

<p style="text-align: center;"><b>NORTH ISLAND COLLEGE BOARD OF GOVERNORS</b>  <b>REGULAR MEETING</b>  <b>TO BE HELD VIA VIDEOCONFERENCE</b>  <b>THURSDAY, NOVEMBER 26, 2020 @ 1:00 PM</b></p>
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**AGENDA**

	<b>Topic</b>	<b>Attachment</b>	<b>Action</b>	<b>Time</b>
<b>1.</b>	<b>CALL TO ORDER</b>			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Adoption of Agenda		To adopt	(3 mins)
<b>2.</b>	<b>CONSENT AGENDA</b>			
2.1	Minutes of the Regular Meeting of October 22, 2020	✓	To approve	
2.2	Minutes of Special Meeting, October 15, 2020	✓	Information	
2.3	Executive Committee Report, November 9, 2020	✓	Information	
2.4	Retreat Planning Committee Reports, October 27, November 5, and November 16, 2020	✓	Information	
2.5	Governance and Human Resources Committee Report, November 4, 2020	✓	Information	
2.6	Finance and Audit Committee Report, November 13, 2020	✓	Information	
2.7	Board Planning and Meeting Schedule 2020/2021	✓	Information	
2.8	Fall 2020 Stable Enrolment Report	✓	Information	
2.9	Strategic Initiatives Division / NIC Foundation Report	✓	Information	
2.10	Education Council Report	✓	Information	
2.11	College Highlights Report	✓	Information	
2.12	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
<b>3.</b>	<b>BOARD BUSINESS</b>			
3.1	Presidential Search Process Update		Information	
3.2	Annual Board Evaluation Survey Results Summary	✓	Information	
3.3	Board Bylaw #4 – Domestic Tuition and Fee Bylaw	✓	To approve	
3.4	Board Bylaw #6 – International Tuition and Fee Bylaw	✓	To approve	(25 mins)
<b>4.</b>	<b>REPORTS ON STRATEGIC ACTIVITIES</b>			
4.1	President			
4.1.1	President's Report, November 2020		Information	(5 mins)
4.2	Vice President, Finance and Facilities			
4.2.1	Parking Lot Lease, Port Alberni Campus	✓	To approve	
4.2.2	Second Quarter Financial Statements, 2020/2021	✓	Information	
4.2.3	Fiscal 2020/21 Forecast Projections	✓	Information	(15 mins)

4.3	Executive Vice President, Academics and COO	
4.3.1	Credential Name Change: Android Application Development Certificate (formerly Mobile Application Development Certificate)	✓ To approve
4.3.2	Approval of Credential, Tuition and Fee: Motor Sport and Power Equipment Technician Foundation	✓ To approve
4.3.3	Approval of Credential, Tuition and Fee: Parts and Warehousing Person Foundation Certificate	✓ To approve
4.3.4	Approval of Credential, Tuition and Fee: Automotive Collision and Refinishing Technician Foundation Harmonized	✓ To approve (20 mins)

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**5. INFORMATION (*attachments*)**

- 5.1 NIC Foundation 2020 Awards Program, appreciation letters from Board bursary recipients
  - 5.2 Congratulatory letters to local MLAs, November 2020
  - 5.3 Commonly used acronyms
  - 5.4 Link to Board [policies](#) and [bylaws](#)
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**6. NEXT MEETING DATES**

- Regular meeting – Thursday, January 21, 2021
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**7. ADJOURNMENT**

2:15 pm

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**MINUTES OF THE REGULAR MEETING OF THE  
NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
HELD IN THE STAN HAGEN THEATRE, COMOX VALLEY CAMPUS  
THURSDAY, OCTOBER 22, 2020**

**BOARD MEMBERS  
PRESENT**

J. Atherton, Community Member, Comox Valley Region, Vice Chair  
J. Bowman, President  
P. Chakraborty, Student Representative  
M. Erickson, Faculty Representative  
R. Everson, Community Member, Comox Valley Region  
S. Frank, Community Member, Comox Valley Region  
W. Gus, Interim Chair, Education Council  
D. Hoogland, Support Staff Representative  
A. McCubbin, Community Member, Comox Valley Region  
B. Minaker, Community Member, Comox Valley Region  
J. Murphy, Community Member, Comox Valley Region  
V. Puetz, Community Member, Campbell River Region  
C. Scarlatti, Student Representative  
P. Trasolini, Community Member, Campbell River Region

**BOARD MEMBER ABSENT**

R. Hunt, Community Member, Mount Waddington Region  
E. Mosley, Community Member, Port Alberni Region, Chair

**ALSO PRESENT**

T. Bellavia, Associate Vice President, Access and Regions  
K. Crewe, Director, Human Resources and Organizational  
Development  
L. Domae, Executive Vice President, Academic and Chief Operating  
Officer  
C. Fowler, Vice President, Finance and Facilities  
R. Heidt, Vice President, Strategic Initiatives  
M. Herringer, Executive Director, International Education  
K. Kuhnert, Associate Vice President, Student Services and Registrar  
R. Reid, Executive Assistant, Board of Governors

**IN THE GALLERY**

Members of North Island Students Union (NISU)

**1. CALL TO ORDER**

J. Atherton called the meeting to order at 1:05 p.m.

**1.1 Acknowledgement of First Nations Traditional Territory**

J. Atherton acknowledged that the meeting is being held in the unceded traditional territory of the K'omoks First Nations.

## **1.2 Welcome and Oath of Appointment**

The Board welcomed new Board Members W. Gus, P. Chakraborty and C. Scarlatti who read and signed their respective Oaths of Appointments.

## **1.3 Adoption of Agenda**

**Moved D. HOOGLAND / Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF OCTOBER 22, 2020 AS PRESENTED.**

**Motion carried**

## **2. CONSENT AGENDA**

- 2.1 Minutes of the Regular Meeting of September 24, 2020
- 2.2 Executive Committee Report, October 8, 2020
- 2.3 Board Planning and Meeting Schedule 2020/2021
- 2.4 Correspondence and Information (Agenda item #5)

**Moved A. MCCUBBIN / Seconded S. SCARLATTI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF OCTOBER 22, 2020.**

**Motion carried**

## **3. BOARD BUSINESS**

### **3.1 Presidential Search Process Update**

J. Murphy, as Chair of the Board's Presidential Search Committee, reported that a call for expressions of interest for membership in the Presidential Search Advisory Committee (PSAC) was sent out to the College community and the committee is reviewing applications received. The PSAC membership will be finalized in the coming week.

### **3.2 Board Committee Appointments**

Membership to the board committees are as follows:

#### **Executive Committee**

- Eric Mosley, Committee Chair
- Jane Atherton
- Jane Murphy
- Rob Everson
- Patricia Trasolini
- John Bowman

#### **Finance and Audit Committee**

- Murray Erickson, Committee Chair
- Arlo McCubbin
- Valery Puetz
- Chris Scarlatti

Governance and Human Resources Committee

- Danielle Hoogland, Committee Chair
- Jane Atherton
- Barry Minaker
- Ross Hunt
- Sharlene Frank

President's Performance & Compensation Committee

- Eric Mosley, Committee Chair
- Jane Atherton
- Jane Murphy
- Rob Everson

**3.3 Board Retreat Topics/Objectives November 2020**

Following feedback from the Board regarding a desire for the annual retreat to be held in person, the following details are proposed:

- Retreat venue will be held November 26 and 27 at the Port Alberni campus, Room S108 to accommodate an in-person retreat with physical distancing and access to technology;
- A regular business meeting will be held on November 26<sup>th</sup> to support regular board business;
- A consultant, tentatively engaged to facilitate the retreat, will be working with an ad hoc committee of the Board to develop the retreat agenda and objectives.

The ad hoc Planning Retreat Committee is established with E. Mosley, J. Atherton, J. Bowman, D. Hoogland and W. Gus as members. The committee is tasked to finalize plans and details for the annual retreat.

V. Puetz expressed her desire to participate virtually.

**3.4 Roundtable Board Member Reports**

J. Atherton attended the virtual launch of the Okanagan Charter and encourages the College to be early supporters of the charter which calls institutions to embed health into all aspects of campus culture, across the administration, operations and academic mandates as well as to lead health promotion action and collaboration locally and globally.

J. Murphy noted that the pandemic has highlighted the need for more health care workers which further stresses the College's role in training health care workers who are expected to provide the care that the public, particularly the seniors, need and deserve. V. Puetz seconded J. Murphy's comment on the role of the College in training individuals that will support the needs of local community, citing that her agency constantly look to the College for social work program graduates.

D. Hoogland participated in the Comox Valley Social Planning Society's annual general meeting, noting that the non-profit group aim to find solutions to the challenges faced by the community.

#### **4. REPORTS ON STRATEGIC ACTIVITIES**

##### **4.1 President**

###### **4.1.1 President's Report, October 2020**

J. Bowman highlighted excerpts from each political party platforms that affect the post-secondary sector. He also reported on meeting with ElderCollege executives regarding programs that have transitioned to online offerings. Board Members expressed interest in attending the President's town hall meetings. J. Bowman will be inviting the Board to the virtual town hall meetings going forward.

###### **4.1.2 Fast Facts – COVID 19 Recovery Plan**

Prior to the pandemic, the College was already receiving per capita funding much less than the average funding given to rural colleges. The pandemic and ensuing loss of revenues exacerbated the issue and revealed structural deficiencies. The Board's role in supporting the College is to advocate for equitable funding (for ex., per capita funding similar to other similar rural colleges in the province).

The Board's executive consisting of the Board Chair, Vice Chair and President traditionally meets with local MLAs and cabinet ministers in Victoria on an annual basis in the spring to advocate for the College. Following the provincial election and expecting a better pandemic environment by 2021, the Board is hoping to continue with the annual practice by next spring. J. Bowman suggested meeting with newly-elected local MLAs by year end or early 2021 prior to planning for meeting other government officials in Victoria.

##### **4.2 Vice President, Finance and Facilities**

###### **4.2.1 Financial Information Act Report**

On an inquiry from the Board, C. Fowler confirmed that checks and balances are in place to ensure that policies are followed when processing payments for expenses.

**Moved J. MURPHY / Seconded A. MCCUBBIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR YEAR ENDED MARCH 31, 2020 AS REQUIRED UNDER THE *FINANCIAL INFORMATION ACT*.**

**Motion carried**

###### **4.2.2 Financial Forecast 2020/21**

C. Fowler reported a forecast deficit of approximately \$2 million by fiscal yearend 2020/21. He added that the expenditure reduction of about 1.8 million is offset by expenses related to online programming and safety measures on campuses. C. Fowler also reported that the College has not received additional funding to support the implementation of safety protocols to contain the spread of COVID-19 but was given approval by government to run a deficit for fiscal year 2020/21.

To maintain sustainable budgets in the next few years, the College's proposed contribution to its capital projects may need to be further reduced, ensuring that the College can make the transition to a balanced budget in three years while having the ability to implement its programs. Cash flow needs to be constantly monitored. C. Fowler reminded the Board that while the Board approved the application for a line of credit, the College will approach government to find out whether government can offer a funding mechanism with interest rates lower than what commercial banks offer.

#### **4.3 Vice President, Strategic Initiatives**

##### **4.3.1 Strategic Initiatives Division/NIC Foundation Report**

R. Heidt presented an E-Expectations Trend Report showing what high school students, who are the College's prospective students, prefer in receiving information. He noted that clicks through to the NIC website were at 2%, four times more than the industry average of .05%. R. Heidt added that identifying direct correlations between online activity and recruited students will be included in the next phase of the study.

#### **4.4 Chair, Education Council (EdCo)**

##### **4.4.1 Education Council Report**

W. Gus reported that EdCo is now fully constituted with strong participation from students. She also highlighted a number of courses and programs that EdCo reviewed and approved at its last meeting.

### **5. INFORMATION**

The Board received the following information items:

- 5.1 Commonly used acronyms
- 5.2 Link to Board [policies](#) and [bylaws](#)

### **6. NEXT MEETING DATE**

- 6.1 Annual Board Retreat, Thursday and Friday, November 26, 27, 2020
- 6.2 Regular meeting – Thursday, November 26, 2020

### **7. ADJOURNMENT**

**Moved J. MURPHY / Seconded P. TRASOLINI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF OCTOBER 22, 2020.**

**Motion carried**

Time: 2.:47 p.m.

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Jane Atherton, Vice Chair

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Rachel Reid, Executive Assistant

**SPECIAL MEETING:  
NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
WITH LEADERS INTERNATIONAL  
HELD VIA BLUEJEANS  
THURSDAY, OCTOBER 15, 2020**

**BOARD MEMBERS  
PRESENT**

J. Atherton, Community Member, Comox Valley Region, Vice Chair  
M. Erickson, Faculty Representative  
R. Everson, Community Member, Comox Valley Region  
S. Frank, Community Member, Comox Valley Region  
D. Hoogland, Support Staff Representative  
A. McCubbin, Community Member, Comox Valley Region  
B. Minaker, Community Member, Comox Valley Region  
E. Mosley, Community Member, Port Alberni Region, Chair  
J. Murphy, Community Member, Comox Valley Region  
V. Puetz, Community Member, Campbell River Region  
J. Sawatzky, Student Representative  
P. Trasolini, Community Member, Campbell River Region

**ALSO PRESENT**

G. Longster, Leaders International  
N. Lay, Leaders International  
R. Reid, Executive Assistant, Board of Governors

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**1. CALL TO ORDER**

J. Murphy, as chair of the Board's Presidential Search Committee, called the meeting to order at 10:04 a.m.

**2. BOARD BUSINESS**

**2.1 Presidential Search Process**

J. Murphy introduced Leaders International's Greg Longster who has been retained to support the presidential search process. Board Members present also introduced themselves to G. Longster.

G. Longster highlighted the following points for the Board to consider:

- The Board will ultimately select the next President but the Board's Search Committee and the Presidential Search Advisory Committee (PSAC) will be doing the lion's share of the work;
- The goal of the process is to set up the next president for success;
- It is important for the Board to understand that internal candidates are encouraged to submit an application but will be treated the same way as other candidates in that the process will advance based on qualifications and experience;
- Each candidate is presumed to submit application in confidence so confidentiality for everyone involved in the search process is critical in order for the process to result in an excellent hire and avoid reputational damage to the College;



This stage in the process is the “profile phase” in that a candidate profile would have to be created to begin advertising/marketing.

G. Longster outlined the following steps in the process:

1. PSAC will review and approve the candidate profile and Leaders International will start advertising;
2. The advertising will be in the marketplace for at least six weeks;
3. Leaders International will screen initial batch of applications for the PSAC to review and hopefully come up with about 10 candidates in the long list for Leaders International to conduct initial interviews;
4. Leaders International will bring back information from the initial interviews to the PSAC for it to identify about five candidates that could qualify for a virtual interview with the committee;
5. A final group of candidates of two or three will be determined following the interviews with the PSAC;
6. PSAC to recommend to the Board the final candidates for the Board’s consideration/selection.

On questions from the Board, G. Longster provided the following information:

- The profile document is a marketing tool to be used to profile the region and the institution and is not intended to tell the whole story but is expected to attract candidates to initiate a dialogue with Leaders International;
- The compensation package is not included in the profile document as the provincial post-secondary’s compensation remains below market compared across the country which is common knowledge for those in that sector;
- Leaders International is expected to generate the best candidate pool as possible, assist the work of the Board and committees, remind the Board and committees key pieces and criteria that are important to the College, and facilitate the process so that the Board can be fully informed to hire the next President;
- The profile document as reviewed by the PSAC will be circulated to the Board before going live;
- The Board may consider asking Leaders International to talk to external stakeholders and other groups such as unions to seek their input.

