

REGRETS: Monty Bryant

Shane Hartman
 Mike Stubbing

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

	I, A, D	Page
I. CALL TO ORDER		
II. APPROVAL OF THE AGENDA		
III. OATH OF OFFICE		
1. Jeremy Burgess		
IV. BOARD MEMBER REPORTS		
1. Chair’s Report [5 min] (Tanya Clarmont)	I	no attachment
2. President’s Report [5 min] (Lane Trotter)	I	attachment 4
3. Foundation [5 min] (Jody Kitts/Joanne Cumberland/Richard Stride)	I	no attachment
4. Education Council [5 min] (Bijan Ahmadi)		
i) Minutes of the November 15, 2023, meeting	I	attachment 6
5. Pacific Institute for Sport Education [5 min] (Brenda McBain)	I	no attachment

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V. BOARD COMMITTEE REPORTS			
1. Executive Committee [5 min] (Tanya Clarmont)		no attachment	
i) President’s Goals: Review of 2023 [5min] (Tanya Clarmont, Lane Trotter)	D	attachment	9
ii) President’s Goals: Goals for 2024 [5min] (Tanya Clarmont, Lane Trotter)	D	attachment	19
2. Finance Committee [10 min] (Tanya Clarmont)			
i) Minutes from the October 30, 2023, meeting	I	attachment	20
ii) Report from the January 29, 2024, meeting	I	no attachment	
a.) Immigration, Refugees, and Citizenship Canada (IRCC) - Update (Lane Trotter)		attachment	22
VI. APPROVAL OF THE MINUTES			
Minutes of the December 4, 2023, meeting [2 min] (Tanya Clarmont)	A	attachment	24
VII. NEW BUSINESS			
1. Strategic Plan Update Report 2024 [30 min] (Lane Trotter, Jen Stone, Rashed Al-Haque)	D	attached separately	29
VIII. ADJOURNMENT			
I Information			
A Advice			
D Requires a decision. See Page 3 for the proposed motions.			3



**BOARD OF GOVERNORS
Regular Meeting**

MOTIONS

Monday, February 5, 2024

V BOARD COMMITTEE REPORTS

1. Executive Committee

i. President's Goals: Review of 2023

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE UPDATE ON THE PRESIDENT'S GOALS FOR 2023.

ii. President's Goals: Goals for 2024

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PRESIDENT'S GOALS FOR 2024.

VII. NEW BUSINESS

1. Strategic Plan Update Report

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE STRATEGIC PLAN UPDATE REPORT 2024.



Board of Governors

SUBMITTED BY: Lane Trotter, President

DATE: February 5, 2024

TOPIC: President's Report: December 5, 2023 – February 5, 2024

Note: A verbal report will be provided for events from January 23 through February 5, due to the publishing timeline of the Board meeting package.

1. Meetings with External Community

On December 6th, Michelle Brown, Director of Professional Studies and Industry Training, and I met with Tony Winter, Vice President and General Manager of Victoria Shipyards for a tour of the facility and discussion on their training needs and Camosun's ongoing relationship with the company.

On January 2nd I met with India's Consul General – Vancouver Manish to ensure the consulate could provide support for Camosun's International students from India.

On January 15th I met with Colin Ewart, President of BC Colleges for a general discussion of issues and common strategies amongst the colleges.

On January 15th I met with Robert Bettauer, CEO of PISE to discuss Camosun's potential future space needs at PISE. There will be a follow-up discussion to look at specific opportunities.

On January 16th I met with MLA Adam Olsen to discuss a variety of issues pertaining to post-secondary education and Camosun College.

On January 17th I participated in a BC Colleges Presidents meeting for a discussion on educational issues, strategies and common approaches.

On January 19th I participated in the Skilled Trades Training Council Directors meeting looking at the skilled trades deficit.

2. Meetings with Internal Community

On December 5th I met with Lynelle Yutani, President of the Camosun College Faculty Association for an informal update discussion.

On December 18th Rodney Porter and I had lunch with the faculty and staff in the Indigenous Peoples in Trades Training department to thank them for their amazing work on the Strategic Plan Paddles which are displayed in both the Lansdowne and Interurban boardrooms.

3. Special Events

On December 7th I had the pleasure of attending Camosun's annual Employee Holiday party which took place in the CTEI atrium at Interurban.



APPROVED Minutes

REGULAR MEETING

Wednesday, Nov 15, 2023

4:00 - 6:00 pm

P216, LACC 321, MS Teams

Present

Voting Members

- | | |
|---|------------------------------------|
| 1. Alexis Martfeld, Faculty | 10. Lois Fernyhough, Faculty |
| 2. Andrea Kucherawy, Support Staff (Vice-Chair) | 11. Mark Fournier, Faculty |
| 3. Bijan Ahmadi, Faculty (Chair) | 12. Navreet Singh Sidhu, Student |
| 4. Blair Fisher, Faculty | 13. Nicholas Read, Faculty |
| 5. Derek Murray, Faculty | 14. Richard Stride, Administration |
| 6. Edgar Nelson, Faculty | 15. Ritika, Student |
| 7. Isabel Grondin, Faculty | 16. Ryan Russell, Faculty |
| 8. Ivy Bell, Student | 17. Scott Harris, Administration |
| 9. John Boraas, Administration | 18. Tia Primrose, Support Staff |

Non-Voting Members

Heather Del Villano, Interim ICC Chair	Lane Trotter, President
Peter Moroney, Education Policy & Planning	TBA, Indigenization Coordinator
Dr. Monty Bryant, Board of Governors	

Guests:

Rob Thompson, Ombudsperson; Rashed Al-Haque, Associate Director of Policy Development and Planning

Regrets/Absent: Debbie Hlady

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 Ləkʷəṅən 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
<p>C. CHECK-IN Bijan welcomed the Council and guests to the meeting. He reminded members of the upcoming Holiday Social that will be taking place prior to the Dec. 13 meeting. Members were provided an opportunity to share anything related to their “rose, thorn, or bud – success, challenge, hope” from this day, week or month.</p>	Bijan Ahmadi
<p>D. ACCEPTANCE OF AGENDA The agenda for Nov 15, 2023 was approved by unanimous consent.</p>	Bijan Ahmadi
<p>E. MINUTES FOR APPROVAL The minutes for the Oct 18, 2023 meeting were approved by unanimous consent.</p>	Bijan Ahmadi
F. REPORTS	
<p>1. Education Council Chair Bijan provided an overview of the Academic Governance Council meeting held at BCIT on November 6. Bijan was made Chair of the AGC at the June meeting. Discussions at the Nov meeting included who sits on an Education Council and how colleges around the province are including more Indigenous representation on Education Council in a voting member role. Some institutions are doing fast tracks for approvals, and Bijan reminded members of our own Expedited Implementation Request form, as we don’t want any form of a fast-track approval process. There was discussion about micro-credentials and Bijan would like this topic to be raised again at EdCo to see how we can manage to bring these forward effectively. There was an update from BCCAT on pilot project of a new module that will allow the registry department to navigate through transfers more effectively and that will integrate well with our systems.</p>	Bijan Ahmadi
<p>2. Provost and VP Education and Innovation John spoke about the emotions surrounding the last work week and meeting with the departments and members of the Student Experience. He is keen to work with these new groups who are committed to keeping students front and centre and to helping the college do good work. He expressed his gratitude for how the college continues to navigate through challenges to make it better, and for the professionalism and care displayed by the Student Experience department.</p>	John Boraas
<p>3. Board Member Monty reported that the Board had educational presentations by Camosun International, and a First Nations session on culture/history. The Board has approved a new Cybersecurity sub-committee that will meet four times a year to ensure we’re staying on top of these issues. Finance reported a surplus; departments to meet to see what can be returned to the college/start rebuilding our reserve. Enrollment report indicated we’ve grown from 12,958 students last year to 13,314. International up 43.8%; Domestic down 3.6% - recruitment actions being taken.</p>	Dr. Monty Bryant

ITEM	PRESENTER
G. COMMITTEE REPORTS	
<p>Education Council Policy and Standards Committee</p> <p>Pete reported that the committee met on November 3. He reminded the Council that they are a slightly smaller group and that they are still looking for additional members, with the standing offer for anyone who wishes to attend as a guest.</p> <p>The Academic Concessions policy and supporting documents were reviewed in depth. This will be sent for legal review and is now posted online for college feedback. They are hopeful that it will be brought forward for EdCo approval soon.</p> <p>Strategy, Planning and Transformation are working on the Policy Development Framework, as the roles within Education Policy and Planning are being rethought in the context of the new unit. We are looking at ways in which we can provide value to the college, while continuing to advise and provide support for college-wide policy work. This will be formalized in the new model, while clarifying where our role begins and ends for greater consistency to the policy work and the processes.</p>	Peter Moroney
H. INTEGRATED CURRICULUM COMMITTEE REPORT	
<p>Regular Curriculum for Approval</p> <p>Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:</p> <p>T&T: ENGINEERING BRIDGE</p> <p>Civil Engineering Bridge to UVic (Adv Dip) ENGR 263</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: Richard Stride Motion Carried</p>	Heather Del Villano
I. Policy Revision for Consultation	
<p>Policy Revision for Consultation - Involuntary Health and Safety Leave of Absence Involuntary Health and Safety Leave of Absence - Procedure</p> <p>Rashed provided the framework for the updates and responded to questions from the Council.</p>	Rashed Al-Haque
J. ADJOURNMENT	
<p>The meeting adjourned at 5:20 pm.</p>	Bijan Ahmadi



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: February 5, 2024
TOPIC: Self-Assessment - 2023 Performance Objectives and
 Draft 2024 Performance Objectives

For Information: X

For Decision:

For Advice:

1. OVERVIEW

Attached please find two documents:

1. A copy of my self-assessment for the 2023 objectives that the Board and I agreed to last February. I have used a heat map to indicate the status of each objective and sub-objective, and
2. My draft 2024 performance objectives.