B. Minaker noted that he prefers candidates who have an experience in managing an organization like the NIC and could demonstrate leadership, capability and vision within an environment of climate change.

### **3. ADJOURNMENT**

The meeting adjourned at 11:03 a.m.

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Eric Mosley, Chair

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Rachel Reid, Executive Assistant

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
NOVEMBER 2020**

**AGENDA ITEM:**                      **Regular Meeting**  
   **2.3      Executive Committee Report**

The Executive Committee met via BlueJeans on November 9, 2020 with E. Mosley, J. Atherton, J. Murphy, P. Trasolini and J. Bowman attending. The topics reviewed and discussed were:

- Board meeting agendas for proposed meeting, November 26, 2020;
- Draft meeting minutes of October 22, 2020; and,
- Board Retreat Planning.

Presidential Search Committee Update

J. Murphy reported that the Presidential Search Advisory Committee is now fully constituted and will be having its first meeting soon.

President's Report

J. Bowman reported that the BC Colleges is planning on continuing the annual joint meeting of Board Chairs and Presidents in early 2021. The annual joint meeting was suspended this year due to the pandemic.

Meeting Agenda, November 26, 2020

In order to efficiently conduct the business meeting allowing more time for the retreat proper, the committee agreed to forego the Roundtable Board Member Report and consider moving information reports to the consent agenda.

Board Retreat Planning

The ad hoc Retreat Planning Committee met on November 5<sup>th</sup>, fine-tuning the retreat objectives and agenda. J. Bowman reported that for its next meeting, the committee will be discussing an alternate plan to go to a virtual format should Provincial health guidelines prevent the Board from holding the retreat in-person.

NIC Website and Marketing Plan

On concerns received by the Board after its October meeting, the committee discussed the College's website and marketing plan and how the Board's mandate fits against the backdrop of College operations. The committee agreed that while College operations is not within the Board's mandate, marketing is a strategic function of any organization that needs to be aligned with the College's strategic plan – a fiduciary role of the Board.

J. Bowman will provide a brief information update on the College's marketing plan vis-à-vis Plan20-25 at the Board's November 26 meeting. A more fulsome report will be provided to the Board at a future meeting when Plan20-25 will be considered for approval.

### CUPE Meeting Request

Following a request from support staff union CUPE for a meeting with the Board Chair, a communication will be sent to the CUPE inviting the group to consider making a presentation to the Board at a future meeting.

### Adjournment

The meeting adjourned at 10:10 am.

**Ad Hoc Retreat Planning Committee**

Tuesday, October 27, 2020 1:30 pm

Via BlueJeans

Members present: E. Mosley, J. Atherton, D. Hoogland, W. Gus, J. Bowman

Resources: J. Pratt, Pratt Consulting, R. Reid (EA to BoG)

Call to Order

J. Bowman called the meeting to order at 1:30pm.

Meeting participants welcomed and introduced themselves to James Pratt who has been engaged to facilitate the retreat in November.

Retreat Objectives

The committee reviewed the draft objectives as they were presented at the October 22 Board meeting. The following comments were noted:

1. Consider using the Widening Our Doorways, COVID-19 Recovery Plan and draft Plan20-25 as guiding documents;
2. Because of the pandemic, some items on the Board's action plan for 2020 have not been met but could be included in the plan for 2021;
3. Use stronger aspirational language in the main purpose, identifying and leveraging the Board's strengths for it to be an even more high-functioning Board;
4. Retreat schedule time is limited so scale down objectives by moving board education on NIC service region, college programs and student services to committee of the whole morning sessions during regular business meeting days;
5. Utilize session for outdoor activity to incorporate Indigenous learning (for ex., hatchery visit with L. George);
6. Discussion on board governance and impacts of board's decision-making on the college community is desired but given the breadth of the topic and limited time allotted for the retreat, may have to be moved to a later session;
7. Include presentation from students and faculty, if possible.

J. Bowman informed the committee that as of the October 22 Board meeting, four Board Members have expressed reluctance in participating in the retreat in person.

Next meeting date

The committee will meet on Friday, November 6 at 8:30am.

The meeting adjourned at 2:32 p.m.

**Ad Hoc Retreat Planning Committee**

Friday, November 6, 2020 8:30 am

Via BlueJeans

Members present: E. Mosley, J. Atherton, D. Hoogland, W. Gus, J. Bowman

Resources: J. Pratt, Pratt Consulting, R. Reid (EA to BoG)

Call to Order

J. Bowman called the meeting to order at 8:37 am.

In-person retreat?

J. Bowman reported that about 10 Board Members have confirmed their in-person attendance following a poll via email earlier in the week. He noted that the committee will need to consider adopting a contingency plan for a virtual retreat in case COVID-19 cases continue to rise. The committee agreed to go ahead with planning for an in-person retreat and adopt an alternate plan should the need arise.

Confirm retreat purpose, objectives

The committee agreed that not all of the objectives will be fully completed during the retreat but may be brought forward in future Board meetings and activities.

Agenda development

D. Hoogland noted that the Governance & Human Resources Committee will lead in the discussion of the proposed revised governance policy but added that since this will be the first time that the Board as a whole will see the proposed version of governance policy, the Board may not be ready to approve the policies in November. The policy may therefore be tabled for the Board's January meeting.

Self-assessment was an area of concern that was identified in this year's annual evaluation survey. J. Pratt suggested incorporating a consensus assessment during the retreat, instead of individual assessments. J. Bowman further suggested that this portion could be an opportunity for a "homework" type of activity that J. Pratt could assign to the Board in advance of the retreat. The committee also agreed to allow more time for sessions on Member Self-assessment.

Another area of concern that was identified was the ability for all Board Members' voices to be heard at the meeting table. J. Pratt suggested incorporating communications guidelines and meeting standards in the retreat agenda.

Regarding the Board/Team Development sessions, the committee agreed that safety protocols have to be in place. R. Reid was instructed to secure a meeting hall at the hotel large enough to accommodate physical distancing during these sessions.

Retreat evaluation

R. Reid will send J. Pratt evaluation materials from the 2019 retreat to use as reference.

Next meeting date

The committee will meet on Monday, November 16 at 12 noon.

The meeting adjourned at 9:33 a.m.

**Ad Hoc Retreat Planning Committee**  
Monday, November 16, 2020 12 noon  
Via BlueJeans

Members present: E. Mosley, J. Atherton, D. Hoogland, J. Bowman

Resources: J. Pratt, Pratt Consulting, R. Reid (EA to BoG)

Call to Order

J. Bowman called the meeting to order at 12 noon.

In-person concern

J. Bowman noted the escalation of COVID-19 cases being reported in the province, adding he has received feedback from College community, particular from the College's Safety Oversight Committee and Port Alberni campus, regarding safety concerns around the Board's planned in-person retreat at the Port Alberni campus. He proposed that portions of the retreat that involve social interaction be postponed at a later date but conduct the rest of the retreat and the Board's business meeting virtually. The committee agreed with J. Bowman's proposal and will recommend such to the Executive Committee acting on the Board's behalf at a virtual meeting to be held in the next couple of days.

The committee determined which agenda items of the retreat could be held virtually and which could be held in person at a later date:

- Regular Board business meeting to be held virtually;
- Indigenous/Land-based focus field trip and team development activities will be deferred;
- Board Member self-assessment work can be initiated as a homework type of activity;
- Strategic Dialogue discussion can begin virtually with the hopes of engaging the Board until it approves Plan20-25 in early 2021;
- Strategic Dialogue discussion can also generate discussion around the Board's action plan for 2021;
- Work on the Board's advocacy to government can begin virtually, with more focus on planning in early 2021 with the goal of meeting with Ministry officials and local MLAs in the spring;
- Discussion on the new President transition could be introduced virtually with further discussion in early 2021.

As for timing and duration of items to be conducted virtually, D. Hoogland suggested limiting each session to 90 minutes and having a minimum of half-hour breaks in order to keep Board Members engaged and focused.

J. Pratt will also consider using videoconferencing guidelines to allow for better and more effective interaction and active participation from Board Members.

Self-assessment tool

J. Pratt presented a draft self-assessment tool that the Board may use during the virtual retreat. J. Atherton requested adding examples of what makes an ideal board member. D. Hoogland stressed that Board Members would like to know how well each one is performing with regards to their work on the Board and also how to properly assess themselves individually.

Next meeting date

The committee will meet virtually on Friday, November 20 at 12 noon.

The meeting adjourned at 12:58 p.m.

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**NOVEMBER 2020**

*Vision:* North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular Meeting**  
**2.5      Governance and HR Committee Report**

Committee members Danielle Hoogland (chair), Jane Atherton, Sharlene Frank, John Bowman met via BlueJeans on November 4, 2020 with Rachel Reid as resource person.

**Adoption of Agenda**

The committee adopted the agenda as presented.

**Committee Business**

a.      Review of Governance & HR Committee terms of reference

D. Hoogland welcomed S. Frank and expressed hopes that other Board Members will join the committee. She noted that, aside from its terms and reference, the Board-Staff Relationship and Executive Limitations policies and Bylaws 2, 3 and 5 will need to be reviewed going forward.

b.      Review of Committee Work

D. Hoogland summarized the work that the committee did in reviewing the Board's governance policies. A discussion ensued around the disconnect between having policies in place and how individual Board Members interpret those policies. The committee agreed that one of the goals of the forthcoming retreat is to have all Board Members on the same page in terms of everyone's roles, responsibilities and expectations.

The following points were also raised:

- The Board will be requested to affirm the format of Board minutes;
- The Executive Committee will be requested to update its terms of reference to reflect its role in “determining persons appropriate to the business of the in-camera meeting”;
- The need to frame the rationale for having an annual Board evaluation for the benefit of new Board Members;
- The need to implement a system of evaluation/feedback for each Board Member to assess their performance on the Board which could form part of either the retreat's activities or the Board's 2021 action plan.



c. Board Retreat and GHR Committee involvement

The committee agreed to the following:

- D. Hoogland will lead in the presentation and discussion of the revised Governance Process Policy;
- J. Bowman will lead in the discussion of the College & Institute Act and the annual Government Mandate Letter and how legislation and government directives inform the Board's policies and operations;
- J. Atherton will present the basics of Robert's Rules of Order.

The committee also stressed the need for the retreat to:

- Produce a 2021 Board action plan;
- Develop a transition plan for the incoming College president;
- Clarify the Board's role in management oversight (providing direction and guidance to senior management);
- Be properly evaluated at the end of the two-day session.

d. Proposed meeting dates

A committee meeting will be planned for December. The committee agreed to use track changes in reviewing policies via email and to limit its meetings to an hour and a half.

Time: 11:06 a.m.

**Finance and Audit Committee**  
Friday, November 13, 2020 9:00 am  
Via BlueJeans

Members present: M. Erickson (Chair), A. McCubbin, V. Puetz, C. Scarlatti

Resources: C. Fowler (VP, Finance & Facilities), S. Fleck (Director, Finance), R. Reid (EA to BoG)

Call to Order

M. Erickson called the meeting to order at 9:00 am.

Second Quarter Financial Statements for FY 2020/2021

C. Fowler highlighted the following:

- Summer months' shortfall in cash balance was mitigated by the Ministry of Advanced Education, Skills and Training (AEST) front-ending \$3M operating grant to NIC;
- Funding for wage settlements arrived much later than expected, a significant portion of which went to funding retroactive payments as bargaining agreements already expired in March 2019;
- Remainder of funding for wage settlements is now held up due to the recent Provincial elections;
- NIC's long-term investment is doing well based on the latest quarterly report from investment manager Genus, projected income by year end is around \$400,000;
- Although domestic tuition shows a budget shortfall, it is projected to be almost at par with 2019 numbers based on the Fall stable enrolment report which will be presented to the Board at its November 26 meeting;
- AEST has not provided additional funding to support pandemic safety protocols even though the Ministry of Education did provide such funding to school districts;
- AEST is directing all post-secondary institutions to be prepared to continue to operate within pandemic protocols possibly through the 21/22 academic year so revenues will continue to be impacted negatively.

Revised 20/21 Projections

C. Fowler noted that the forecast presented at the October 22 Board meeting projected a \$2M deficit, it has now been adjusted to just under \$2.2M. A forecast report will be submitted to AEST in early December. C. Fowler shared that a meeting with the Ministry senior staff will be convened to discuss forecast and possibly to provide direction in projecting deficits.

C. Fowler also reported that appointments to provincial ministries, including agencies like the Treasury Board, have not been made yet following the October elections, which means that Ministry approvals will not be made until ministerial appointments are in place.

Cash Balances

Expected tuition in the winter term, some one-time only funding for specific programming expected in March 2021 as well as operating grants front-ended by the government are expected to support maintaining a positive cash balance.

The committee discussed the possibility of short-term borrowing from government at lower interest rates compared to commercial bank rates. As for sourcing additional funds from the College's long-term

investment, C. Fowler confirmed that should the need arise, it will only be done once a year to provide for portfolio planning.

The committee also discussed long term planning with projected deficits and the possibility that the College would have to look at other sources of funds should it not be allowed to borrow from government.

#### Large Payment Report

The committee received the large payment report of over \$50,000 for the months of September and October.

The meeting adjourned at 10:13 am.

Murray Erickson  
Committee Chair

**BOARD OF GOVERNORS**  
**MEETING AND PLANNING SCHEDULE September 2020 to June 2021**

MONTH/LOCATION	ROUTINE AGENDA ITEMS	SPECIAL ITEMS and PRESENTATIONS
<b>NOVEMBER 26/27, 2020</b>	<ul style="list-style-type: none"> <li>• <b>Annual Board Retreat</b></li> <li>• 2021/2022 Budget Forecast Update</li> <li>• Second Quarter Financial Statements for 2020-2021</li> <li>• Fall 2020 Stable Enrolment Report</li> <li>• Bylaw 6 – International Tuition and Fee Bylaw</li> <li>• Bylaw 4 – Domestic Tuition and Fee Bylaw</li> <li>• Board Evaluation Survey Results</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 Recovery Planning Assumptions</li> </ul>
<b>DECEMBER 2020</b>		
<b>JANUARY 21, 2021</b>	<ul style="list-style-type: none"> <li>• Board of Governors Objectives, 2021</li> <li>• 2021-2022 Budget Preparation</li> <li>• Financial Projections to Year End 2020/2021</li> <li>• Third Quarter Financial Statements for 2020/2021</li> <li>• Fall/Winter Cumulative Stable Enrolment Report</li> <li>• Board Member Succession</li> </ul>	<ul style="list-style-type: none"> <li>• Plan20-25 Approval (as recommended to the Board, June 25, 2020)</li> </ul>
<b>MARCH 25, 2021</b>	<ul style="list-style-type: none"> <li>• Draft Government's Mandate Letter 2021/2022</li> <li>• Planning for Board Evaluation</li> </ul>	

MONTH/LOCATION	ROUTINE AGENDA ITEMS	SPECIAL ITEMS and PRESENTATIONS
<b>APRIL 29, 2021</b>	<ul style="list-style-type: none"> <li>• 2021/2022 Budget Approval</li> </ul>	
<b>JUNE 17, 2021</b>	<ul style="list-style-type: none"> <li>• Final FTE Report for Year End March 31, 2021</li> <li>• 2020/2021 Institutional Accountability Plan and Report Approval</li> <li>• 5-Year Capital Plan Priorities</li> <li>• Audited Financial Statements for Year Ended March 31, 2021</li> </ul>	
<b>JULY / AUGUST Committee Meetings</b>		

## NORTH ISLAND COLLEGE BOARD OF GOVERNORS

November 26, 2020

*Vision: North Island College holds a vision of being a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.*

**AGENDA ITEM:** Regular Meeting

**2.8 FALL 2020 Stable Credit Enrolment Report** *(attachment)*

**Relationship to values:** Accountability

**Relationship to strategic issues:** Long-term Sustainability

**Reason:**

Lisa Domae, Executive Vice President Academic & Chief Operating Officer, will present the fall 2020 stable credit enrolment reports.