The 2023 performance objectives were quite ambitious and I am happy to let the Board know that all are underway with some being completed. Many of the objectives will carry forward in the 2024 cycle since they are over multi-years. As an example, while the 2023-2028 Strategic Plan is a multi-year plan, the Board has been provided a monitoring report on the work that has been done over the last year.

I would also like to indicate to the Board that although it is not in my performance objectives for 2023, I have worked with CET on succession planning over the last 18 months. Succession planning is a “best practice” to develop people in your organisation. In the post-COVID period there have been difficulties in recruiting qualified people and it is easier to develop existing talent. Some private sector organisations like Proctor & Gamble actually require managers to develop potential successors before that manager can be promoted internally.

In the post-secondary system – and Camosun is no exception – we have an older group of executive leaders. And while there is no mandatory retirement anymore, it makes sense that the college invest in the next generation of leaders. The college is doing this through a variety of strategies such as:

1. Over the last year we have provided developmental opportunities for our staff to do lateral or adjacent leadership positions to advance their skills for future to provide temporary appointments for employees to step into the next level of more senior leadership roles while searches are conducted to fill the temporary vacated role. The College did this when the ED of HR Barb Severyn retired by backfilling the role by the Director of Student Services who became the Acting ED of HR. This then allowed one of the Directors in IT to step into the role as the Acting Director of Student Services. Currently Evan is the acting Associate Dean in the School of Arts and Science.
2. Over the last two weeks we have announced additional developmental opportunities with Geoff Wilmshurst’s secondment to the Ministry as a Special Advisor to the DM for a year. This has opened up additional developmental opportunities for leaders. Richard Stride, Dean of Business has stepped into Geoff’s role, Ian Humphries, Dean of Access has lateralled over in Richard’s role, and Heather del Villano, Associate Dean in the School of Access has stepped into the role of the Dean of the School of Access.

3. The intention is to hire an ongoing AVP to align and support the ideals of the Student Experience but also better align it with the Education portfolio.
4. Creating or amalgamating various work happening across the college into new positions. This was done with the creation of the ED of Strategy, Planning and Transformation and expanding the responsibilities for a Director to an ED, changing a role in the Policy unit of SP&T into an Associate Director role.
5. In Eyē? Sqā'lewen, we hired an ED of Eye?Squalewen last year, and are moving forward to hire an Associate Director in Eye?Squalewen who can be a future generation of leader. This latter position is being posted.
6. Two years ago the college successfully navigated and achieved a Human Rights Exemption to allow us to post using preferred or limited hiring practice to increase the participation of Indigenous peoples in the college's operation and leadership.
7. The college has also moved forward to address the priorities for work for both EDI and PLAR the Board identified that are reflected in my goals. Our new Director of EDI is a person of colour and started on January 2, 2024. With the hiring of the new Director, EDI, a project in the queue is for us to establish best practices to provide safe and welcoming learning and work environments for students and employees, thus improving retention. We will also be looking at leading practices in recruitment through the EDI lens and want HR to help us identify and develop qualified BIPOC leaders.
8. The college has posted the position for the Director of PLAR.

I intend, with the Boards concurrence, to add succession planning as one of my 2024 performance objectives.

I look forward to a discussion and any questions the Board may have about the status of my 2023 objectives and the draft 2024 objectives.

2. RECOMMENDATION AND OR MOTION

i. Review of 2023 Goals

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE UPDATE ON THE PRESIDENT'S GOALS FOR 2023.

ii. Goals for 2024

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PRESIDENT'S GOALS FOR 2024.

3. SUPPORTING DOCUMENTATION:

- Assessment of 2023 Goals
- Draft Goals for 2024



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
GOAL 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 	<ul style="list-style-type: none"> The 2023-2028 Strategic Plan was launched in January 2023 	2023 – 2028		√		
		<ul style="list-style-type: none"> Metrics and baseline data have been developed 			√		
		<ul style="list-style-type: none"> The first monitoring report has been developed and will be presented to the Board Executive in January 2024 and the full Board in February 2024 			√		
	<ul style="list-style-type: none"> Launch Strategic Enrolment Management (SEM) committee 	<ul style="list-style-type: none"> College-wide SEM committee has been established with a variety of sub-committees. <ul style="list-style-type: none"> Goal is to maximize enrollment at the course and program level and to examine means to increase domestic enrollment and to address program/course retention for students 	2023 – On-going		√		
	<ul style="list-style-type: none"> Launch Signature Student Learning Experience (Camosun Advantage) <ul style="list-style-type: none"> Expand the availability of a combined Work Integrated Learning and Innovation 	<ul style="list-style-type: none"> The Signature Student Learning Experience (Camosun Advantage) committee has been created <ul style="list-style-type: none"> The committee has set a baseline and targets 	2023 – On-going		√		



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
	Experience to all students by 2028						
	<ul style="list-style-type: none"> Enhance visibility of Camosun Innovates 	<ul style="list-style-type: none"> The College has entered into and renewed international student mobility agreements with a variety of universities / PSIs <ul style="list-style-type: none"> We creating joint collaborative applied research projects for students 			√		

GOAL 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? Sqâ'lewen and CETL to support faculty and students with Indigenization of curriculum 	<ul style="list-style-type: none"> The college is actively working to address each of the applicable objectives in the TRC (Ian H's document) <ul style="list-style-type: none"> Early Learning and Care has seen extensive experiential leaning opportunities – an example of Indigenous Pedagogy and to include awareness and celebration of Indigenous culture/s. Physics has Indigenized some courses through the introduction of narrative of practices In Indigenous cultures that demonstrate laws of physics. 	On-going			√	



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> BBA in Socially Responsible Management includes two Indigenous Studies courses Diploma in Environmental Technology has incorporated two Indigenous education courses. All Health programs have included Indigenous Studies courses. 					
	<ul style="list-style-type: none"> Build relationship with Lekwungen (Songhees, Esquimalt) and WSÁNEĆ (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 (College Objective) 	<ul style="list-style-type: none"> The college continues to reach out to our local landholder First Nations, urban indigenous communities and Metis <ul style="list-style-type: none"> A letter was sent out to the local landholder First Nations, urban indigenous communities and the Metis on December 6, 2023 providing an update on the College's Strategic Plan, our work on TRC, and offering to meet to update them The college has offset the significant loss of ASP funds through base funding The college has funded a new Associate Director in Eyē? Sqā'lewen and the position has been posted the addition of another Indigenous classroom in the newly renovated Wilna Thomas Building on our Lansdowne campus and planning is 	2023			√	
					√		
						√	
				√			



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
		underway to erect a Carving Shed and to revitalize the Camas fields		Achieved	Achieved / continued focus	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> Indigenization at Camosun is the responsibility of everyone. The Indigenization Action Plan will clearly define activities, roles and responsibilities when it is launched in the new year 		Achieved	Achieved / continued focus	Partially achieved √	Not Achieved
		<ul style="list-style-type: none"> a welcome feast for new Indigenous students and their families 		Achieved	Achieved / continued focus √	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> A basket ceremony was held for Linda and Skip Dick at the Songhees Longhouse on September 23, 2023 that was hosted by Camosun College 		Achieved √	Achieved / continued focus	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> a traditional Pit Cook demonstration on our interurban campus 		Achieved	Achieved / continued focus √	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> the partnerships we have through Elders Voices members from the local Nations 		Achieved	Achieved / continued focus √	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> Marketing and Communications worked with the faculty and staff in IPTT that resulted in turning the virtual paddles from the Strategic Plan into real paddles. Local First Nation Elders contributed to this project as did a cross section of the college community. The paddles are now displayed in both campus Boardrooms 		Achieved √	Achieved / continued focus	Partially achieved	Not Achieved



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
		<ul style="list-style-type: none"> An Indigenization Action Plan has been completed that combines the Indigenization Plan, Indigenization and Reconciliation Task Force recommendations and Indigenous Education 			√		
		<ul style="list-style-type: none"> A four-day Indigenous Education Conference titled S'TENISTOLW, is being planned by Eyē? Sqā'lewen: the Centre for Indigenous Education and Community Connections on the Lansdowne campus from August 20 to 23, 2024. A conference coordinator has been hired and conference planning is well underway 				√	

GOAL 3: PLAR							
	<ul style="list-style-type: none"> Implement a Centre for Prior Learning Assessment and Recognition 	<ul style="list-style-type: none"> Budget was allocated in the FY2023-2024 for this position. A posting for the new position has gone out to start the search for the Director of PLAR and this will be filled in the new year 	2023			√	

GOAL 4: EDI							



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
				✓	✓		
	<ul style="list-style-type: none"> Conduct search and hire a Director of EDI 	<ul style="list-style-type: none"> A search was successfully conducted. <ul style="list-style-type: none"> The new Director of EDI starts in January 2024 	August 2023	✓			
		<ul style="list-style-type: none"> I participated as part of a panel at the Employment Equity Partners' Roundtable 2023 "Beyond Culture: Bridging Gaps in Accessibility, Equity and Inclusion" in Vancouver on May 9, 2023. The panel spoke about the work being done on diversity, equity, and inclusion. 			✓		
Goal 5: Financial Sustainability							
	<ul style="list-style-type: none"> Ensure college has balanced budget and remains in financial health 	<ul style="list-style-type: none"> The college started FY2023/24 with a projected balanced budget at year end <ul style="list-style-type: none"> The college is ahead on its international student recruitment target for this academic year and predicts a small year-end surplus after making some additional investments back into faculty and student supports 	2023	✓	✓		
Goal 6: Community Relationships							
	<ul style="list-style-type: none"> Support West Shore campus with UVic and RRU, SIP with SD#60, 61, 62, 63, 	<ul style="list-style-type: none"> The Westshore initiative has been delayed due to a supply chain shortage 	2023 – On-going		✓		