The following reports have been provided:

- All students
  - *Fall 2020 Stable Credit Enrolment Report Preview - Instructional Area*
- Domestic students
  - *Fall 2020 Stable Credit Enrolment Report Preview - Instructional Area*
- International students
  - *Fall 2020 Stable Credit Enrolment Report Preview - Instructional Area*
  - *Fall 2020 International Student Citizenship Preview*

The fall 2020 stable enrolment reports capture enrolment in credit courses for programs confirmed during the fall 2020 term at the stable enrolment date and provide a point-in-time comparison with enrolment during the same period in the previous year. Stable enrolment is typically defined as the last date a student can withdraw from a course and receive a refund of tuition. This date is typically about ten days after the first day of classes for classes beginning in September; however, to accommodate students transitioning to digital learning and program intakes starting in October, this year's fall term stable enrolment data were captured at October 16<sup>th</sup>. The attached reports provide a comparison of enrolment on October 16, 2020 with enrolment on October 18, 2019.

Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC.

A total of 2,587 students were enrolled at the fall 2020 stable enrolment date, including 2,249 domestic students and 338 international students. Compared with last fall:

- total headcount is lower by 180 students (7%),
- domestic student headcount is lower by 38 students (2%), and
- international student headcount is lower by 142 students (30%).

**Action:** For the Board's information.

**Suggested Resolution:** NONE REQUIRED.

# ALL STUDENT ENROLMENT

## Fall 2020 Stable Credit Enrolment Report - PREVIEW

### Student Headcount by Instructional Area - All Locations

At October 16, 2020 with Comparison Data at October 18, 2019

NORTH ISLAND COLLEGE



Instructional Area	Fall 2020	Fall 2019	Change	% Change
<b>Aboriginal Education</b>	<b>179</b>	<b>98</b>	<b>81</b>	<b>83%</b>
Aboriginal Language Studies	158	77	81	105%
Aboriginal Leadership		7	-7	-100%
First Nations Studies	21	15	6	40%
<b>University Studies &amp; Applied Programs</b>	<b>1,470</b>	<b>1,555</b>	<b>-85</b>	<b>-5%</b>
Applied Business Technology	131	121	10	8%
Business Administration	403	526	-123	-23%
Digital Design + Development	93	69	24	35%
Electronics Technician: Core	20	8	12	150%
Electronics Technician: Industrial Automation Technician		6	-6	-100%
Fine Arts	123	115	8	7%
Information Technology & Computer Science	60	72	-12	-17%
Professional Photography		13	-13	-100%
Tourism & Hospitality Management	82	112	-30	-27%
Tourism: Adventure Guiding	25	18	7	39%
University Studies	1,000	1,094	-94	-9%
<b>Health &amp; Community Care</b>	<b>451</b>	<b>448</b>	<b>3</b>	<b>1%</b>
Early Childhood Care & Education	133	136	-3	-2%
Health Care Assistant	55	54	1	2%
Human Services	85	69	16	23%
Nursing: Bachelor of Science	141	157	-16	-10%
Practical Nursing Diploma	37	32	5	16%
<b>Trades &amp; Technology</b>	<b>96</b>	<b>144</b>	<b>-48</b>	<b>-33%</b>
Aircraft Structures Mechanic		5	-5	-100%
Automotive Service Technician Foundation	28	25	3	12%
Carpentry Foundation		5	-5	-100%
Coastal Forest Technology Diploma	7	7	0	0%
Coastal Forest Worker Certificate	7	11	-4	-36%
Culinary Business Operations	2	9	-7	-78%
Electrical Foundation	16	14	2	14%
Furniture Design and Joinery Certificate	15	11	4	36%
Hatchery Operations		12	-12	-100%
Heavy Mechanical Foundation	16	16	0	0%
Prep Cook		9	-9	-100%
Welding	12	27	-15	-56%
<b>Apprenticeship Training</b>	<b>158</b>	<b>188</b>	<b>-30</b>	<b>-16%</b>
Apprenticeship: Carpentry	42	59	-17	-29%
Apprenticeship: Construction Electrician	49	48	1	2%
Apprenticeship: Heavy Duty Mechanic	24	25	-1	-4%
Apprenticeship: Plumbing	17	44	-27	-61%
Apprenticeship: Professional Cook	21	9	12	133%
Apprenticeship: Welding	5	3	2	67%
<b>Adult Upgrading</b>	<b>394</b>	<b>505</b>	<b>-111</b>	<b>-22%</b>
Access for Students with Disabilities (ASD)	75	108	-33	-31%
Adult Basic Education	320	393	-73	-19%
Employment Transition Kitchen Assistant	7		7	
English as a Second Language		9	-9	-100%
<b>Continuing Education &amp; Training</b>	<b>88</b>	<b>74</b>	<b>14</b>	<b>19%</b>
Activity Assistant	18	20	-2	-10%
Animal Care Aide	20	20	0	0%
Hospital Unit Clerk	10	12	-2	-17%
Metal Jewellery Design		10	-10	-100%
Occupational Skills	40	12	28	233%
<b>Total Unduplicated Headcount</b>	<b>2,587</b>	<b>2,767</b>	<b>-180</b>	<b>-7 %</b>

#### Notes:

- Domestic and international student enrolments are included.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

**DOMESTIC STUDENT ENROLMENT**  
**Fall 2020 Stable Credit Enrolment Report - PREVIEW**  
**Student Headcount by Instructional Area - All Locations**  
 At October 16, 2020 with Comparison Data at October 18, 2019

NORTH ISLAND COLLEGE



Instructional Area	Fall 2020	Fall 2019	Change	% Change
<b>Aboriginal Education</b>	<b>178</b>	<b>97</b>	<b>81</b>	<b>84%</b>
Aboriginal Language Studies	157	77	80	104%
Aboriginal Leadership		7	-7	-100%
First Nations Studies	21	14	7	50%
<b>University Studies &amp; Applied Programs</b>	<b>1,147</b>	<b>1,087</b>	<b>60</b>	<b>6%</b>
Applied Business Technology	131	121	10	8%
Business Administration	194	184	10	5%
Digital Design + Development	74	43	31	72%
Electronics Technician: Core	17	7	10	143%
Electronics Technician: Industrial Automation Technician		5	-5	-100%
Fine Arts	115	106	9	8%
Information Technology & Computer Science	39	35	4	11%
Professional Photography		12	-12	-100%
Tourism & Hospitality Management	27	30	-3	-10%
Tourism: Adventure Guiding	22	17	5	29%
University Studies	803	766	37	5%
<b>Health &amp; Community Care</b>	<b>435</b>	<b>445</b>	<b>-10</b>	<b>-2%</b>
Early Childhood Care & Education	119	134	-15	-11%
Health Care Assistant	55	54	1	2%
Human Services	83	68	15	22%
Nursing: Bachelor of Science	141	157	-16	-10%
Practical Nursing Diploma	37	32	5	16%
<b>Trades &amp; Technology</b>	<b>96</b>	<b>143</b>	<b>-47</b>	<b>-33%</b>
Aircraft Structures Mechanic		5	-5	-100%
Automotive Service Technician Foundation	28	25	3	12%
Carpentry Foundation		5	-5	-100%
Coastal Forest Technology Diploma	7		7	
Coastal Forest Worker Certificate	7	11	-4	-36%
Culinary Business Operations	2	9	-7	-78%
Electrical Foundation	16	14	2	14%
Furniture Design and Joinery Certificate	15	10	5	50%
Hatchery Operations		12	-12	-100%
Heavy Mechanical Foundation	16	16	0	0%
Prep Cook		9	-9	-100%
Welding	12	27	-15	-56%
<b>Apprenticeship Training</b>	<b>158</b>	<b>188</b>	<b>-30</b>	<b>-16%</b>
Apprenticeship: Carpentry	42	59	-17	-29%
Apprenticeship: Construction Electrician	49	48	1	2%
Apprenticeship: Heavy Duty Mechanic	24	25	-1	-4%
Apprenticeship: Plumbing	17	44	-27	-61%
Apprenticeship: Professional Cook	21	9	12	133%
Apprenticeship: Welding	5	3	2	67%
<b>Adult Upgrading</b>	<b>384</b>	<b>482</b>	<b>-98</b>	<b>-20%</b>
Access for Students with Disabilities (ASD)	75	108	-33	-31%
Adult Basic Education	310	378	-68	-18%
Employment Transition Kitchen Assistant	7		7	
English as a Second Language		1	-1	-100%
<b>Continuing Education &amp; Training</b>	<b>88</b>	<b>73</b>	<b>15</b>	<b>21%</b>
Activity Assistant	18	20	-2	-10%
Animal Care Aide	20	20	0	0%
Hospital Unit Clerk	10	12	-2	-17%
Metal Jewellery Design		9	-9	-100%
Occupational Skills	40	12	28	233%
<b>Total Unduplicated Headcount</b>	<b>2,249</b>	<b>2,287</b>	<b>-38</b>	<b>-2 %</b>

**Notes:**

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.



**INTERNATIONAL STUDENT ENROLMENT**  
**Fall 2020 Stable Credit Enrolment Report - PREVIEW**  
**Student Headcount by Instructional Area - All Locations**  
 At October 16, 2020 with Comparison Data at October 18, 2019



Instructional Area	Fall 2020	Fall 2019	Change	% Change
<b>Aboriginal Education</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0%</b>
Aboriginal Language Studies	1		1	
First Nations Studies		1	-1	-100%
<b>University Studies &amp; Applied Programs</b>	<b>323</b>	<b>468</b>	<b>-145</b>	<b>-31%</b>
Business Administration	209	342	-133	-39%
Digital Design + Development	19	26	-7	-27%
Electronics Technician: Core	3	1	2	200%
Electronics Technician: Industrial Automation Technician		1	-1	-100%
Fine Arts	8	9	-1	-11%
Information Technology & Computer Science	21	37	-16	-43%
Professional Photography		1	-1	-100%
Tourism & Hospitality Management	55	82	-27	-33%
Tourism: Adventure Guiding	3	1	2	200%
University Studies	197	328	-131	-40%
<b>Health &amp; Community Care</b>	<b>16</b>	<b>3</b>	<b>13</b>	<b>433%</b>
Early Childhood Care & Education	14	2	12	600%
Human Services	2	1	1	100%
<b>Trades &amp; Technology</b>		<b>1</b>	<b>-1</b>	<b>-100%</b>
Furniture Design and Joinery Certificate		1	-1	-100%
<b>Adult Upgrading</b>	<b>10</b>	<b>23</b>	<b>-13</b>	<b>-57%</b>
Adult Basic Education	10	15	-5	-33%
English as a Second Language		8	-8	-100%
<b>Continuing Education &amp; Training</b>		<b>1</b>	<b>-1</b>	<b>-100%</b>
Metal Jewellery Design		1	-1	-100%
<b>Total Unduplicated Headcount</b>	<b>338</b>	<b>480</b>	<b>-142</b>	<b>-30 %</b>

**Notes:**

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled in more than one subgroup. For example, a student who is taking both University Studies and Business Administration courses will be counted in each of these subgroups but will only be counted once in the subtotal for University Studies & Applied Programs.

**INTERNATIONAL STUDENT CITIZENSHIP**  
**Fall 2020 Stable Credit Enrolment Report - PREVIEW**  
 At October 16, 2020 with Comparison Data at October 18, 2019



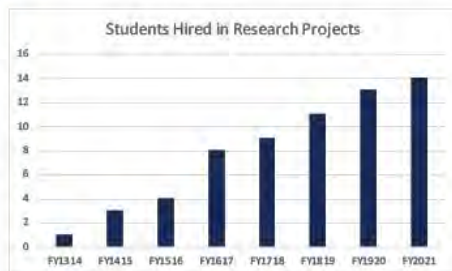
Student Citizenship	Fall 2020	Fall 2019	Change	% Change
Australia	1		1	
Bangladesh	1	2	-1	-50%
Barbados	1	1	0	0%
Belgium	1	2	-1	-50%
Brazil	1	1	0	0%
Burundi	1	1	0	0%
Chile		1	-1	-100%
China	8	19	-11	-58%
Colombia	1	1	0	0%
Egypt	1	1	0	0%
Germany		1	-1	-100%
India	262	371	-109	-29%
Indonesia		1	-1	-100%
Iran (Islamic Republic Of)	2	1	1	100%
Jamaica		1	-1	-100%
Japan	8	9	-1	-11%
Kenya	2	2	0	0%
Mauritius	1	2	-1	-50%
Mexico	1	2	-1	-50%
Nigeria	3	4	-1	-25%
Norway		1	-1	-100%
Philippines	4	9	-5	-56%
Rwanda		1	-1	-100%
Singapore	1		1	
South Africa	1	1	0	0%
South Korea	3	3	0	0%
Spain	1	1	0	0%
Sri Lanka	1	1	0	0%
Thailand	1	1	0	0%
United Kingdom	2	1	1	100%
United States	6	6	0	0%
Viet Nam	23	31	-8	-26%
Zimbabwe		1	-1	-100%
<b>Total Unduplicated Headcount</b>	<b>338</b>	<b>480</b>	<b>-142</b>	<b>-30 %</b>

**Vice President Strategic Initiatives  
 Report to the Board of Governors  
 November 26, 2020  
 Prepared by Randall Heidt**

This report covers the time period from September to October 2020. It is an overview of the activities and events of the NIC Foundation and Strategic Initiatives Division during this time period.

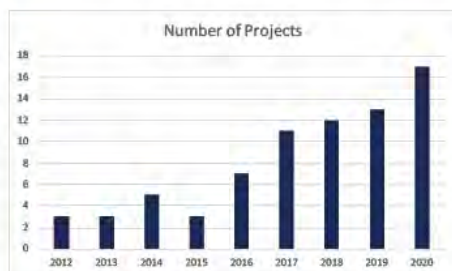
## Applied Research at North Island College

Since 2012, the Centre for Applied Research, Technology and Innovation (CARTI) at North Island College has been engaging with community partners to collaborate on innovative projects that align with our expertise, resources and facilities, and with regional socio-economic demands. During this time, CARTI has grown its activities in all aspects of operation and has secured over \$4.9 Million to support applied research projects.



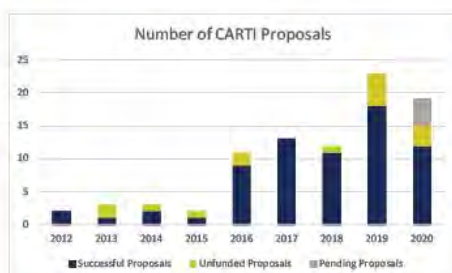
### Students

Applied research provides exceptional experiential learning for students. In the current year, 14 students have received valuable work experience, expanded their networks and have had the opportunity to apply their classroom learning to a real-world challenge.