Lane Trotter, President
Goals Progress Report 2023

Goals 2022	Actions	Targets / Expected Outcomes	Duration	Self Assessment Scale			
				Achieved	Achieved / continued focus	Partially achieved	Not Achieved
	and 64 and PSE&FS and SVI communities for the Film Studio	for mass timber and the new opening date has been pushed back to September 2025 <ul style="list-style-type: none"> Joint planning committees for Education, Student services, Finance, Applied Research and Communications have been created between the three institutions The College suspended negotiations with Visionary Education Group for the Film Studio last summer (2023). The college is assessing next steps with this project given the sharp rise in interest rates and the strikes by the Writers Guild and Actors Guild 					
	<ul style="list-style-type: none"> Engage with local community and stakeholders about plans for the development of student housing on Lansdowne campus 	<ul style="list-style-type: none"> The College has been actively working with the Ministry on the Housing project and expects that the revamped project that aligns with government funding targets will be submitted to Treasury Board in December. As part of the cost savings measures, the location of the campus has been shifted and the college has spoken with the municipality affected. 	2023		√		



Lane Trotter, President
Goals Progress Report 2023

Year 2 (2023) Presidential Objectives

	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 	2023 – 2028 2023 – On-going 2023 – On-going
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? Sqâ'lewen and CETL to support faculty and students with Indigenization of curriculum • Build relationship with Lekwungen (Songhees, Esquimalt) and WSÁNEĆ (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 	On-going 2023
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

DRAFT: Year 3 (2024) Presidential Objectives

	Objective	Measurable	Timeline
1.	Strategic Plan	<ul style="list-style-type: none"> • Continue implementation of 2023-2028 Strategic Plan • Second Monitoring Report to Board in February 2024 • Strategic Enrolment Management (SEM) committee <ul style="list-style-type: none"> • Continue work to enhance domestic recruitment and ensure appropriate balance of international student recruitment • Ensure recruitment strategies are developed and implemented • 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 	2023 – 2028 2024 – On-going 2024 – On-going 2024 – On-going
2.	Truth and Reconciliation <i>(All college objective)</i>	<ul style="list-style-type: none"> • Continue work on PHASE 2 of TRC response • Support Indigenization of curriculum inclusive of the student and staff experience (also part of the Strategic Plan) • Continue building relationships 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 	2024 – On-going 2024 – On-going 2024 – On-going
3.	EDI	<ul style="list-style-type: none"> • Start development work on College EDI plan 	2024 – On-going
4.	Sustainability	<ul style="list-style-type: none"> • Ensure college has balanced budget and remains in stable financial health • Continue work on colleges environmental stability to reduce our footprint 	2024 – On-going 2024 – On-going
5.	Community Relationships	<ul style="list-style-type: none"> • Support West Shore campus with RRU, UVIC and SD#62 • Continue to explore viability of the Film Studio • Engage with local community and stakeholders about student housing at Lansdowne and Interurban 	2024 – On-going 2024 – On-going 2024 – On-going
6.	Succession Planning	<ul style="list-style-type: none"> • Provide development and leadership opportunities for college staff 	2024 – On-going



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, October 30, 2023
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS: Mike Stubbing, Chair Monty Bryant Tanya Clarmont Brenda McBain Al van Akker Lane Trotter, President (ex officio)	RESOURCES: Deborah Huelscher, VP Administration & CFO REGRETS: nil EXECUTIVE ASSISTANT: Heather Martin
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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 5, 2023, meeting were approved as distributed.

IV NEW BUSINESS

1. Financial Management Report for the Six Months to September 30, 2023
Mike Stubbing, Chair, Finance Committee, noted we have the report for the first six months of the year. The report shows how well the college is doing this year and provides the data to reasonably project where we will end up at the end of the year.

Deborah Huelscher, VP Administration & CFO, provided a summary level update on the financial results for the second quarter of the fiscal year. She reported a deficit balance of \$2.6M against a budgeted deficit of \$7.9M resulting in a positive variance of \$5.3M on September 30. Expenses are 4.4% lower than budget. The forecast for the year is a modest surplus of \$.624M. Base and capital are ahead of budget and international enrolments are higher than expected. The College’s second quarter forecast and financial results have been submitted to the Ministry.

2. Budget Process for 2024/2025

Deborah Huelscher provided an overview of the budget plan for next year. The budget is expected to be balanced or better, with capacity for limited strategic investment. It will begin with the status quo with adjustment for growth or decrease in activity.

- Integrated planning initiative underway
 - Departments and schools will receive templates in November.
 - Rollup and summary in January.
 - Confirm financial model after Quarter 3 results are reviewed.
 - To Board Finance Committee April 2 and to the Board for approval April 8, 2024.

3. Student Housing Update

Deborah Huelscher noted the Ministry requested a reduction in the cost for the student housing plan submitted in October of 2022, so an alternate plan is being submitted. The team worked closely with the Ministry over the last several months to reduce the overall project cost. The revised plan for 425 beds on an alternate site at Lansdowne has been developed within the funding target. The college continues to work closely with the Ministry to prepare the final submission.

V ADJOURNMENT

The meeting was adjourned at 4:55 pm.



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: February 5, 2024
TOPIC: Decision by IRCC to cap the admission of international students

For Information: X For Decision: For Advice:

1. OVERVIEW

On January 22, 2024, just prior to 6:00am PDT, Federal IRCC Minister Miller announced that effective as of that date the federal government would be changing the Canada Study Visa program and that all new admissions would be capped until March 2024. After this public announcement, IRCC then provided a 30-minute brief to the BC Minister of Post-Secondary Education and Future Skills.

2. DISCUSSION

Following the briefing by IRCC, the Deputy Minister (DM) of PSFS called a meeting of the presidents of the 25 public Post-Secondary education institutions. The DM indicated to the presidents that:

- A two-year cap has been placed on international student admissions, which could see a 35% reduction in new study visas this (2024) year.
- This applies to new students not existing students who are already in Canada.
- The cap is set to the number of approved visas already in place for 2023 which is approximately 364,000.
- The cap will be allocated by province, but it was not clear what methodology would be used (proportion of population or some else).
- Because provinces have different levels of international student intake, the cap will mean some provinces can increase the number they have, others such as Ontario and BC, will have to reduce their intake to align with their share.
- In a few weeks, open work permits will only be available for the spouses of students enrolled in masters and doctoral programs, as well as professional programs such as medicine and law.
- There will be an increase to the amount of money foreign students must show they have access to in order to receive a visa. This year visas will only be issued to students who can show they have \$20,635, up from \$10,000 last year.
- All new applicants coming to Canada must have a letter of attestation for the province they intend to go to as part of their application process similar to what Quebec already has in place. This means that once applications are being processed again starting in March, each province will need to have implemented an attestation for every single student by institution.

There were many more unanswered questions that the Ministry did have answers for and indicated they would work with IRCC to clarify. The Ministry then asked the 25 public Post-Secondary institutions to provide information on their international numbers by program so that the Ministry could look at the potential magnitude of the cap on BC. The Ministry indicated that they would follow up with us within the next two weeks to provide further updates and information on next steps.

A meeting was called for January 24, 2024, by our national association Colleges and Institutes Canada (CICan). CICan let the presidents from the colleges and institute across Canada know that:

- The allocation of new student visa would be proportionate to population.
- This will affect Canada's reputation as a destination of choice for higher education.
- They will continue to advocate with the federal government on our behalf.

3. FINANCIAL IMPLICATIONS

The college does not know the extent to which we will be affected by the federal government decision until the province has been able to make a determination on what Camosun's allocation for the new student visas will be. Regardless, a planning retreat has been set for February to look at various scenarios and the financial implications. However, while we can plan for various contingencies, at this point we do not know the magnitude that this will have on the college.

4. COMMUNICATIONS

The decision made by IRCC was communicated to the Board Finance Committee, then the Board Executive Committee. It is going to the full Board at the February 5, 2024 meeting. In addition, I have reached out to the college stakeholders (CCFA, CUPE, BCGEU and the CCSS) to find a time to brief them on this situation.

5. CONCLUSION

The college will keep the Board updated as we have additional information. However, I must note that the college returned to financial stability and sustainability in the current fiscal year (FY2023/24) and had made new investments after having managed a \$7.3M deficit in the previous fiscal.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, December 4, 2023
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

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

ADMINISTRATION:

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

GUESTS:

Todd Ormiston, Executive Director, Eye? Sq?’Iewen, IECC
Samantha Allan, Conference Coordinator, S’TENISTOLW

EXECUTIVE ASSISTANT: Heather Martin

REGRETS: nil

I CALL TO ORDER

Tanya Clarmont, 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

Tanya Clarmont, Chair, noted the regular Board meetings are open to the public. Today we welcomed these guests on Teams: Lynelle Yutani, CCFA; and Sandra Bannikoff; A&S. Lane Trotter and Tanya met several times for planning and updates. At the last meeting, the Board challenged the Foundation Board to a Fundraising challenge in which the first to reach 100% participation wins. The Foundation Board accepted the challenge and hit 100% participation first, so won the challenge of 2023.

Tanya worked with the Crown Agencies and Board Resourcing Office (CABRO) on the succession plan for the Board members for this year and next. CABRO announced this afternoon that the two members put forward for 2023 have been appointed. The new members are Jeremy Burgess, who has a law background, and Shane Hartman, who is a community member from the Nak'azdli Whut'en First Nation.

The Paddles Reveal Presentation for the Lansdowne campus took place in the Sherri Bell Hall on November 14. Thank you to Brenda McBain, Al Van Akker and Jagjeet Singh for attending the event. The paddles were mounted in the Boardroom last week.

Tanya brought a welcome to the Health and Human Services Student Awards ceremony on November 24. It took place in the Stairwell of the Alex & Jo Campbell Centre for Health and Wellness. It was wonderful to see so many happy recipients and donors. On November 29 the Board hosted a dinner to honour the contribution of our past Board Chairs and Presidents. It was held at the Dunlop House and was presented by the Hospitality Management students. It was an amazing evening. Thank you to all who attended. On December 1, Lane Trotter joined Tanya for the Community Lunch at the Victoria Native Friendship Centre.

2. President's Report

Lane Trotter, President, noted the paddles presentation event was amazing. He thanked Larry Underwood, Susan Wilson, Francis Wilson and the Trades faculty who gave their time. Lane thanked Rodney Porter for all his work on the project, and for sourcing the red and white cedar. There are two sets of paddles, one in the Interurban boardroom and one in the Lansdowne boardroom.

Lane attended the Indigenous Advisory Committee meeting on November 24. On December 1 he spoke to the first exempt staff leadership development session at Songhees. On December 4, he was the guest speaker at Tim Kemp's Business 285 course – Workplace Professionalism. In November, 200 elementary students visited the Trades at the Interurban Campus over a two-week period. One of the Grade 5 students, pictured on screen, is the son of Board Vice Chair Lindsay Kearns.

3. Foundation

Jody Kitts, Director, Advancement & Alumni Engagement; and Executive Director, Foundation, reported that:

- Revenue Year to Date is \$3.0 million.
- Giving Tuesday raised over \$56K this year, the most successful year to date.
- Overall, 60% came from current & retired faculty, staff, Board of Governors, and Foundation Board.
- On November 24, the Hospitality Students hosted the "Melodies & Mingling" event at Dunlop House. The event sold out and netted \$2,600 towards Erasing Barriers for Giving Tuesday.
- November 24, H&HS hosted the annual Student Awards Ceremony. 84 awards were given totaling \$87K.
- The Camosun Foundation has been running an Endowment Matching Campaign. For every donation, there is a 50% match. Since November 2022, almost a half million dollars

- (\$465,450) has been added to the endowment fund including new donations and the match from two donors.
- On November 30, the Foundation Board approved the fall bursary run of \$351K for 459 bursaries.
 - On December 4, we attended the 110th annual Canadian Club Christmas Tea. Since 1996, the Camosun Foundation has been the sole beneficiary, receiving over \$90,000 from Canadian Club members.
 - Jody is now the Executive Director of the Foundation. An Advancement Officer position and the Assistant to the Director position have been filled.
 - The minimum bursary given to each student is \$500, and Erasing Barriers gives \$1K to each student.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the October 18, 2023, meeting were included in the agenda package. Bijan went over the highlights of the November 15, 2023, meeting, which included changes to Engineering Bridge and to some policies. Monty Bryant, Education Council Liaison, noted great questions were posed regarding the Involuntary Health & Safety Leave of Absence policy.

5. Pacific Institute for Sport Education (PISE)

Brenda McBain, PISE Board of Directors, noted the PISE Board will meet next on December 14.

IV BOARD COMMITTEE REPORTS

1. Executive Committee

Tanya Clarmont, Chair, Executive Committee, noted the committee met on November 20, 2023. On November 29 we submitted to CABRO the requests to fill the July 31, 2024, seats. In the interest of continuity, we requested one-year extensions for Monty Bryant and Brenda McBain. We requested a two-year term for Mike Stubbing. They have all agreed to the extensions if they are approved by the Government. We asked for a member with cybersecurity expertise.

We approved a monthly schedule for Board members to represent the Board at college events. The whole Board will continue to be invited to events as observers where space allows.

Tanya attended the 'Post-Secondary Indigenous Board Member Gathering' on October 16 in Vancouver. The Ministry talked about the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) at the gathering. UNDRIP was adopted by the United Nations in 2007 and in 2010 in Canada and receive Royal Assent in 2021. The B.C. government passed the Declaration on the Rights of Indigenous Peoples Act into law in 2019. Article 18 of the Act states Indigenous peoples have the right to participate in decision-making in matters which would affect their rights. The Executive agreed to alternate the Board's education topics and Indigenization learning to keep the Board meetings to a reasonable length. The Executive discussed support of electronic agenda packages rather than paper in the interest of sustainability. We set the agenda for today's Board meeting.

i) G-1.3.1 Ad Hoc Committees and Task Force Process

Tanya Clarmont advised the briefing note is in the package. It is a process not a policy.

MOTION

**THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE NEW 'G-1.3.1 AD HOC COMMITTEES AND TASK FORCE PROCESS'.
CARRIED**

V APPROVAL OF THE MINUTES

The minutes of the November 6, 2023, meeting were approved as distributed.

VI NEW BUSINESS**1. S'TENISTOLW Update**

Samantha Allan, Conference Coordinator, provided an update on the S'TENISTOLW Conference which will take place August 20 to 23, 2024.

Todd Ormiston, Executive Director, Eye? Sq?'lewen, advised the correct pronunciation of S'TENISTOLW is 'Stennystell' which means to walk or move forward. This will be the fourth conference. It is a gathering for educators, administrators, helpers, and staff in Indigenous programs as well as community leaders, scholars, and allies in the field of Indigenous post-secondary and adult education. Learn how to walk with Indigenous peoples and learn from them. The conference has grown every year to an expectation of 550 delegates.

The 2024 theme is 'Where the Waters Meet'. The theme trickles down to two main sub-themes Indigenous Pedagogies and Relationality & Living Our Collective Values. These two inform the four subsets: Land & Community-Based Learning; Supporting Learner Engagement; Practicing Indigenization; and Strengthening Alliances. The programming will be guided by these themes. There will be concurrent sessions for 550 people. Of the 100 proposals submitted, 60 have been accepted, and are of excellent quality. Delegates are coming from Yukon, New Zealand, Australia, USA, and across Canada.

2. Indigenization Action Plan

Todd Ormiston noted the Indigenization Action Plan will guide Eye? Sqâ'lewen for the next three years. Over 65% of the staff have changed in the past fourteen months. One year ago, we met with consultants and existing staff three times to conceptualize the direction for the next three years. The plan looks at services, visibility, and programming. There is a two-day retreat coming up in December. We will look at how to track services and programming with score cards. In the plan we incorporate the 23 Truth and Reconciliation Calls to Action. We will look at what we want the direction to be, and what the College's responsibilities are.

3. Indigenization at the Board Table

Tanya Clarmont provided the video 'Brave New Paths: The Road to Indigenous Economic Reconciliation'. It was made at the University of Victoria by the National Consortium for Indigenous Economic Development, through the UVic School of Business. Reconciliation is about peaceful co-existence, restoring balance in relationships, and living together in mutual respect. A strong sustainable economy is needed to be independent. The Indigenous communities need to build entrepreneurs and economies that reflect who they are. Indigenous entrepreneurs have a paradigm of shared value rather than individualism. Humans exist in reciprocal relationship with the land. Four elements of the economy are land, legal, governance structure, and opportunity drivers. Self-governance is responsible to the land, elders, culture, stories, and future generations. It is important to live their values and be who they say they are.

Most Indigenous nations got power from the respect of peers rather than money. They are building sustainable economies based on lessons learned from ancestors that is thousands of years old, that reflect Indigenous cultures.

4. Introductions

Lane Trotter introduced Richard Stride as the Interim Acting Vice President of Enrolment and Community Engagement. It is his first day in the role as he replaces Geoff Wilmshurst for a one-year term. Geoff was seconded for a year as special advisor on international education to the Post-Secondary Education and Future Skills Deputy Minister Bobbi Plecas. Previously, Richard Stride was the Dean of the School of Business and Centre for Sport and Exercise Education (CSEE). As well as being the Director, Advancement & Alumni Engagement; Jody Kitts is now the Executive Director, Camosun Foundation, in Geoff's absence.

VII ADJOURNMENT

The meeting was adjourned at 6:08 pm.

Tanya Clarmont, Chair

Date

Heather Martin, Executive Assistant



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: January 29th, 2024
TOPIC: Strategic Plan Year One Update Report

For Information:

For Decision:

For Advice:

1. OVERVIEW

We are pleased to present to you the 2023, Year One update on the Strategic Plan. As you know, the Strategic Plan includes 6 priorities with approximately 70 progress measures. These include data-based measures that focus on tracking numbers and percentages as well as projects and action-based measures that are crucial in advancing Camosun’s priorities.

Over the past year, we’ve worked in partnership with schools, divisions, and departments alongside respective deans, directors, and subject matter experts to collect and report on the data presented to you in this report. Our priority for the Year One update was to establish a baseline so that we can better track and understand how Camosun is advancing its six identified priorities over the course of our 5-year Strategic Plan.