### Projects

The number of projects underway has grown from three to 17 since 2012 - an increase of over 450%. The projects have ranged from small projects that last a few weeks, to larger multi-year initiatives. All projects provide opportunities for students and faculty members to work closely with community and industry partners.



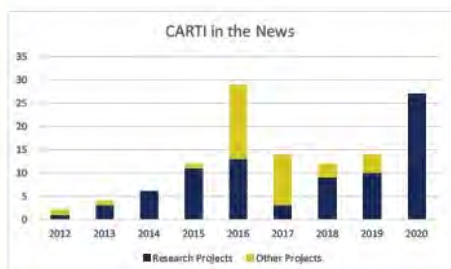
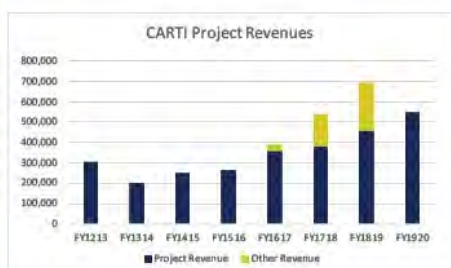
### Proposals

The number of proposals developed and submitted by CARTI staff and researchers has increased from two in 2012 to 19 in 2020 (to date) - an 850% increase. This is a direct result of growing engagement of community and industry partners.



# Applied Research at North Island College

nic.bc.ca/research



## Revenue

Revenue raised for applied research initiatives continues to grow year over year. Funding is often received from the federal granting agencies, Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC). Other revenue includes support for curriculum based initiatives, including developing the Film & TV training and the Aquaculture Diploma.



## Earned Media

As a result of increased efforts to share CARTI's compelling stories, media coverage has seen a dramatic rise in the current year. This has included coverage with national media outlets including CBC, Radio-Canada and Maclean's magazine. These results raise awareness of the breadth of expertise at NIC and the opportunities available to students.



Centre for Applied Research, Technology and Innovation



## Partner Testimonials

"This partnership with NIC will help us better study the techniques we've been developing on our farm. It's wonderful to be able to access this kind of research support locally."

Edgar Smith, owner and operator of Beaver Meadow Farms

"There has been considerable interest generated from this project, both within the regional media and in the coastal communities in which we operate our farms. This interest has all been positive in nature and we feel that the technical results may support engagement of many coastal communities (and First Nations) in aquaculture."

Tom Foulds, Cermaq Canada



**CERMAQ**



## Applied Research Impact

Participating in applied research projects has a profound impact on students, faculty and community partners. Applied research projects enable small research teams to focus on an innovation challenge or a business problem to develop new products or solutions that local companies or organizations can implement in their operations. These are just a few of the stories from recent student researchers and project partners.

### Student Testimonials



"Working as an Aquaculture Research Assistant for CARTI, I was able to practice skills ranging from GPS tracking and map coding to defining different species of seaweed and their uses. I was able to get a glance at the skills required to be a marine biologist. While on my way to completing my biology degree, my experiences with CARTI will undoubtedly help me strive to my future career in the biology field."

Emily Lohn, Biology Student



"The opportunity to engage and contribute as a co-explorer on this project has been one of the most meaningful experiences of my nursing studies. Through collaboration amongst the inquiry team members and the Hu-Ay-Aht and Kyuquot community members, my Eurocentric understanding of academic research has been challenged, and the project has deepened my understanding of what academic research can be, and how it can be carried out."

Jennifer Spurr, Bachelor of Nursing Student



"What I liked about this program is it let me apply my skills and knowledge that I gained from my two-year program. It has given me valuable experience that can be transferred to future job opportunities."

Jonathan Levasseur, Industrial Automation Student

### Partner Testimonials

"(NIC researchers) are leaders in marine research in our region and are the right partner for Kwiakah to explore measures that will help in our efforts to protect the marine environment. Equipped with the research results developed by CARTI, Kwiakah will be in a position to work with the BC government to implement the most effective management style for the territory."

Kwiakah Chief Steven Dick



## EDCO Chair Report

Wilma Gus, Interim Chair

November 2020

Edco met by Bluejeans on Friday, November 20<sup>th</sup>.

Peggy Nelson conducted the chair and vice-chair elections. I have been elected as chair by acclamation, and Alix Carrel has been elected as vice-chair, also by acclamation.

Edco approved the following:

- Course revisions to all Pro Photo Courses
- Program Revision to AED's Employment Transition Program
- And course revisions for: AED 010; 011; 012; 013; 014; 016; 017; 020; 021; 022; 023 024; 025; 026 and 027
- New courses in Digital Design + Development: 105 and 233
- Program Revisions to: All Digital Development programs; All Digital Design programs; Advanced Digital Design and Development Diploma; Communication Design Diploma; Mobile Application Development Certificate; Web and Mobile App Development Diploma
- Course Revisions to DLG 111; 112; 203; 211 and 223

Our next meeting will be on December 11, 2020.



**NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
COLLEGE HIGHLIGHTS REPORT  
NOVEMBER 2020**

<b>TRADES AND TECHNICAL PROGRAMS</b>
--------------------------------------

***ALL THE LEAVES ARE BROWN...***

It seems like September was just here a second ago! We were ushering our new Foundation and Apprenticeship students into their new programs. September kicked off a full cohort of Electrical Foundation and Carpentry Apprentice Level 3; close on their heels was Heavy Mechanical Level 4 and a combined Professional Cook Level 1 and Culinary Diploma.

It was full steam ahead in October with full Automotive cohorts in both Port Alberni and Campbell River, along with Heavy Mechanical Foundation, Welding Apprenticeship and Foundation, Electrical Apprenticeship Levels 2, 3 and 4, and another Heavy Mechanical Level 2. The Comox Valley campus also has a full agenda with Plumber Apprenticeship Level 2, Carpentry Apprenticeship Level 2 and another full Carpentry Apprenticeship Level 4.

Instructor Stephen McIntosh has a compliment of 16 students in the Furniture Design and Joinery Certificate program. As this is the launch of the newly designed program, feedback from these learners will be highly anticipated.

Three Electrical Apprenticeships will be coming to a close on December 18<sup>th</sup> along with a Heavy Mechanical Level 2 cohort in Campbell River, harmonized Plumbing Apprenticeship Level 2 and two harmonized Carpentry Apprenticeships at the Comox Valley campus. ITA has continued to waive the Standard Level exams for all Apprenticeship Levels for the time being with the exception of Level 4. Our Level 4 students from Electrical and Carpentry will be writing their Interprovincial Red Seal exams when their programs draw to a close on the 18<sup>th</sup>.

Chef Alan Irving turned up the heat in the Port Alberni campus as Professional Cook Level 2 (PC 2) hit the kitchen with an impressive 12 student cohort, with cohort size being restricted due to COVID-19. Chef and students are pleased to be in the kitchen while leading the inaugural delivery of PC 2 in Port Alberni. Chef Al had this to say:

*For students wishing to continue their culinary careers, the opportunity to do a PC 2 in Port Alberni was met with excitement, enthusiasm and, above all, appreciation. Most have families here and/or are working full time while attending school would not have taken their Level 2 if they had to travel to attend another institution.*

*We are currently on the 9<sup>th</sup> week of a 14-week program and the students now have pastries, cakes and tortes behind them. The bistro will be opening on November 14<sup>th</sup> with a take-out menu and will also service a few dine-in tables so students will be able to really put their skills to the test.*

*With a cohort of 12 students, every student is a former graduate of a Professional Cook Level 1 class, taken here in Port Alberni with me. As an instructor, I have never had a program where I knew every single student personally. It makes the days flow smoothly and easily as all the students already know my expectations of them, and I also understand how they learn. I can easily adapt my teaching style to*

*individual students ensuring their success as they write their Certificate of Qualification exam on December 18<sup>th</sup>.*

The kitchen at the Campbell River campus is a flurry of activity. The combined Professional Cook Level 1 and Culinary Business Diploma program students have the benefit of double the instructional expertise as Chef Sunshine Layton collaborates with Chef Xavier Bauby on course delivery. Sunshine welcomed students September 8<sup>th</sup> with a “blended” model of Blackboard Learn being used for homework and resource material while adhering to social distancing protocols for classroom instruction and lab components. Students have now donned their aprons, rolled up their sleeves and, from November 2 to December 4, have been putting their newly acquired skills and talent into an impressive breakfast and lunch menu. Care for Eggs Benedict or Huevos Rancheros? Perhaps a fresh Chickpea and Carrot Salad for lunch or a hearty West Coast Salmon Chowder? Maybe a Deluxe Burger or Grilled Chicken and Artichoke Heart sandwich? They’re baking too! Fresh scones, muffins, rolls and cookies. Who needs a scale? (It was probably already broken when you bought it anyway!)



Professional Cook Level 3 also started up November 2<sup>nd</sup> and will be running Monday and Tuesday afternoons and evenings until February 23<sup>rd</sup>. Level 3 is the culmination of everything students have learned through theory and practical application on their journey to the sought-after Red Seal certification. Chef Xavier Bauby is working diligently with his students as they refine their techniques and presentation skills in preparation for one of the toughest challenges of their careers.

## **EVENTS**

As with every year when the fall term winds down, North Island College likes to recognize and thank employees that have hit milestones in their time here. While this year will be slightly different with no gathering of colleagues sharing anecdotes with old friends or meeting new faces, it will not stop Trades and Technical programs from celebrating our dedicated faculty and staff and showing our appreciation for their support and commitment to their colleagues, coworkers and our department. We would like to introduce you to:

<i>Heather Hopewell</i>	<i>Administrative Support Assistant, Faculty of Trades and Technical Programs</i>	<i>5yrs</i>
<i>Rob Laird</i>	<i>Carpentry Instructor</i>	<i>5yrs</i>
<i>Erik Hardin</i>	<i>Carpentry Instructor</i>	<i>10yrs</i>
<i>Chris Posner</i>	<i>Automotive Instructor</i>	<i>20yrs</i>
<i>Christopher Udy</i>	<i>Director, Faculty of Trades and Technical Programs</i>	<i>20yrs</i>
<i>Tracy Parker</i>	<i>Administrative Assistant to the Dean, Faculty of Trades and Technical Programs</i>	<i>25yrs</i>

Sadly, we said goodbye and best wishes to:

<i>Terry Waters</i>	<i>Welding Instructor</i>	<i>Retired</i>
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## **WHO'S READY FOR A BRAND NEW YEAR?!?**

That's a wrap 2020! Here comes Winter 2021 and you might want to hold on! Trades and Technical is gearing up for a term that is packed full of Foundation, Apprenticeship and Sampler programs. We'll be ringing in the start of the New Year with two full cohorts of Carpentry Apprenticeship levels 1 and 2, one full cohort of Electrical Apprenticeship level 2 and two full cohorts of Electrical Apprenticeship



(harmonized) level 4, there is also a non-harmonized Electrical Apprenticeship level 4 that has only three seats available in addition to a full cohort of Plumbing Apprenticeship level 3 and a cohort of Heavy Mechanical level 1. We'll wave goodbye to January with the four-month Trade Sampler program and because of overwhelming interest and the outstanding success of previous deliveries of Women in Trades, we are pleased to be offering 3 cohorts, one in Campbell River, one in the Comox Valley and one in Port Alberni.

February has no intention of letting us slow down. We have two cohorts of Carpentry Foundation (Campbell River and Comox Valley campuses) on the books. The Coastal Forest Worker Certificate and Technology programs are ramping up and there will be another Women in Trades program at the Mixelakwila campus in Port Hardy. That's not all...we have two cohorts of Electrical Foundation (Campbell River and Port Alberni campuses) slated for a February 1<sup>st</sup> start along with the much anticipated Metal Fabricator program that will run through until August. Welding Foundation is also filling up and the Plumbing Foundation cohort at the Comox Valley campus is already full – with a waitlist as are the majority of 2021 winter Trades programs.

March is coming in like a lion with two full cohorts of Carpentry Apprenticeship Level 3, three full cohorts of Electrical Apprenticeship Level 3, and Electrical Apprenticeship Level 1 has a few seats. Sorry, but Plumbing Apprenticeship Level 4 and Heavy Mechanical Level 3 are at capacity - but the waitlist has room!

### ***MEET OUR NEW TEAM MEMBER***

The latest addition to the Trades and Technical programs team comes as our newest Heavy Mechanical instructor. Matthew Wheatley brings a wealth of experience to the Campbell River campus after teaching at Vancouver Community College (VCC) for the past nine years. While Matt enjoyed his experience at VCC and it was difficult to leave his colleagues, he just could not pass up the opportunity to return to his roots. Being an avid outdoorsman who enjoys camping, hiking and fishing, what could be better than returning to the Island you call home. Matt is poised and ready to meet the challenges of his new position amidst our new “norm” and looks forward to sharing his approach to teaching and learning with his students.



### ***WE'RE ON A ROLL!***

A fundamental element to advancing programming for Trades and Technical is closely monitoring labour market trends, opportunities and demands then tailoring programs in response to those demands by providing flexible learning formats with greater ease of access. With that in mind, Trades and Technical have now added two additional foundation programs to our portfolio.

*Parts and Warehousing Person Foundation* will introduce students to tools and equipment commonly used across trades such as Automotive, Heavy Duty, Commercial Transportation and other Resource Trades. This 5-month online learning program will provide students with the foundational skills involved in operational procedures for inventory control, ordering, warehousing, communications and safety.

*Motor Sport and Power Equipment Technician Foundation* is also a 5-month program developed through consultations with Industry which identified the need for qualified individuals to service and repair small to medium motors, including personal watercraft, power equipment and motor sport and leisure vehicles. Rural and remote communities specifically expressed a need for trained technicians in this trade. For learners on the pathway to their Interprovincial Red Seal, students will receive Level 1 technical training credit upon completion of the foundation program.

**STUDENT SERVICES AND REGISTRAR****Student Affairs**

*Submitted by Felicity Blaiklock*

**A Sexualized Violence Education Team (SVET)** has been formed and consists of representatives from the Counselling and Advising departments, Office of Global Engagement, along with representatives from the North Island Students Union (NISU) and the College's Human Resources. The team continues to meet regularly to discuss ways to provide education to the campus community on our revised Sexualized Violence Prevention and Response policy, in addition to efforts to educate the community on consent, healthy relationships and sexualized violence, including the supports available for all those impacted by sexualized violence. The committee has completed the following tasks to date:

- Final edits are being made to the updated webpage content, which we hope to launch in 2021;
- Several members of the SVET team are attending a virtual five half-day session on sexual violence and misconduct investigation in the post-secondary workplace.

**Student Life @ Home** activities are ongoing and have included:

- Monthly virtual hangout sessions led by our student Campus Life Assistants;
- The first of our Brave Space sessions was held exploring the topic of systemic racism, with over 60 students and NIC employees in attendance. Our next Brave Spaces session on gender-based violence will be held November 25;
- Student Life's keynote event of the term, Mental Health Week, was held the week of October 5 with a number of events for the NIC community, including the signing of the Okanagan Charter, a counsellor-led session on how to thrive, a keynote address, and a session to provide more information on what the Okanagan Charter is and what it means for NIC students;
- Launch of our virtual Student Leadership Team with a variety of sessions to allow students to build on their leadership skills;
- NIC Student Life Facebook group with ongoing posts to engage and inform students - membership of this group has grown substantially since its creation;
- Weekly newsletters;
- Continued outreach to students referred to Early Assist, or identified through other channels as possibly struggling.