The update report begins with a reiteration of Camosun’s vision, mission, and values and provides a brief snapshot of some of the good work we’ve done together over the past year. The Strategic Priorities and Progress Measures sections contain updates on each of the 6 priorities and their respective goals. The first page of each of the priorities presents a few key highlights and shares what we are most excited about going into the next year. The tables on the subsequent pages list the progress measures and updates. Data-based measures are represented by a chart icon and present updates in the form of a number or percentage. Action items and projects are indicated with the check-mark icon, and we’ve included a “stop-light” graphic to denote project status. Recognizing that we value not just what counts but also what matters, we’ve shared a short description to provide greater context and relevant details where appropriate.

We would like to thank everyone who has come together to work on the Year One report. This document demonstrates Camosun’s continued commitment to advancing the priorities of its 2023-2028 Strategic Plan. We hope you’ll enjoy reading the report and join us in celebrating our achievements of the past year.

5. MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE STRATEGIC PLAN UPDATE REPORT 2024.

6. SUPPORTING DOCUMENTATION:

Digital Attachment Provided. Printed versions will be provided at the February 5th Board of Governors’ meeting.



20
23

Territorial Acknowledgement

Camosun College is one of the largest colleges in British Columbia, serving communities on southern Vancouver Island, the southern Gulf Islands and beyond. With deep respect and gratitude, the college acknowledges that these are the traditional territories of the ləkʷəŋən (Esquimalt and Songhees), Malahat, Pacheedaht, Scia'new, T'Sou-ke and W̱SÁNEĆ peoples. Learners, faculty, staff and leadership are all enriched by the friendship and gracious welcome extended by the hosts of the land and by the beauty of the land on which we live, work and learn.

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Camosun's Progress Measures:

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Original artwork done by alumni and Coast Salish artist Dylan Thomas.



Message from the President

Living our values as a community college

The launch of the 2023-2028 Strategic Plan was no small feat. It was the culmination of a year-long consultation process that involved thousands of ideas from hundreds of people.

Our Strategic Plan is a journey and not just a destination. Each one of the priorities holds its own significance and is also interrelated and connected to the others. This is why it's important to consider each of the priorities as values when we conduct our work and make decisions. This update report is a reminder of our commitments as a college and is a celebration of the progress we have already made in reaching our goals.

The reaction to the plan has been overwhelmingly positive. People can see themselves and their values reflected in the six priorities, each represented by paddles featuring artwork from alumni and Coast Salish artist Dylan Thomas.

The work of the students, faculty and staff from the Indigenous Peoples in Trades Training to bring the paddles to life is on display on the walls of the boardrooms of both campuses. Each display features seven hand-carved, red and yellow cedar war canoe paddles with the artwork from the Strategic Plan on each blade. I encourage you to take a look for yourself as the paddle display is not only beautiful but also a powerful reminder of the work we need to undertake.

The first-year report establishes a baseline for our priorities, enabling us to track progress and identify areas that require attention or improvement on a year-over-year basis.

Thank you to the college community and beyond for your ongoing support.

Dr. Lane Trotter, President
Camosun College





Our Vision

Inspiring life-changing learning.

Camosun College's vision defines an optimal future for the college. It gives guidance and inspiration about what we will focus on achieving. It builds on our hope of what we can become. Ours is simple. It encompasses the community college's role in transformative education and highlights the mutual partnership of the learner and facilitator, while speaking to a process in which learning in all its forms challenges the status quo, both institutionally and personally.

Our Mission

We build a better future for our community with relevant, innovative and applied education.

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

Our Values

- Lifelong learning
- Positive and supportive student experiences
- An inclusive community
- An environment of respect and safety for all
- Our relationships with one another
- Indigenization
- Environmental stewardship

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

The Good Work We Have Done Together

Working together makes a difference to the lives of students, employees communities, employers and ourselves.



Camosun and Miriam College advance partnership

A partnership between Camosun College and Miriam College in the Philippines will see greater study opportunities for Filipino, Canadian and international students from the region. Miriam College is currently building a new coed campus that is expected to be completed in spring 2024 where programming will be delivered. The partnership is one of the ways Camosun is serving students and partners within the local and global community.

Array of Hope: Lansdowne library solar project

The Alan Batey Library and Learning Commons on the Lansdowne campus will soon have more than half of its electricity supplied directly by the sun. The Array of Hope project will consist of approximately 90 solar panels expected to produce 46 TWh/year. The project is being funded through a grant from EBSCO Information Services in addition to college funding as a way to demonstrate the commitment to Rising to the Challenge of Climate Change. The project is expected to be completed in several phases throughout 2024.



Coast Salish war canoe paddles

Seven red and yellow cedar war canoe paddles created by Indigenous trades students and faculty are now proudly displayed on the walls of the boardroom on each campus. The paddles represent the six priorities of the college's 2023-2028 Strategic Plan as well as the spirit of Camossung. The paddles display the artwork by Camosun alumni and Coast Salish artist, Dylan Thomas. Two paddle presentation ceremonies, one on each campus, honoured the resurgence of Indigenous culture and creativity within the college community.



Future skills grant courses through ProSIT

Sixty-five programs offered through Professional Studies and Industry Training at Camosun College met the requirements to be eligible for the B.C. Government's \$3,500 future skills grant. Camosun has the largest number of eligible programs in the province and is helping people bridge gaps in their education as well as helping employers meet labour market demands.

Honouring Skip and Linda Dick

Camosun College employees were invited to attend a Sp'čə ceremony in September 2023 to honour Dr. Skip and Linda Dick for their remarkable service to the community and Camosun College spanning over 50 years. Sp'čə is the lək'wəŋən word for a Basket Honouring Ceremony. The event took place in the Songhees Bighouse and was co-hosted by Songhees Nation and Eyē? Sqā'lewen. As well as honouring Skip and Linda for over 50 years of service to Camosun, the college unveiled a lək'wəŋən name – Nahey'gnut meaning Mine to Protect – for the Indigenous classroom in the Wilna Thomas Building to honour Skip and Linda's work with the college.



Artwork for Nahey'gnut (Mine to Protect) by Bradley Dick.

Recognition as a national leader in applied research

Camosun College ranks among the top 50 research colleges in Canada. The award from Research Infosource reaffirms Camosun Innovates – the applied research arm of the college and home to B.C.'s first Technology Access Centre – as a Canadian leader in advanced manufacturing innovation and development. This aligns with the college's 2023-2028 Strategic Plan of Strengthening the Camosun Advantage, prioritizing student preparation for a rapidly changing world through applied learning.



Recognizing teaching excellence

Twenty-eight Camosun College faculty members were honoured in 2023 for their contribution to teaching and learning in the second annual teacher recognition celebration. Nominations came from students and employees, highlighting some of the incredible work being done to support student learning. The awards demonstrate how the college is Strengthening the Camosun Advantage by preparing students to thrive in a rapidly-changing world.



Learning by doing

At Camosun College, we know learning doesn't happen just in the classroom; learning by 'doing' is the best way to build the skills students need to keep a step ahead in the ever-evolving world of work. That's why over 82 per cent of Camosun courses and programs include experiential education and applied learning opportunities in the next academic year.

Enactus launch

The Camosun College chapter of Enactus launched in September 2023 to serve as a venue for student innovators who are passionate about using business as a way to drive positive social, environmental and economic impact. Food insecurity, the lack of consistent access to nutritious food experienced by many students, is a theme that the Enactus chapter has taken on with enthusiasm. The next steps will be evaluating results, developing ideas, then putting those ideas into action. Enactus is helping the college in Responding to Community Needs.



Environment Technology program relaunch

A new two-year Environment Technology diploma program will relaunch in September 2024 after going through a major redesign. The new program is an example of the college's commitment to educational excellence and delivering programs that are relevant, applied and innovative. Recent climate-based disasters have reinforced the critical importance of environmental sustainability and the need to Rise to the Challenges of Climate Change.



Strategic Priorities and Progress Measures

Strengthening the Camosun Advantage

At Camosun College, we prepare students to thrive in a rapidly changing world.

Key Highlights



65 programs offered through Professional Studies and Industry Training at Camosun College have met the requirements to be eligible for the B.C. Government's \$3,500 future skills grant.

88% of students feel that their programs teach the knowledge/skills appropriate to their field of study.



The Registrar's Office and Communications and Marketing have enhanced the college's approach to attracting students from outside the CRD, including a recruitment campaign for specific study areas and a branding awareness campaign.

82% of courses are anticipated to include one or more types of applied learning in the 23/24 academic year.



What we're excited about:

The college is developing a strategic enrolment plan, which includes collaborative processes, practices and initiatives across the college to improve Camosun's Full Time Equivalent (FTE) standing and strengthen relationships with prospective and current students.


GOAL 1 Empower students to stand out by providing educational experiences that will equip them for their future.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
	STCA 1.1	Takes steps that will support the implementation of a comprehensive student record		Research and environmental scans are complete. A briefing note for the College Executive Team is near completion and is anticipated to be submitted in January 2024. This is a significant project requiring capacity and resources. AY 2022/2023
	STCA 1.2	% of courses that include one or more of the different types of applied learning (e.g., capstone)		82% of courses This measure is under development and will continue to evolve as the college updates systems to include this data set. Anticipated 2023/2024 AY
	STCA 1.3	% employment or university transfer rates post Camosun		73% of employed students in a training-related job 43% of students have taken further studies after completing their program AY 2022/2023 <small>Source: Diploma, Associate Degree, and Certificate Students (DAC) 2023 BC Student Outcomes Survey. Does not include trades or bachelor's degree programs.</small>
	STCA 1.4	Total headcount for programs that align with the BC Labour Market Outlook Forecast 2022-2032 for Vancouver Island and Coast Region*		2621 Headcount Headcount based on programs aligned with highlighted occupations listed in the 2022-2032 BC Labour Market Outlook Forecast – Vancouver Island and Coast Region. AY 2022/2023
	STCA 1.5	% of students who feel that their programs teach the knowledge/skills appropriate to their field of study*		88% of students AY 2022/2023 <small>Source: BC Student Outcomes Survey</small>






Data-based measure
* Indicates where a measure or action item has been amended from the original document.