**The Widening Our Doorways Plan** Student Services Addendum has been in development to provide faculty with a 'menu' of available resources and practical suggestions for how supports and services can be integrated into pedagogical practices.

**Winter Orientation** planning is now underway to assist new students starting in the winter with their transition to NIC, as well as to support all current students in their continued adjustment to digital learning. Various live and asynchronous sessions will be offered the first week of January, including:

- Navigating Blackboard
- Learning Digitally
- Tips for a Successful Term
- Start of term celebration
- Academic Integrity
- Student Rights and Responsibilities
- COVID-19
- Scheduling and Registration

# Continuing Education & Training Department

## Board of Governors Report – November, 2020

### CET Regional Highlights – Lynne MacFadgen:

As we enter the second wave of the COVID-19 pandemic, we have been reflecting on what role our Department can play in the social and economic recovery stage. For the past eight months, Continuing Education & Training staff have been finding creative and innovative ways to work with our local communities, businesses, and regional partners to create new programs, enhance workforce skills, and help local economies survive and thrive. Our Regional Training Officers have worked closely with instructional faculty and staff to convert our board-approved credentials into interactive digital and blended formats. And we have partnered with other BC Colleges and Universities across the province to leverage collaborative platforms that extend our program reach into other regions, while also gaining access to new educational programs that benefit our region. Recent examples include partnering with Okanagan College to offer their Leadership and Change Certificate within our local communities, and establishing an exchange agreement to offer our in-demand Activity Assistant Certificate to address long-term care staffing needs in the Interior. In addition, we have launched two collaborative programs with the Continuing Education Association of BC to design microcredentials that use standardized curriculum, shared learning outcomes, and portable industry-recognized skills that boost essential workforce competencies and hiring potential across our regions.

What we have learned from these challenging conditions is that we can foster connections to create something new, and we can build on existing program strengths to customize training programs to match workforce needs. In our regional overviews, you will learn more about CET's innovative program pilots and responsive skills-training that include: a Pathway to Food Production and Processing in Port Alberni; Small-Scale Sustainable Farming in the Comox Valley; expanded marine skills training in both Campbell River and Port Alberni communities; and the Digital Elevation Expertise Program (DEEP) online program launch in both Port Hardy and Campbell River that is designed for individuals seeking careers in marketing, communications, and social media content creation -- this exciting new program also creates retraining opportunities for local businesses in digital marketing and ecommerce platforms, with a specialized focus on retail, service and tourism sectors.

*To our Board representatives and regional partners, we appreciate your support of the skills, talents and resources that CET is contributing to regional recovery and advancement, as we collectively move forward.*

## Comox Valley Campus

### Susan Murray:

First Aid Training has been extremely busy since reopening in July with reduced class sizes and strict safety protocols in place. To date, we have provided training for 662 students in courses ranging from basic first aid to EMR/OFA Level 3 training, with some blended learning models as well as classroom-based instruction. We have provided training for the general public, NIC students in Trades and Health and Human Service programs, and CET contract training clients. The trend is expected to continue with the increasing number of people looking for work and needing certification. We recently added three new instructors to our team to help with the increasing training demands and to replace one of our retiring long-time instructors.



### Small Scale Sustainable Farming Certificate Program





The completion ceremony for the first Small-Scale Sustainable Farming Certificate cohort was held on Sep 30<sup>th</sup>, with the launch of 10 very enthusiastic and talented graduates. The program was fully-funded by a BC Employer Training Grant and delivered in collaboration with Lentelus Farms, Dave Semmelink, and Comox Valley Economic Development Society. It was a wonderful success with students receiving an exceptional program amidst a COVID-19 climate of uncertainty. Several of the students have gained employment in the agricultural industry and several others are starting or expanding their own small farms and market garden enterprises. We are currently working on some minor modifications to the program and will be resubmitting the program for funding, with a proposed March 2021 start date.

### **Julian Benedict:**

#### **Comox Valley ElderCollege (CVEC)**

Comox Valley ElderCollege (CVEC) has demonstrated how successful embracing technology can be in 2020. Starting this September, CVEC transitioned to a completely online learning format, in the midst of COVID-19. The experiment worked extremely well, with overall enrolment largely stable compared to the previous year. Some 600 seniors attended multiple online courses, with many using Zoom conferencing software for the first time. CET expanded its online support to accommodate the popular volunteer program. Some enhanced support included launching a series of video tutorials outlining how to register and access online courses, as well as developing a new online course guide. CVEC will continue with its new online format for the busy winter 2021 term, expanding the total number of courses to 45 from 32, along with the return of its Saturday lecture schedule, which had been abridged in the fall. Enrollment capacity in online courses is also being significantly expanded to meet growing demand. At least a dozen regular courses will double their maximum enrolment (50 spaces each), and all Saturday lectures will now have an audience of 500 participants.

#### **Activity Assistant Certificate Program**

The North Island College Activity Assistant Program is becoming a specialized online program in BC. After successfully launching its first virtual cohort in September, the program has already filled its winter 2021 in-take. By all accounts, students enjoy the online format, which is complete with highly interactive videos, engaging assignments, and meaningful group activities. Demand for the program is still growing, with a special online cohort planned for the BC Interior in May 2021, alongside additional cohorts planned for fall 2021.

#### **Animal Care Aide Certificate Program**

Our Animal Care Aide Program continues to be one of our most popular programs. After receiving a record number of applications this fall, we launched a second winter 2021 cohort. Starting in January 2021, this inaugural, second cohort is expected to be full. Demand for specialized animal care training continues to grow across the province, as clinics tell us that the pandemic has increased animal guardianship, because more people are working from home.

## Craft Brewing and Malting Program

The Craft Brewing and Malting Program has successfully completed the first half of its two-part program. So far, students have completed three of six courses covering a wide variety of topics about craft brewing. The cohort is expected to begin the in-community learning component in early February 2021, in a Campbell River brewery.

## Port Alberni Campus

### Leanne Moore:

On Oct 24<sup>th</sup>, 10 students completed the Port Alberni Market Gardener program, funded through a BC Employer Training Grant, in partnership with the Port Alberni Shelter Society. There was a small COVID-compliant celebration held on the farm. Students are excited to start employment, while some are ready to take further training in the field.



This fall at the Port Alberni campus, our classroom-based industry certification courses, including Forklift Operator and Foodsafe, have been full with growing waitlists. We also offered a Building Service Worker course in a blended format (online/classroom) and it reached capacity quickly.

In 2021, we are looking forward to offering more accessible, funded programs such as Wildfire Crew Member Training, Pathway to Food Production and Processing, Fundamentals of Food Processing (Food Hub/Economic Development), and Market Gardener, pending successful funding applications.

We are currently planning to offer another Finishing Trades program in the spring, with INEO as our community partner.

## **Campbell River Campus**

**Sandy Rose:**

### **Hospital Unit Clerk**

The fall term is off to a great start. Ten students are making an impressive effort with the move to an online delivery platform, as has our experienced faculty member. All students have made great progress and are excelling in their studies to date. The class has recently completed Anatomy, Physiology and Medical Terminology and they have begun their challenging Pharmacology course that is required to move on to the Non-Clinical Management of a Nursing Unit module, to finish up the term.

### **Digital Elevation Expertise Program (DEEP)**

Students started this unique, 10-week online training program on October 13th. Delivered in partnership with the Port Hardy Chamber of Commerce, 10 students from the Mount Waddington Region will learn the fundamentals of digital branding, communications, marketing and online sales of products and services. These in-demand skills can propel participants to a long-lasting, self-sustaining, digital business career while contributing much needed expertise to employers and the local business community.

### **Coastal Log Scaling**

Recruitment is underway, but progressing slowly. Marketing efforts will be intensified to solicit interest, and it is hoped that these additional promotional efforts will help fill the class by February, 2021.

### **Wildfire**

Our popular Wildfire training is once again planned for 2021. In partnership with Strategic Natural Resource Consultants, we jointly submitted a funding proposal under the Emerging Priorities Stream of the Community Workforce Response Grant. Two cohorts are proposed, with one in Campbell River and one in Port Alberni. The classes will be offered in a blended format with all theory delivered digitally to limit on-campus activity, and with all certifications requiring face-to-face instruction being delivered at each campus.

**Suzanne Jolly:**

### **Marine Training**

Marine training is still offering online and in-person courses throughout the fall term, serving a diverse range of students from across the country. Private contracts for marine training have also been offered (online) for a company in Toronto and Ottawa, and in-person training has been offered in Williams Lake (a partnership with BC Parks and two Indigenous communities)

and with BC Ferries. The instructors are kept very busy, and we are excited to be welcoming a new instructor shortly to help us respond to the high demand for marine skills training.

### **Metal Jewellery Design Certificate**

The Metal Jewellery Design Certificate program is hosting an online information session on Wednesday, November 18. The next program will be delivered over six months from January to June 2021 and, thus far, we have 12 potential students registered for the information session (five of whom have paid their deposit and have confirmed their intention to join the program in January). We are very excited to welcome a new Indigenous instructor to the Metal Jewellery Design team who will teach a variety of courses, including Northwest Coast First Nations Art & Engraving and business skills.





## Update from the Office of Global Engagement November 12, 2020

### OGE Welcomes International Admissions to the Team

September 24, 2020 Kathleen Kuhnert and Mark Herringer announced the International Admissions Office transition to OGE. The rationale noted referred to Widening our Doorways, #2: Fiscal strength; #4: Higher Levels of Participation; and #5: Multi-modal, Flexible, Demand-based Enrolment that occurs Year-round.



**Welcome to OGE, Alana and Stacey!**

### Enrolment Update

Immigration, Refugees and Citizenship Canada (IRCC) has been in a state of flux due to COVID-19. This has resulted in many changes and updates through the summer and fall. OGE has been quick to respond to these updates. In August, all Designated Learning Institutes (DLI) who had students offshore with approved study permits were required to submit COVID-readiness plans to receive students. Each DLI had their plan reviewed by the provincial ministry and then by the federal ministry. On October 21, a list of approved DLI's was issued by IRCC. We are very pleased to announce that NIC is listed as an approved DLI to support and welcome students to Canada. So far we have welcomed 11 new students to Canada and supported three returning students. This includes full monitoring of their quarantine with daily check-ins by our OGE team.

Despite being categorized as an approved DLI, study permit processing remains slow or negligible, and this continues to pose recruitment challenges in initial application numbers and conversion numbers. As of now, we have about 180 viable applicants on our list for 2021 January intake, but much of these students will likely be deferred to the next intake as they patiently wait for study permit processing. 2021 fall applications are slowly trickling in (about 40 as of Nov 9), and we expect to see an increase in applications numbers in Nov/Dec, then in Feb/Mar/Apr.

#### **October 23, 2020 Government of Canada Coronavirus disease (COVID-19): Designated learning institutions reopening to international students**

- *As of October 20, 2020, some designated learning institutions (DLIs) are now able to welcome international students from offshore*

- DLIs must have a COVID-19 readiness plan approved by their province or territory

## **October 8, 2020 The Global and Mail**

### **Colleges offer a helping hand amid the pandemic**

- The pandemic left some students unable to return home because of border closings while others working here lost employment.
- One pandemic silver lining was a federal rule change permitting online study from abroad.
- For Canada, where international students contributed \$21.6-billion to the economy in 2018, the pandemic tests its reputation as an attractive study destination.

## **September 16, 2020 ICEF**

### **Tracking reported and projected higher education enrolment through September**

- The recovery from the COVID-19 crisis will be measured in years, and the baseline for that recovery will depend in part on actual higher education enrolments through the balance of 2020
- The work of gathering that enrolment data is underway, including some early indicators from the United States and Canada

## **International Students of NIC**



### **North Island College Global**

My name is Stella Robi and I'm a student in the Social Services Diploma Program at NIC.

I came to the beautiful Comox Valley 3 years ago to begin my studies. Before I relocated to Canada, my husband and I lived in the Middle East- Doha, Qatar. I was born and raised in East Part of Africa – Nairobi, Kenya to be precise. Click here...

[Read more](#)  
www.facebook.com

## **International Student Life**

The most recent social media challenge was "Show us your favourite fall colours!". What a beautiful time of the year for international students to experience the west coast change of season and many colours nature has to offer.



### **Social Media Challenge Fall Colours**

Fall Favourites Photo  
Contest: Winner  
Announcement!  
Congratulations to NIC  
Student David who captured  
this amazing Fall shot.

[Read more](#)  
www.instagram.com

## Study Abroad



**We are very excited to announce the appointment of Romana Pasca to Manager, International Projects, Partnerships & Global Education.**

Romana has over 17 years work experience in the international education sector. For the past seven years, Romana has been employed with the College of New Caledonia in Prince George, BC. Her post-secondary experience is very diverse. Most recently, serving as Acting Director of International Education department,

Romana has spearheaded various leadership initiatives at the local, regional, national, and international level, and, through her influence, has inspired others to become involved in international education initiatives, mobility and institutional capacity projects

We look forward to welcoming Romana join our NIC team in January 2021. Reporting to the Executive Director, Office of Global Engagement, this position holds responsibilities for the management of NIC's international study abroad, contract training, projects and partnerships.

## OGE Student Support Services

**NIC's Early Assist (EA) program administered through Student Life, continues to serve our international students well.** EA provides an outlet for faculty and staff to refer international students and get the student connected to all the supports including International Student Advisors (ISA), Library and Learning Commons, and counsellors.

**In May 2020, the province introduced Here2Talk.** Here2Talk provides counselling support 24 hour a day, 7 days a week, 365 days a year in multiple languages. Here2Talk connects students with mental health support when they need it. Through this program, all students currently registered in a B.C. post-secondary institution have access to free, confidential counselling and community referral services, conveniently available 24/7 via app, phone and web. Here2Talk has replaced the KeepMeSafe program which ended on October 31st. From November 1st onwards, international students can access Here2Talk for after-hours counselling support.



**As a result of the financial challenges international students faced over the spring and summer due to COVID-19, we made a decision to issue a \$100 credit** to any international student who registered in full-time academic programming (9+ credits) or full-time trades programming for Fall 2020 by September 17, 2020. This is a one-time fee reduction/credit, it will not be issued in future semesters.

**The OGE team continues to work hard to support students in the virtual reality.** One adjustment we have made is to allow more time in advising appointments. Students were losing time with advisors due to current issues with our booking system which require the BlueJean's appointments to be set up at the time of the actual appointment. By adding a 15 minute spacer between appointments, ISA's are able to support students with logging into their appointments and still have a full 30 minutes with ISA's. ISA's are reaching out to campus cohorts and program cohorts at all our campus locations to provide mid-term check-ins and set-up group advising appointments when appropriate.





## Global Learning by Margaret Hearnden

My new Apple watch prompts me to breathe and to move (I'd prefer it, if it made the tea). Sometimes I feel like I don't even have time to do that. Maybe you feel like that too. I've realized that making sure I take deep breaths and a few minutes away from being 'on task,' helps me focus better.

I hope you'll find something useful below that you can look at and breathe at the same time.

### Connecting with peers

The ITLC Lilly Conference is coming up at the beginning of December. An advantage of this conference is that it's online, there are synchronous options along with asynchronous sessions and the latter will be available right through February, meaning you can choose to engage when and how it's convenient for you. There are sessions on encouraging student engagement in online classes, teaching and learning with students who have low-bandwidth access, engaging and encouraging introverted students and much more.

It's \$335 US to register – [For more information click here](#)

### Resources

Weekly Self-care Bingo Challenge!

Click on the bingo sheet for your self-care bingo sheet. Have some fun while taking care of yourself. This is a game we could all play along with.

### Quote of the Month

"Almost everything will work again if you unplug it for a few minutes, including you" (Hellobombshell.com)



## International Recruitment

The international recruitment team was excited to share the good news with prospective students about NIC being designated as an "approved DLI" to welcome and receive new international students.

On that note, recruitment is in full swing for September 2021! Our China Rep Victor Lui and Vietnam Rep Linh Mai Dieu continue to meet education agents and students in person in some areas, in addition to many virtual recruitment events. Due to second and third waves of COVID-19, all other recruitment regions are solely conducting recruitment virtually through online events. This adjustment from preparing for in-person events to attending virtual events has come with its learning curves but we are adapting quite well. We know one certainty--international recruitment will never be the same.

We are now utilizing more digital strategies to reach education agents and students. NIC can be found on numerous international post-secondary education platforms accessible to diverse students. The team are reaching all targeted regions monthly via recruitment events. We are also actively reaching out to prospective students weekly through our email campaign. Despite COVID-19 implications we are reaching out far and wide.

With WoD, international recruitment is planning a two-phased relaunch of its NIC brand to international markets to remain competitive in this uncertain time. Some of the relaunch includes changes in commission, applicant communication, admissions and programming. With this relaunch and growing digital marketing, we hope to see an increasing activity for our team over the next six months.

### What are students thinking right now?

You might wonder what our prospective international students are thinking right now. There has been a number of articles on this subject at the beginning of COVID-19, but now the focus is mostly on current students. Currently enrolled students have different concerns compared to prospective students, and we thought some insights would be beneficial.

1. **Safety in Canada** - Even in countries where they are experiencing larger impact of COVID-19, future students are concerned about their safety after arriving in Canada.
2. **Immigration and travel restriction** - Future students want to know if there is ANY assurance that study permits will be processed fairly and in a timely manner. They are also hesitant of paying tuition and applying for a study permit when travel is not allowed.
3. **Scholarships and awards go a long way** - Many prospective students are financially challenged and there is a focus on achieving the financial stability
4. **Details please** - We are noticing that future students are becoming more savvy and they want more information before making decisions.

Sincerely,

The Office of Global Engagement Team



North Island College  
Board of Governors Survey Results  
Summer 2020

Prepared by the Office of Institutional Research & Planning

September 11, 2020

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## Table of Contents

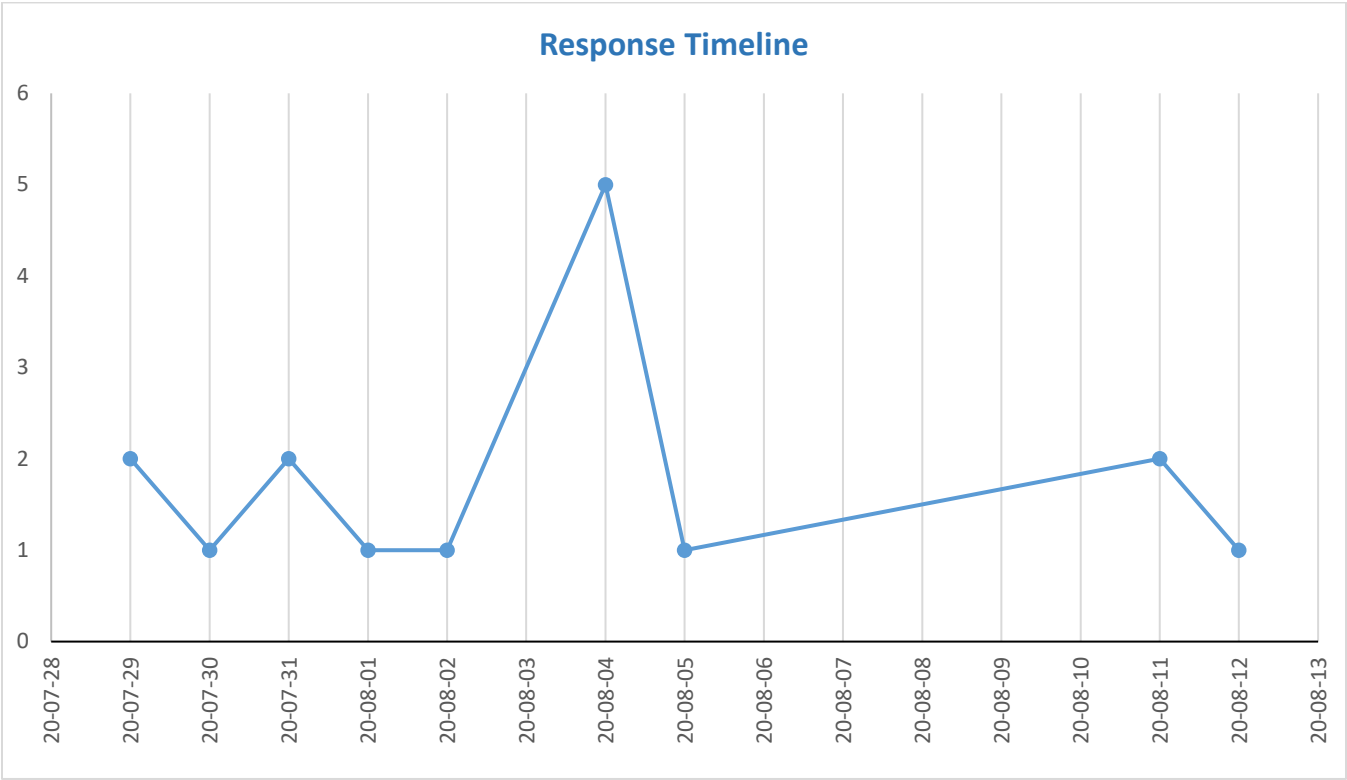
Number of Survey Responses and Timeline of Responses .....	1
A. STRUCTURE: Ensuring appropriate board composition .....	2
B. PROCESSES: Enhancing board operations .....	4
C. STRATEGIC ORIENTATION: Focusing on strategic direction and key priorities .....	12
D. FINANCE, RISK & COMPLIANCE: Overseeing financial performance and risk mitigation.....	15
E. MANAGEMENT OVERSIGHT: Providing direction and guidance to senior management .....	18
F. PROFICIENCY: Ensuring personal effectiveness .....	20
G. CULTURE: Strengthening group dynamics.....	22
H: OUTREACH: Engaging with key stakeholders and the broader community.....	24
PART TWO: Additional Comments.....	26
Q46 What's working well in terms of the NIC Board? .....	26
Q47 What could be improved in terms of the NIC Board? .....	27
Q48 What one change would make a significant difference to NIC Board effectiveness? .....	28
Q49 What could the Board change or improve to safely and effectively govern during the pandemic? .....	29
Appendix A – Survey Overview and Instructions .....	30
Appendix B – Survey Questions .....	31
Appendix C – Additional Comments: Questions 46-50.....	33
Appendix D – Average of Response for Each Question .....	34
Appendix E – Highest and Lowest Ratings .....	36



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# Number of Survey Responses and Timeline of Responses

Total Responses = 16

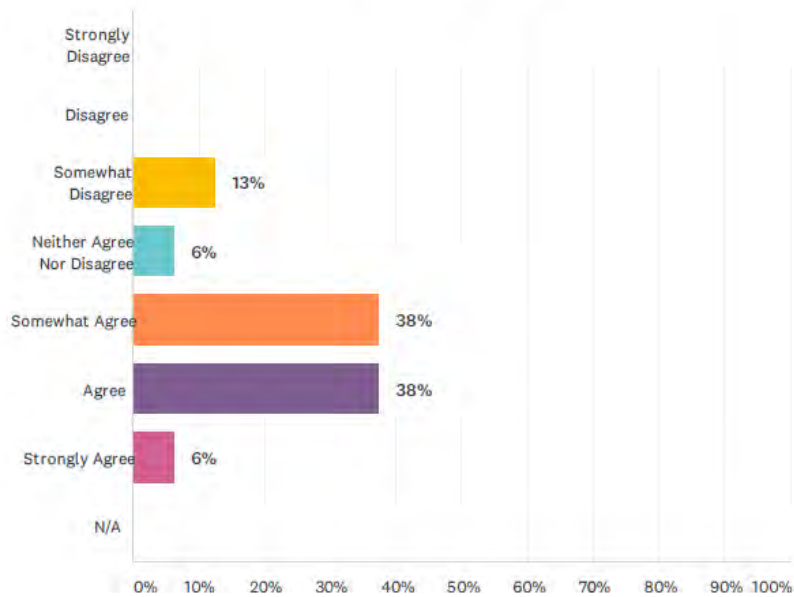


## A. STRUCTURE: Ensuring appropriate board composition

### Our Board Members...

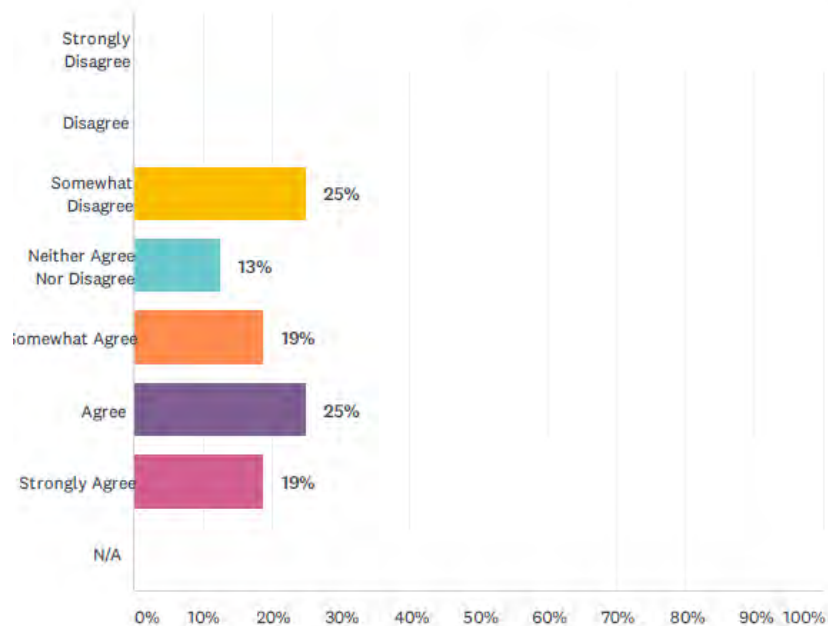
Q1 Are appropriately representative of our key stakeholders.

Answered: 16 Skipped: 0

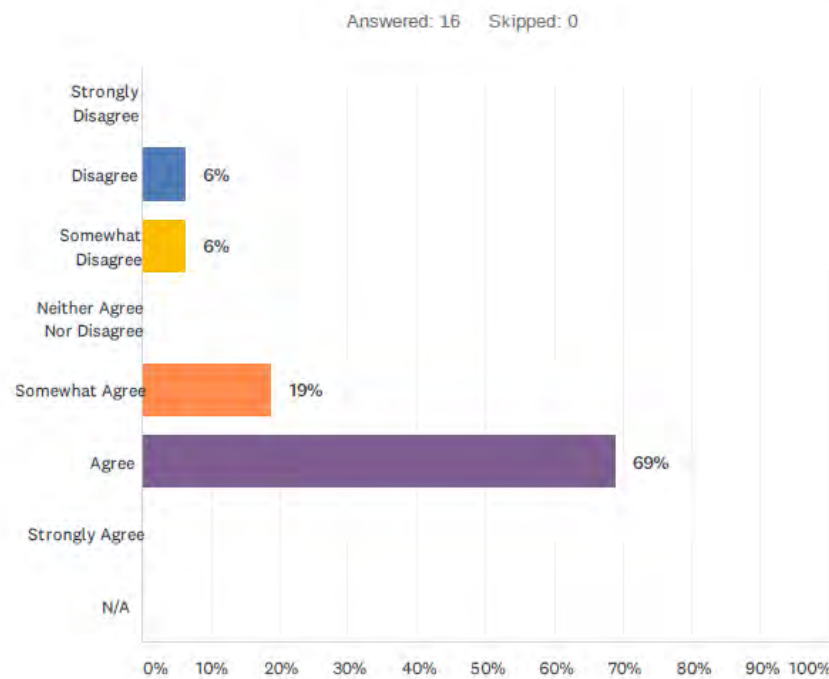


Q2 Are suitably diverse and reflective of our community.

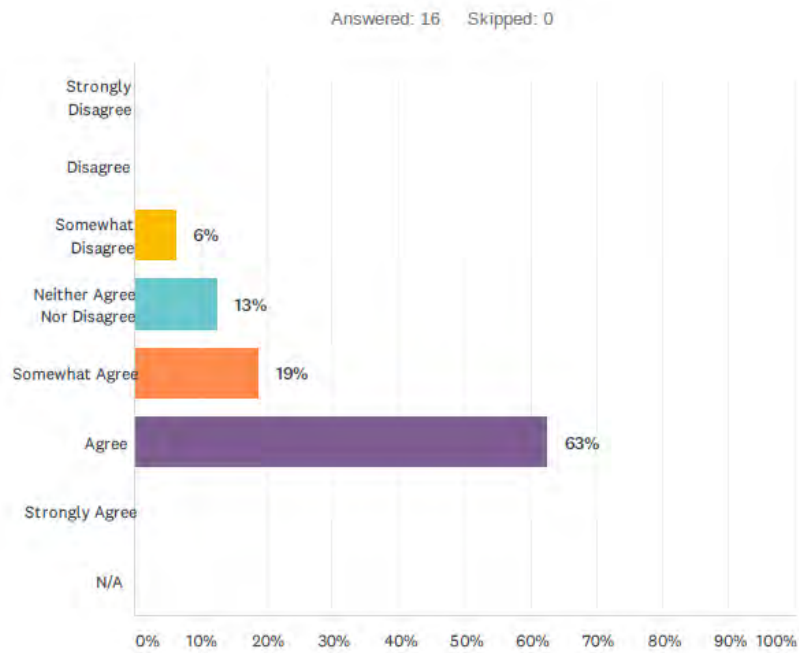
Answered: 16 Skipped: 0



### Q3 Possess the necessary competencies to meet our mandate and responsibilities.



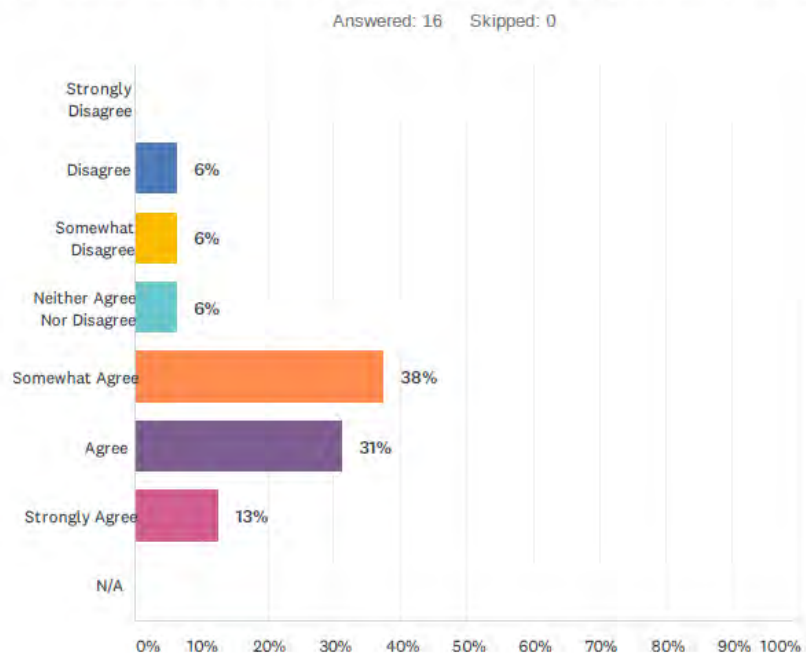
### Q4 Have appropriate background experiences to meet the needs of the board.