Specific action or project

On Track Completed Not Started

 Data-based measure
** Indicates where a measure or action item has been amended from the original document.*

 Specific action or project
 On Track  Completed  Not Started

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 2 Deliver outstanding flexible learning opportunities to support students' evolving educational needs.	STCA 2.1	# of courses with flexible delivery options by school (e.g., evenings, weekends, online, blended, continuous enrolment).		3655 overall <ul style="list-style-type: none"> Access: 451 Applied Learning, Co-Op Ed & Career Services: 105 Arts & Science: 976 Business: 557 Camosun International: 9 Centre for Sport & Exercise Education: 218 Health & Human Services: 488 Indigenous Ed & Community Connections: 47 Technology: 488 Trades: 309 Total: 3655 (44%) AY 2022/2023
	STCA 2.2	% student completion rates in courses with flexible delivery options		84% of students e.g., evenings, weekends, online, blended, continuous enrolment. AY 2022/2023
	STCA 2.3	# of courses using zero-textbook cost (ZTC) materials*		150 courses The data for this measure is continuing to be developed and will grow as the program proceeds. Library and Learning Services continues supporting faculty and programs in adopting open or zero textbooks. AY 2023/2024
	STCA 2.4	# of new microcredential offerings		20 Microcredentials This includes microcredentials in business and technology, film studies, health and wellness, and Indigenous education and trades. Of note, 65 programs offered through Professional Studies and Industry Training at Camosun College have met the requirements to be eligible for the BC Government's \$3,500 future skills grant. FY 2023/2024
	STCA 2.5	# of enrolments in microcredential offerings		339 enrolment count FY 2023/2024

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 3 Cultivate relationships with students to support their educational journey within and beyond Camosun.	STCA 3.1	Develop and implement improved strategic enrolment management practices	 	A strategic enrolment management framework is currently under development. Operationally, prospective student 'personas' (target audiences) have been developed to inform strategic decisions related to program development, personalized marketing, and overall enrolment strategies; meaningful engagement opportunities between domestic, international, and academic areas have been formalized and increased in frequency; relevant measures have been identified, and collaboration has begun between the Registrar's Office and Institutional Research and Planning. AY 2022/2023
	STCA 3.2	Establish capacity to support prospective students	 	A domestic recruitment strategy and resource requests for implementation have been developed. The Registrar's Office has expanded the recruitment team focused on executing the strategy and expanding domestic recruitment reach. The next steps will include selecting and implementing a student relationship management platform and AI-based chatbot. AY 2022/2023
	STCA 3.3	Student satisfaction rate		90% student satisfaction AY 2022/2023 Source: BC Student Outcomes Survey
	STCA 3.4	% of students who indicate they are able to access services in a timely manner		73.5% of students AY 2022/2023 Source: BC Student Outcomes Survey
	STCA 3.5	% of student retention ratio between semesters one and two		79% student retention AY 2022/2023
	STCA 3.6	# of alumni who donate to the college		59 Alumni Advancement and Alumni is continuing to improve and develop this data set. FY 2022

ÍY,ĆANEUEL OL: Doing Good Work Together

Camosun College is committed to cultivating a work environment that values people, lifelong learning, individual and organizational well-being, and service. We work together to advance the vision, mission and values of the college.

ÍY,ĆANEUEL OL is pronounced EYE. CHEY-NOW-EL UL

Key Highlights



For the fiscal year 2022/23, the college exceeded its financial target to reduce the approved deficit budget of \$7.2M as a result of the COVID-19 pandemic, to a balanced position and recorded a surplus of **\$1.14M** at year-end.

In 2023, there were **265** opportunities for employee cross-functional learning and communities of practice.



The college is developing an Integrated Planning Framework to align all educational, operational and budget planning processes.

The college has implemented the revised program review and annual snapshot processes. **21 program reviews** are scheduled to complete between 2022 and 2024.








What we're excited about:

Information Technology Services (ITS) is actively responding to the ministry's mandate to ensure strategic stewardship of our systems. We are transitioning from legacy IT systems, such as SharePoint 2013, IFAS, and the Camosun Legacy Intranet. Additionally, we are focused on obfuscating unnecessary Personal Identifiable Information (PII) in our legacy on-premise environment, thereby enhancing data protection and compliance with privacy standards.





GOAL 1 Nurture a positive, collaborative and rewarding work culture.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE	AY (Academic Year)	CY (Calendar Year)	FY (Fiscal Year)
				<i>* Indicates where a measure or action item has been amended from the original document.</i>			
	DGWT 1.1	Engage with employees about their work experience using different tools and strategies		Early in 2024, Camosun College will review and report on the results of the Camosun Working From Home Survey, which was completed in fall 2023. In addition, various employee engagement pulse surveys will be conducted in 2024. CY 2023			
	DGWT 1.2	Review and enhance formal and informal employee recognition opportunities		The college has reviewed and enhanced the annual Dedicated Service Event. College-wide excellence awards are in development, and Human Resources is identifying departmental awards across the college to include all workgroups. CY 2023			
	DGWT 1.3	% of allocated funds used for personal and professional development (PD)		86% Exempt 71% CUPE 76% BCGEU 59% CCFA FY 2022/2023 The % is the utilization rate of the employee PD funds (total funds used / total PD allocation). The PD allocation is based on a % of gross payroll each pay period.			
	DGWT 1.4	% of employees who say the information they have about the college helps them to be successful in their job		Human Resources is developing a pulse survey for employees that will include questions about shared information and communication.			
	DGWT 1.5	# of opportunities for cross-functional learning and communities of practice.		265 opportunities There were 265 total learning opportunities through cross-functional learning and communities of practice, with an average of 24 monthly engagements. Organization and People Development held 21 learning opportunities in 2023. CY 2023			







 Data-based measure
** Indicates where a measure or action item has been amended from the original document.*

 Specific action or project
 On Track  Completed  Not Started

GOAL 2
 Ensure financial sustainability for continued investment in student success.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 2	DGWT 2.1	Ensure the college is in a financially sustainable position	 	For the fiscal year 2022/23, the college exceeded its financial target to reduce the approved deficit budget of \$7.2M to a balanced position by March 31 and recorded a surplus of \$1.14M at year-end. FY 2022/2023
	DGWT 2.2	Non-base sources (ProSIT, Contract Training, Ancillary Services) meeting their financial contribution targets *	 	The college continues to look at ancillary revenue and explore ways to maximize contributions. Continue to see growth in ProSIT since its re-opening with substantial opportunities for students through the future skills grant. FY 2022/2023
	DGWT 2.3	Financial investments in student wrap-around supports. (e.g., advising, counseling, and financial aid).*		A new Director of Budgets and Planning has been hired. Wrap-around support investment data will be developed in the new fiscal year.

GOAL 3
 Promote a culture of data-informed decision-making and process improvement.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 3	DGWT 3.1	Further develop and implement data development and access strategies	 	Institutional Research and Reporting is developing a SharePoint portal to enhance data accessibility, supporting enrolment management strategies, planning initiatives, and student-centric decisions. The portal will feature user-friendly elements such as research reports, key provincial dates, enrolment updates, interactive dashboards, and data glossary. AY 2022/2023
	DGWT 3.2	Develop and implement an integrated institutional planning cycle	 	This project is underway, with key issues and planning processes identified. The budget planning process has been shifted to the third quarter to provide more time for schools and departments to respond and plan for the AY ahead. FY 2023/2024
	DGWT 3.3	Develop a methodology to measure the efficiency and success of programs and services	 	In collaboration with the Provost and Vice-President of Education & Innovation, the Strategy, Planning, and Transformation department has implemented the revised program review and annual snapshot processes. 21 program reviews are scheduled to complete between 2022 and 2024 academic years. AY 2022-2024



Responding to Community Needs

Camosun College is dedicated to serving students and partners within the local and global community. We will continue to be responsive to evolving community needs and ensure graduates are equipped with the education and skills essential to employers.

Key Highlights



The college has submitted its final business plan for student housing on Lansdowne campus to the Ministry and continues to work closely with the Post-Secondary Future Skills capital team as we move through the review process.

75 employers and community partners engaged in Camosun Innovates/college-led applied learning/research projects in 2022.



There were 537 college and/or Camosun College Students Society-led extracurricular events held on campus in 2022.

There were 776 South Island Partnership students at Camosun.



198 students were served through programming designed to support refugees and newcomers.



What we're excited about:

The college is in the process of hiring a director of Prior Learning Assessment Recognition (PLAR). The new director will establish a centre for PLAR, which will increase access to post-secondary education for students by recognizing learning gained through work and life experiences.

GOAL

CODE

DESCRIPTION

ACTION OR MEASURE

UPDATE

AY (Academic Year) CY (Calendar Year) FY (Fiscal Year)

Data-based measure

* Indicates where a measure or action item has been amended from the original document.

Specific action or project

On Track Completed Not Started

GOAL 1

Enhance student life on campus, prioritizing student housing and creating spaces that contribute to collaboration and community.