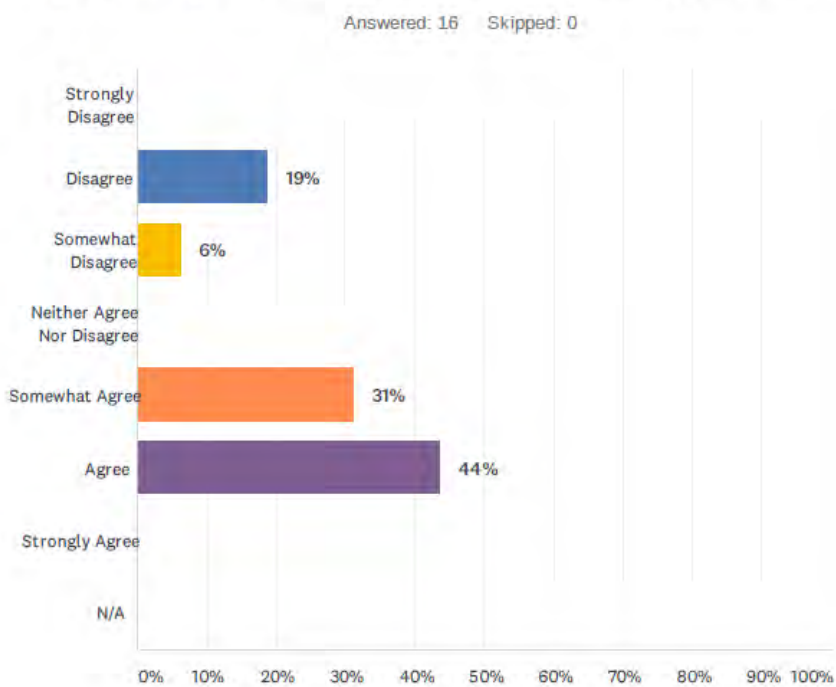
B. PROCESSES: Enhancing board operations

Our Board Members...

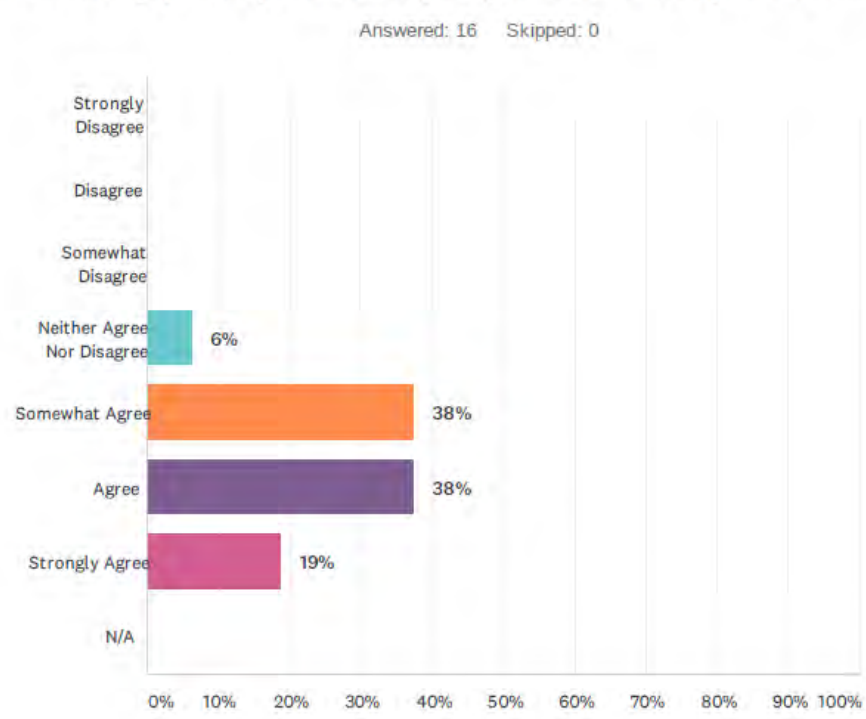
Q5 Receive a comprehensive orientation on appointment to the board.



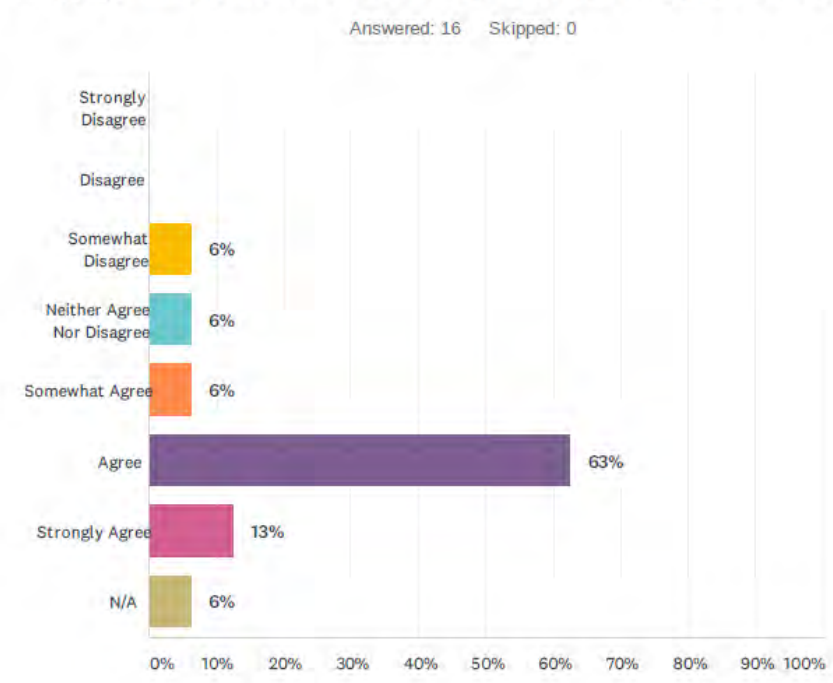
Q6 Clearly understand their roles and responsibilities.



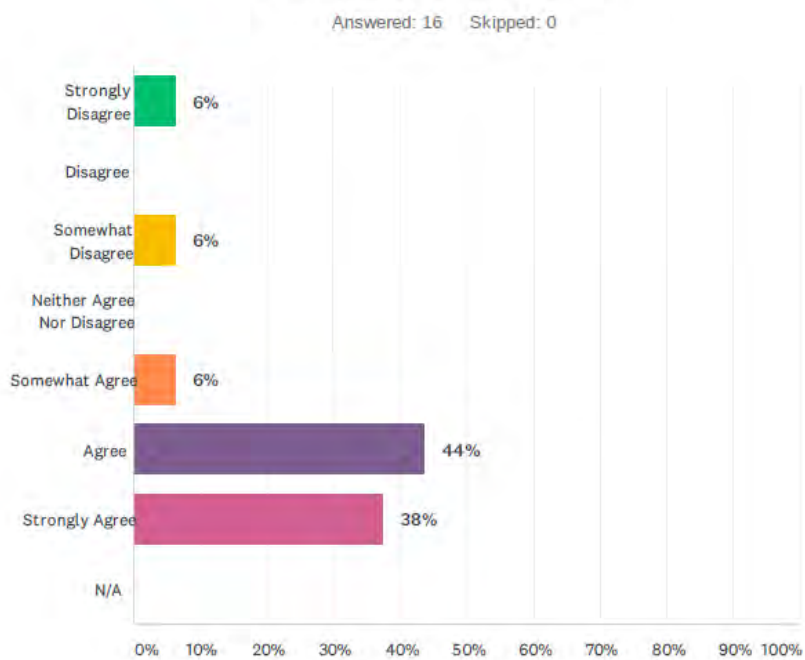
Q7 Actively participate in ongoing board development activities.



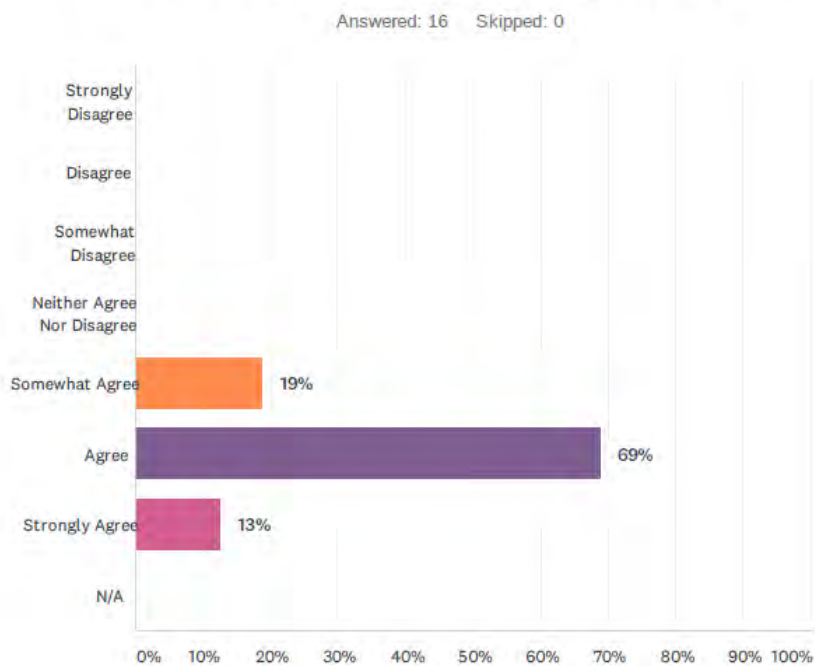
Q8 Engage in a review of board effectiveness on an annual basis.



Q9 Receive advance meeting materials that are appropriate and relevant to the proposed agenda.

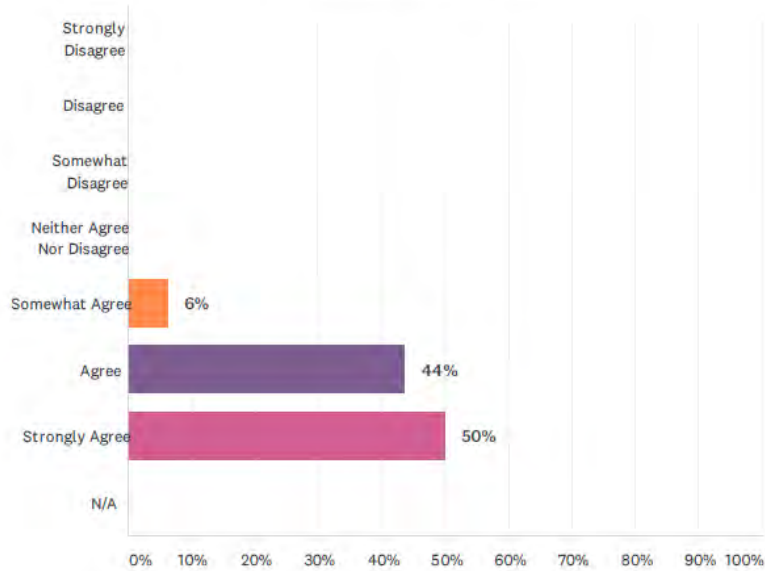


Q10 Are suitably prepared for board meetings (e.g. read materials in advance, follow-up on assignments).



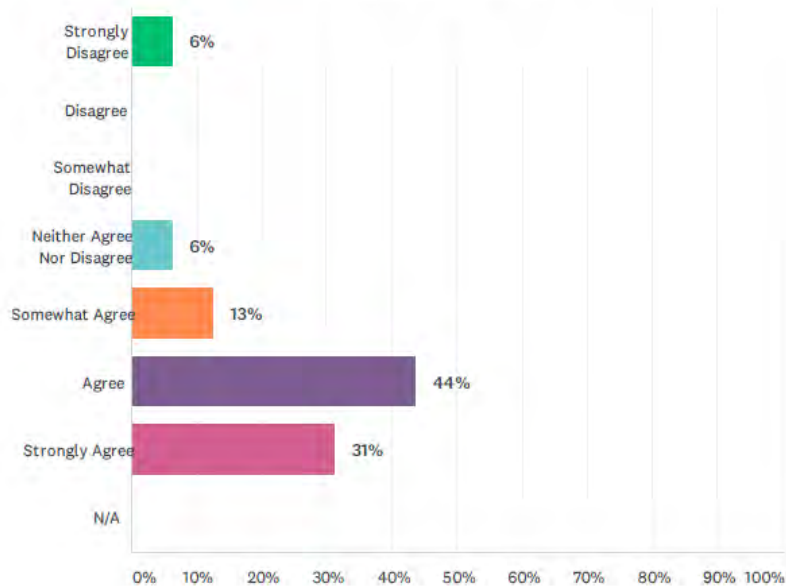
**Q11 Experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).**

Answered: 16 Skipped: 0



**Q12 Present information in a coherent, clear and timely manner.**

Answered: 16 Skipped: 0

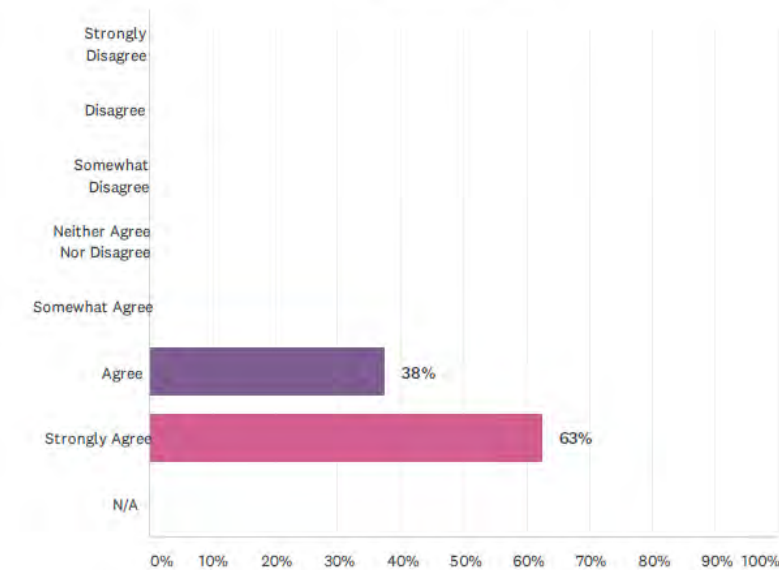




Our Board Chair...