RTCN 1.1

Seek funding and opportunities for student housing



The college has submitted its final business plan for student housing on Lansdowne campus to the Ministry and continues to work closely with the Post-Secondary Future Skills capital team as we move through the review process.

FY 2022/2023

RTCN 1.2

of average hours booked per semester of student collaboration space*



14,757 average hours per semester

There are at least 45 bookable student spaces across campus, not including classrooms.

AY 2022/2023

RTCN 1.3

of college and/or CCSS-led extra-curricular events on campus*



537 events

Representing 17 categories of activities.

AY 2022/2023

RTCN 1.4

% of student satisfaction with the number and types of extracurricular opportunities available




72% of students said, "I am satisfied with the number of extracurricular opportunities available at Camosun."





70% of students said, "I am satisfied with the types of extracurricular opportunities available."





AY 2022/2023

Source: Camosun Student Experience Survey 2023

 Data-based measure
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 Specific action or project
● On Track ● Completed ● Not Started

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 2 Excel in building lasting and reciprocal relationships and partnerships, locally, nationally, and globally to serve the college community and students.	RTCN 2.1	# of employers and community partners engaged in Camosun Innovates/ college-led applied learning/ research projects (Narrative Component)		75 community clients/partners 240 projects (including 41 college projects) 252 non-Camosun students participated in Innovates Programming 23 Camosun students employed on applied research projects CY 2022
	RTCN 2.2	\$ donor contribution to Camosun College Foundation each year		\$380,0000 CY 2023
	RTCN 2.3	# of exchange partnerships with other domestic and international institutions (students, faculty, projects)		744 exchange partnerships Measure was determined by combining international experience, outgoing students, incoming students, outgoing faculty/staff, and incoming faculty/staff for each term of 2023. Example Countries include Ireland, Germany, Czechia, Kenya, Philippines, and New Zealand. CY 2023
	RTCN 2.4	# of course registrations from South Island Partnership (SIP)		1118 course registrations 776 total headcounts AY 2022/2023

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 3 Break down systemic barriers to improve access to post-secondary education.	RTCN 3.1	Establish a Centre of Prior Learning Assessment and Recognition	 ●	The college is in the process of hiring a Director role for the Centre for PLAR. FY 2023/2024
	RTCN 3.2	Establish a baseline for students entering Camosun from diverse backgrounds: <ul style="list-style-type: none"> Indigenous Students New Canadians - refugee/permanent resident/landed immigrant First-generation learners Accommodated Students Former Youth in Care with assistance 		<ul style="list-style-type: none"> 1,029 Self-Identified Indigenous Students (21/22 AY) 1,001 Permanent Residents (21/22AY) 47 Refugee (21/22AY) 307 (22.8% of those who responded to the 2023 Student Experience Survey) were the first in the family to attend post-secondary 1603 Students served by Centre for Accessible Learning (22/23 FY) 61 former youth in care (2023 FY) AY & FY 2021-2023
	RTCN 3.3	# of courses/course sections (and some programs) delivered locally and in remote Indigenous communities (Cross reference with Progress Measure HIR 1.1)		9 programs Locations include the Victoria Native Friendship Centre and the Saanich Adult Education Centre. Currently, IECC is offering courses only in the Greater Victoria Region. AY 2022/2023
	RTCN 3.4	# of students served through programming designed to support refugees and newcomers		198 Students Includes enrolments in the <i>Hospitality Industry Welcomes Refugees Employment-linked Sponsorship Program (HIRES)</i> , <i>Student Refugee</i> , and <i>Maker to Market</i> programs (93). 105 additional Ukrainian students have also been granted IETC student exception and are in the International Reduced Tuition category. AY 2022/2023

Rising to the Challenges of Climate Change

Camosun College is committed to addressing the climate emergency and our impact on the environment through policy, practice and education.

Key Highlights



In 2023, the Office of Sustainability engaged with the CICAN ImpACT Climate Project, including foundation meetings, and is participating in the CICAN Technical Working Group on Scope 3 Emissions.

Two new and renewed programs focused on sustainability and climate change, Environmental Technology and Global Sustainability (ProSIT), will be offered in the next academic year.











Camosun Emergency Management completed a Camosun Emergency Plan, which includes a section on climate and disaster risk and protocols in response to an increased occurrence and intensity of extreme weather events.



What we're excited about

The college will participate in BC Hydro's and Clean BC's Custom Incentives program and Roadmap Study, which will provide an important building-related strategy to reduce GHG on campus, which can be integrated into the Climate Action Plan.

The college is also currently exploring opportunities to develop a new credential that will prepare students to understand the impacts of climate change and enable them to become advocates in support of climate action initiatives.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 1 Invest in necessary resources to build momentum and capacity for addressing the climate emergency.	RTCCC 1.1	Develop and implement a Climate Action Plan	 	Request for pre-qualification for Prime Consultant to complete a Sustainable Building Systems Capacity Plan (SBSCP) is underway. In alignment with this initiative, the college will participate in BC Hydro's and Clean BC's Custom Incentives program and Roadmap Study. The SBSCP will be based on a 20-year horizon for sustainability and capacity planning for buildings and systems while providing us with a five-to-ten-year roadmap for prioritized projects and next steps. The SBSCP and Hydro/Clean BC Planning will provide an important building-related strategy to reduce GHG on campus, which can be integrated into the Climate Action Plan. FY 2022/2023
	RTCCC 1.2	Invest in climate action and environmental sustainability resources to further enhance the capacity to respond to the climate emergency	 	Resources to complete a Climate Action Plan are as noted in the preceding progress measure. FY 2022/2023
	RTCCC 1.3	Complete a baseline and progress assessment for the advancement of sustainability at Camosun	 	Lansdowne Campus was retrofitted in 2022 with 14 new smart meters. Currently, the project requires necessary data assurance, and this work is being completed. FY 2022/2023
	RTCCC 1.4	Align college sustainability priorities with the CICAN ImpACT Climate Project	 	The Office of Sustainability has engaged with the CICAN ImpACT Climate Project, including foundation meetings, and is participating in the CICAN Technical Working Group on Scope 3 Emissions. Camosun community members also participated for the first time in the ImpACT climate challenge, championed by the CCSS Sustainability Director. FY 2022/2023

 Data-based measure
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 Specific action or project

 On Track  Completed  Not Started

GOAL 2

Support existing programs and increase climate education across the college.

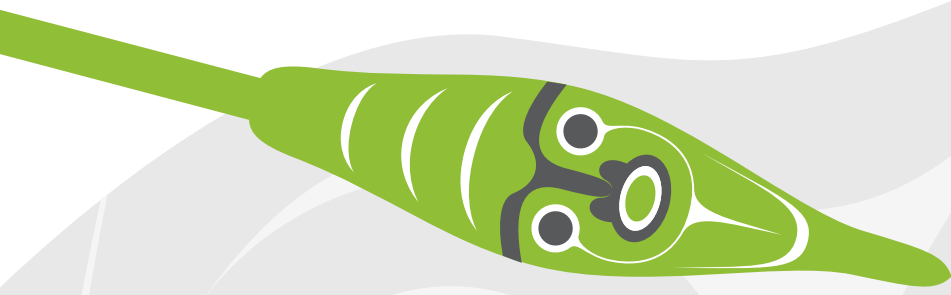
GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 2	RTCCC 2.1	# of workshops/ Scheduled Development events offered to employees on climate action		<p>7 workshops and learning events</p> <p>Examples include:</p> <ul style="list-style-type: none"> GoByBike Week 2023 CELT Learning on the Land Fieldtrip Series, BC Campus Introducing a Climate-Kind Pedagogy Framework to Support Climate Education African Awareness: Africa’s Market Challenge Film and Discussion ETP Farmstand: Food Security in Action African Awareness Committee Presents: Climate Crisis & Food Insecurity in Rural Africa Habitat Restoration at Rithet’s Bog The Challenges of Sustainable Development in Rural Africa Film and Talk <p>CY 2023</p>
	RTCCC 2.2	# of in-house announcements of climate events, projects, and other initiatives		<p>8 in-house announcements</p> <p>CY 2023</p>
	RTCCC 2.3	# of programs focused on sustainability and/or climate change		<p>2 programs</p> <p>Environmental Technology Global Sustainability program area comprised of 6 microcredentials (ProSIT)</p> <p>Currently exploring opportunities to develop future credentials that will develop a student’s understanding of the impact of climate change and equip them with the skills to be socially responsive in their communities.</p> <p>AY 2022/2023</p>

GOAL 3

Lower climate-changing emissions to meet or exceed B.C.’s legislated targets while adapting to the impacts of climate change.

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 3	RTCCC 3.1	% decrease in greenhouse gasses (GHG) emissions (buildings, fleet, paper emissions)		<p>6% increase in greenhouse gasses</p> <p>Tracking completed through the Clean Government Reporting Tool (CGRT) Under BC’s Carbon Neutral Government legislation. Tracking is completed and coordinated by the Office of Sustainability in Facilities Services.</p> <p>CY 2023</p>
	RTCCC 3.2	Combined total greenhouse gasses (GHG) emissions reduction, in tonnes, from savings projects/ initiatives		<p>1.02 tons GHG reduction</p> <p>CY 2023</p>
	RTCCC 3.3	Complete climate risk assessments on both campuses, with an emphasis on climate adaptation needs		<p>Camosun Emergency Management completed a Camosun Emergency Plan, which includes a section on climate and disaster risk as well as protocols in response to an increased occurrence and intensity of extreme weather events.</p> <p>AY 2022/2023</p>





Honouring Indigenous Resurgence

Camosun College supports and upholds the United Nations Declaration on the Rights of Indigenous Peoples and in particular Article 15.1 that *“Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.”*

The college will advance work to honour Indigenization, decolonization, the Truth and Reconciliation Commission of Canada’s Calls to Action, the UN Declaration and B.C.’s Declaration Act.

Key Highlights



Camosun hosted and participated in a number of meaningful cultural events and ceremonies with local communities, celebrating old ones and elders, welcoming students and their families.

355 students completed IST 120 - Indigenous Peoples/TELTIN TTE WILNEW and HLTH 111 - Indigenous Peoples’ Health courses.



The foundation is in place for three of the 23 TRC calls to action (Phase II), including developing and launching a new Indigenous Community Wellness program at the Saanich Adult Education Centre.



What we’re excited about

A working group has been formed to establish a baseline inventory of existing cultural visibility on campus (spaces, signage, art, traditional naming, land naturalization) with the intention of increasing Indigenous cultural visibility.

GOAL

CODE

DESCRIPTION

ACTION OR MEASURE

UPDATE

AY (Academic Year) CY (Calendar Year) FY (Fiscal Year)

Data-based measure

* Indicates where a measure or action item has been amended from the original document.

Specific action or project

On Track Completed Not Started

GOAL 1

Engage with reciprocity, understanding, and in good ways to cultivate healthy and supportive community relationships.

HIR 1.1

of programs/courses delivered locally and in remote Indigenous locations (Cross reference with Progress Measure RTCN 3.3)



9 programs/courses

Locations include the Victoria Native Friendship Centre and the Saanich Adult Education Centre. Currently, IECC is offering courses only in the Greater Victoria Region.

AY 2022/2023

HIR 1.2

of Indigenous events that have both Camosun and local Indigenous community participation



9 events

- Basket Ceremony
- Paddle Ceremonies
- Orange Shirt Day
- Pit Cook
- Welcome Back student ceremony
- Elder’s Feasts
- New Year: Student awards ceremony
- Information Sessions x 2

AY 2022/2023



GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 2 Further incorporate the four 'R's of Indigenous Education to ensure the college is an accessible, inclusive, and safe place where all students can thrive.	HIR 2.1	Develop an Indigenous Education Plan		Eye? Sq'alewen has created a combined Indigenization Plan and Indigenization Action Plan (IAP) for 2023-2026. The plan combines the Indigenization Plan, Indigenization & Reconciliation Task Force recommendations, Indigenous Education Plan, College Strategic Plan, and TRC Calls to Action. Implementation planned for AY 2023/2024 AY 2022/2023
	HIR 2.2	# of Indigenous Students (Eye? Sq'alewen and self-identified)		1049 students AY 2022/2023
	HIR 2.3	# of students who have completed IST 120 and HLTH 111 year over year		462 in AY 2021-2022 355 in AY 2022-2023 IST 120 - Indigenous Peoples/TELTIN TTE WILNEW HLTH 111 - Indigenous Peoples' Health AY 2022/2023
	HIR 2.4	# of college community members who have completed TTW		597 completed This number is the total number of people who completed TTW between 2008 and 2023. TTW has seen an increase in enrolment in recent years. CETL recently became responsible for tracking and reporting TTW enrolment. AY 2008-2022
	HIR 2.5	# of Indigenous students who pursue additional post-secondary studies*		20 students This represents 50% of students who responded "yes" to the Diploma, Associate Degree, and Certificate Students (DAC) BC Student Outcomes Survey. AY 2022/2023

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
GOAL 3 Infuse Indigenous ways of being and doing into practices and spaces at the college.	HIR 3.1	Develop an Indigenization Plan		Eye? Sq'alewen has created a combined Indigenization Plan and Indigenization Action Plan (IAP) for 2023-2026. The plan combines the Indigenization Plan, Indigenization & Reconciliation Task Force recommendations, Indigenous Education Plan, College Strategic Plan, and TRC Calls to Action. Implementation planned for AY 2023/2024 AY 2022/2023
	HIR 3.2	Complete 23 actions in response to TRC calls to action Phase 2		Three of the 23 actions now have the foundation complete including the development and launch of a new Indigenous Community Wellness program at the Saanich Adult Education Centre. AY 2022/2023
	HIR 3.3	Increase Indigenous cultural visibility on campuses (spaces, signage, art, traditional naming, land naturalization)		A working group has been formed to establish a baseline inventory of existing cultural visibility on campus (spaces, signage, art, traditional naming, land naturalization). CY 2023



Advancing Social Justice, Equity, Diversity and Inclusion

Camosun College is committed to upholding the values of Social Justice, Equity, Diversity and Inclusion to foster a barrier-free and respectful learning and working environment for students and employees.

Key Highlights



An Equity, Diversity and Inclusion (EDI) governance structure with cross-college committees has been drafted and will be implemented in 2024.

In 2023, there were over **30** learning opportunities that support an inclusive organizational culture, including the Canadian Centre for Diversity and Inclusion (CCDI) workshops and Respect in the Workplace training.



Human Resources is developing a list of EDI interview questions with the aim to include questions regarding knowledge of TRC and UNDRIP in Exempt interviews by 2024.



What we're excited about

The newly appointed Director of EDI will work in partnership with the college community to develop and implement an EDI plan and associated progress measures.

GOAL

CODE

DESCRIPTION

ACTION OR MEASURE

UPDATE

AY (Academic Year) CY (Calendar Year) FY (Fiscal Year)

Data-based measure

** Indicates where a measure or action item has been amended from the original document.*

Specific action or project

On Track Completed Not Started

GOAL 1

Develop a centre for Equity, Diversity, & Inclusion

ASJEDI 1.1

Establish a Centre of EDI with thoughtful engagement with the college community



The college has hired a Director of Equity, Diversity, and Inclusion who started in January 2024. One of their primary responsibilities will be to work across and with the college community to establish Camosun's Centre of EDI.

AY 2022/2023

ASJEDI 1.2

Develop an EDI plan and implement



Working closely with the Provost & Vice President, Education and Innovation, the newly appointed Director of EDI will be responsible for developing the EDI plan and implementing it. The Director of EDI will work in partnership with the college community to develop and consult on the EDI plan and highlight how it will be implemented and its impact on the college.

AY 2022/2023

ASJEDI 1.3

Establish a cross-college advisory committee



An EDI governance structure with cross-college committees has been drafted and will be implemented in 2024.

AY 2022/2023





Data-based measure
* Indicates where a measure or action item has been amended from the original document.



Specific action or project
● On Track ● Completed ● Not Started

GOAL 2

Embed the principles of social justice, equity, diversity, and inclusion as individual and collective responsibilities

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
	ASJEDI 2.1	Develop a data and reporting strategy to advance SJEDI capacity		The new EDI Director will work collaboratively with college partners and colleagues to develop a data and reporting structure to advance social justice, equity, diversity, and inclusion at the college. AY 2022/2023
	ASJEDI 2.2	Develop and implement strategies to strengthen inclusive hiring practices		Human Resources has created a recruitment and advertising tool with an emphasis on diversity and has applied a diversity statement to all Exempt Job Postings. Human Resources has set a goal to include this work in all future hiring processes in the coming years. AY 2022/2023
	ASJEDI 2.3	Prioritize space that provides physical recognition of diversity and people's culture		Examples of projects completed in the 2022/23 fiscal year include an Indigenous classroom that accommodates smudging and drumming and the installation of an elevator in the Ewing Building. A goal of the college's new Accessibility Plan is to conduct a physical accessibility and accommodation audit and this will be undertaken in the following year. AY 2022/2023
	ASJEDI 2.4	# of learning opportunities that support an inclusive organizational culture		33 opportunities This includes Canadian Centre for Diversity and Inclusion (CCDI) workshops and Respect in the Workplace training that have been modified to include EDI perspectives. CY 2023
	ASJEDI 2.5	# of programs that have partnered with the EDI Centre to incorporate principles into teaching and learning		This work will begin in 2024/25

GOAL 3

Celebrate and uphold the diversity of students and employees as a strength within Camosun's community

GOAL	CODE	DESCRIPTION	ACTION OR MEASURE	UPDATE
	ASJEDI 3.1	Develop hiring selection processes that value cultural strengths and lived experience*		Organization and People Development completed focus group meetings on EDI interview questions and created a summary report. Human Resources aims to include questions regarding knowledge of TRC and UNDRIP in Exempt interviews by 2024. AY 2022/2023
	ASJEDI 3.2	# of events designed to celebrate, empower, recognize, and advocate for the diversity of the people within Camosun College		7 events Examples include: <ul style="list-style-type: none"> • Camosun International hosted the 14th Annual Cultural Showcase on March 23, 2023 • CCSS Pride Parade on July 9, 2023 • Orange Shirt Day event at Na'tsa'maht on September 28, 2023 • Traditional Pit Cook on November 2, 2023 • CCSS event to celebrate Diwali on November 13, 2023 • Paddle presentation event at LACC on September 15, 2023 • Paddle presentation event at Sherri Bell Hall on November 14, 2023 CY 2023
	ASJEDI 3.3	# of public announcements and recognition of cultural and social justice events		1 announcement This measure is under development. CY 2023



This document is a celebration and demonstration of the college's continued commitment to advancing the values and priorities of the Strategic Plan. Thank you to all college employees, students, and community members for your dedication to the good work we do together.



The background of the slide features a dark blue color with a faint, stylized illustration of two hands reaching towards each other from the left and right sides. The hands are rendered in a lighter shade of blue, creating a subtle, symbolic graphic.

For more information please visit
camosun.ca/strategicplan