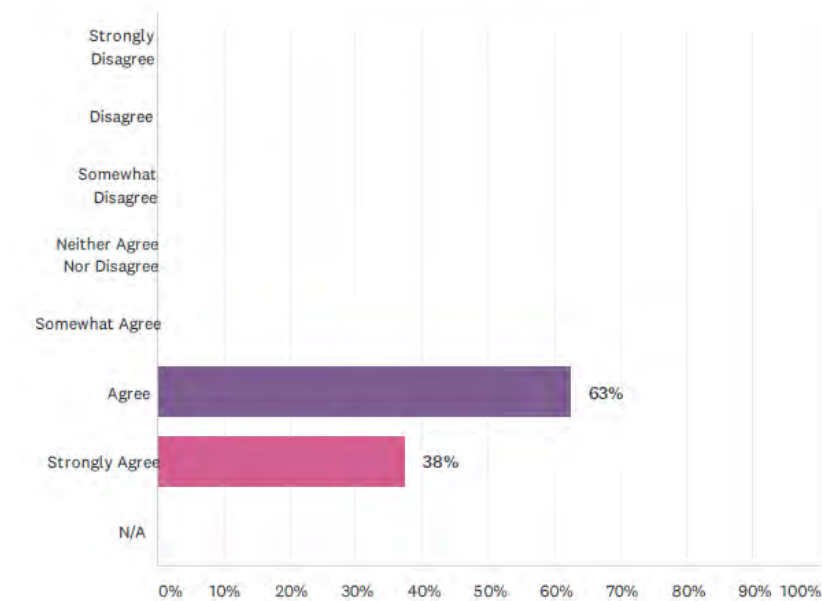
Q13 Fosters an environment that builds trust and strengthens engagement.

Answered: 16 Skipped: 0

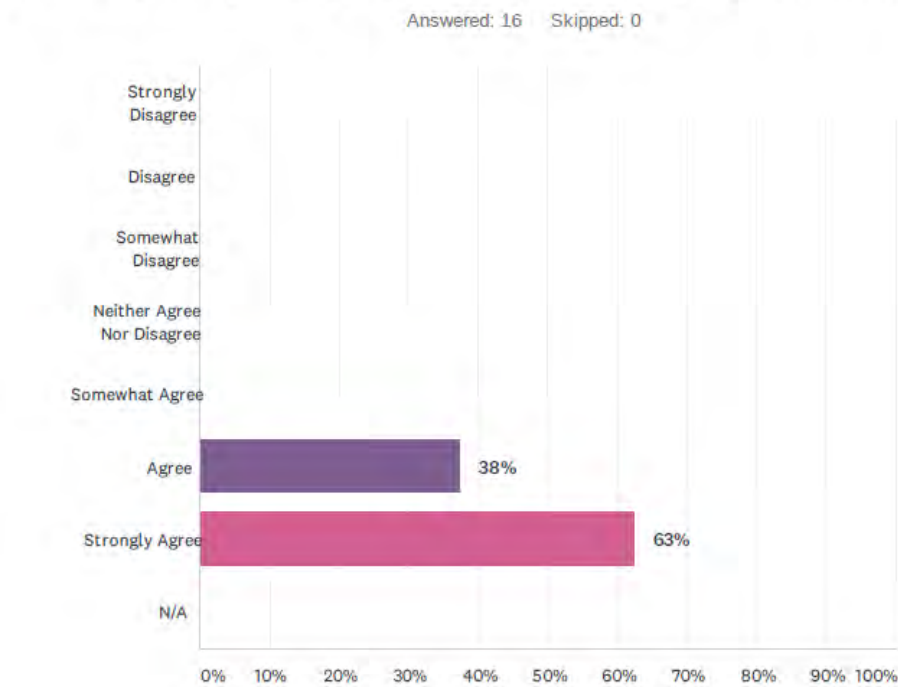


Q14 Encourages board members to frame and discuss strategic opportunities and issues.

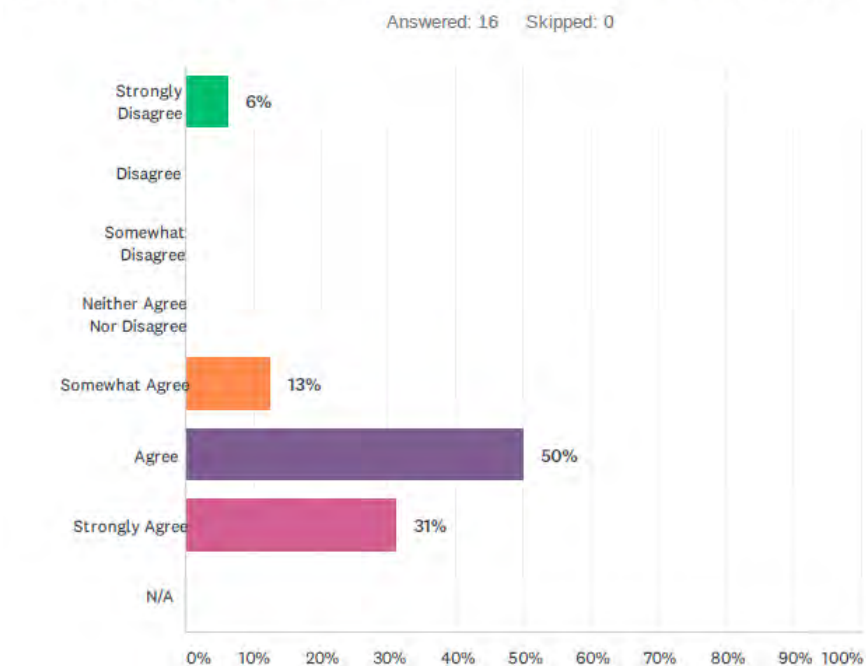
Answered: 16 Skipped: 0



### Q15 Effectively manages the board meeting agenda and process.

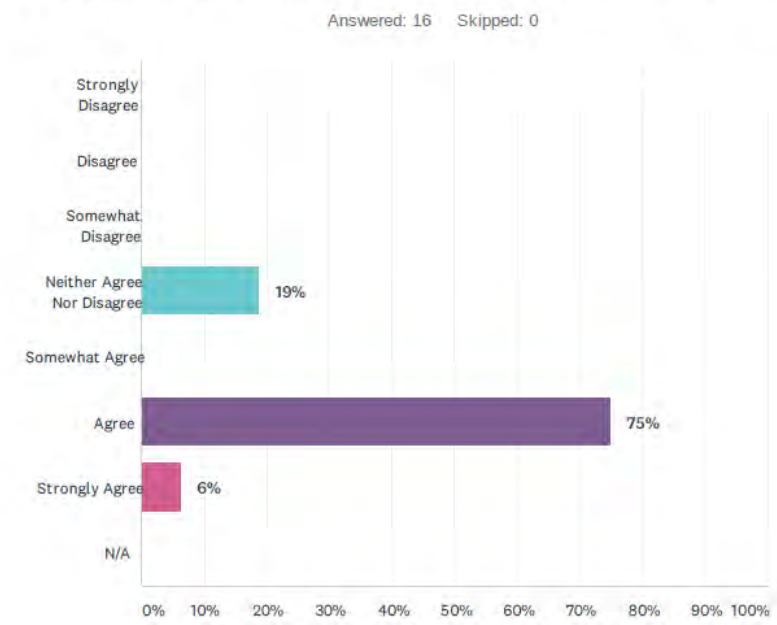


### Q16 Keeps board members appropriately informed and involved.

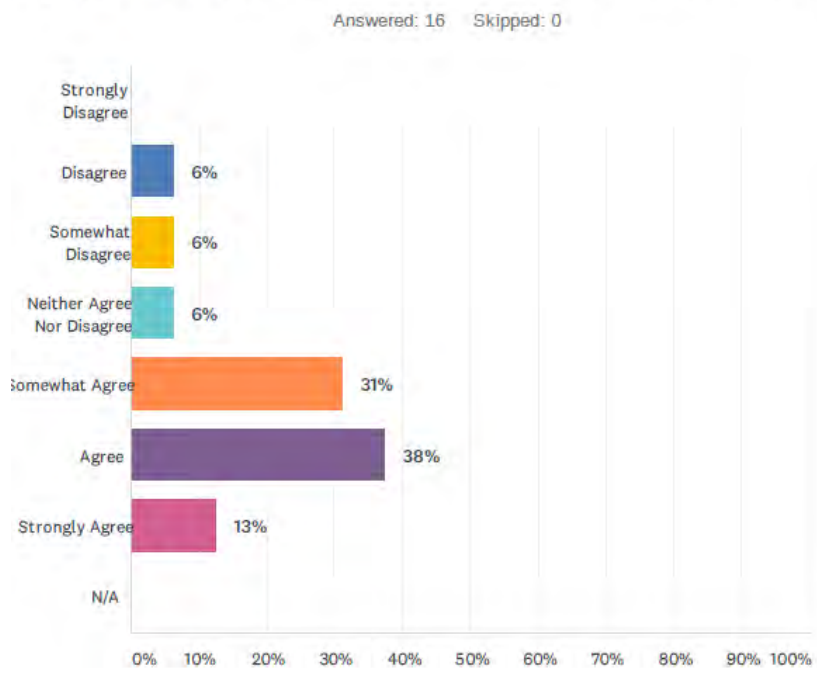


**Our Committee Members...**

**Q17 Align their work with terms of reference for their committee.**

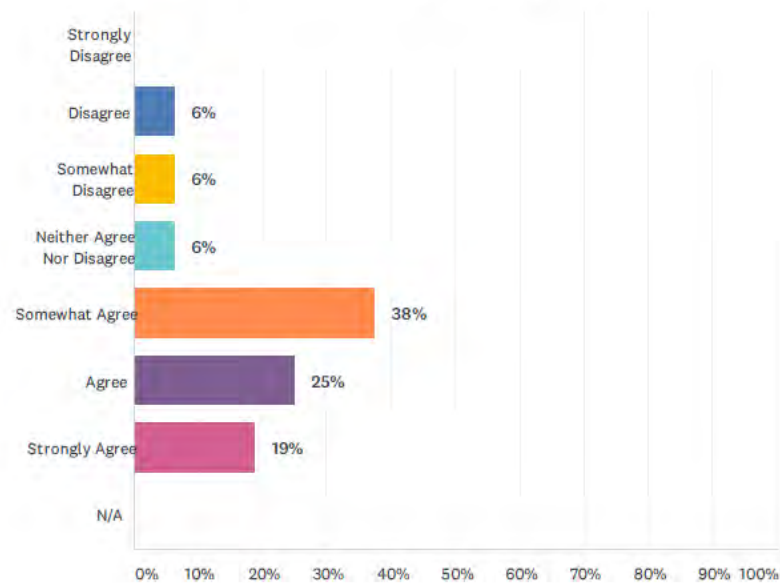


**Q18 Clearly understand their roles and responsibilities.**



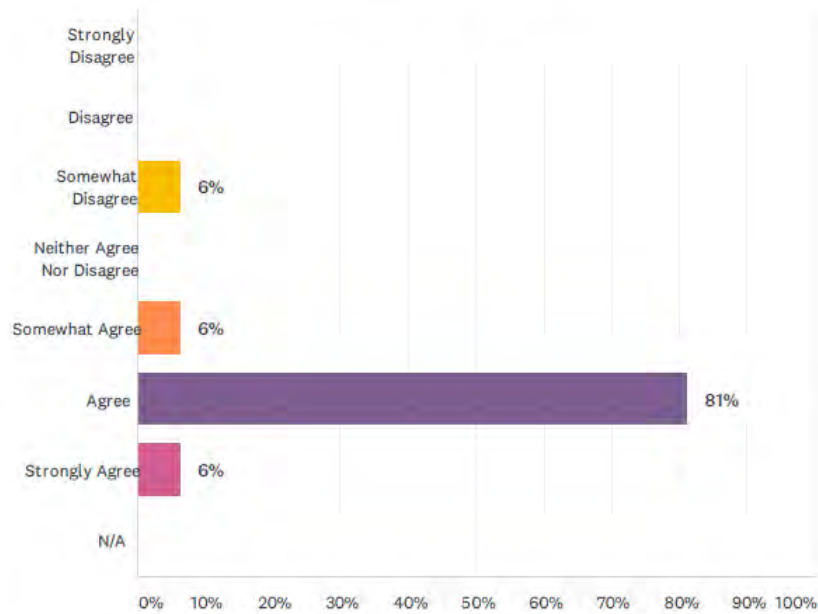
### Q19 Focus on key issues and opportunities that advance board priorities.

Answered: 16 Skipped: 0



### Q20 Provide clear, informative and complete reporting to the board.

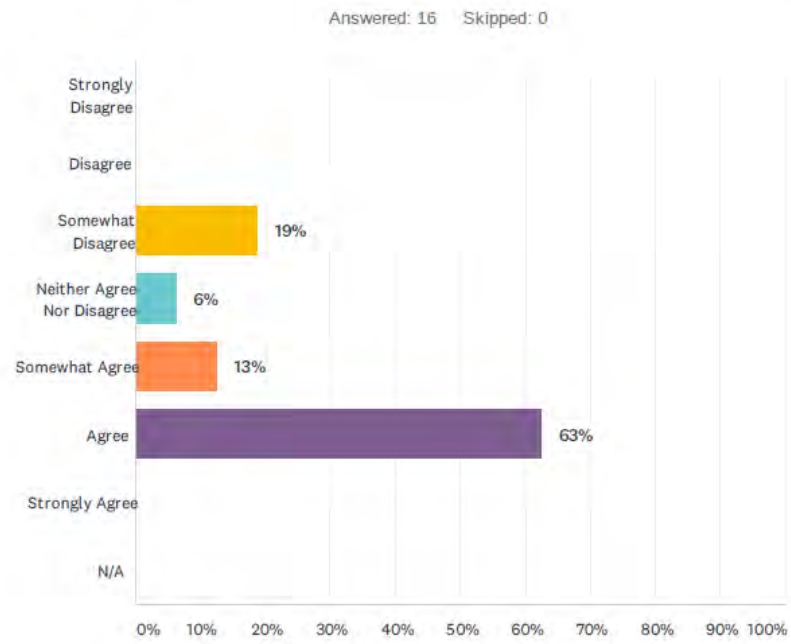
Answered: 16 Skipped: 0



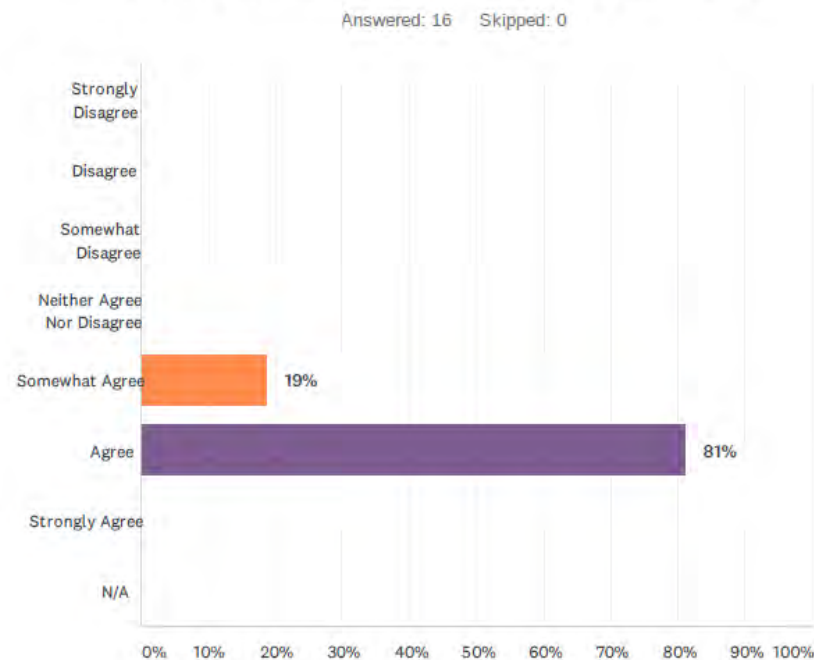
C. STRATEGIC ORIENTATION: Focusing on strategic direction and key priorities

Our Board Members...

Q21 Take a broad perspective to emerging issues, challenges and opportunities.

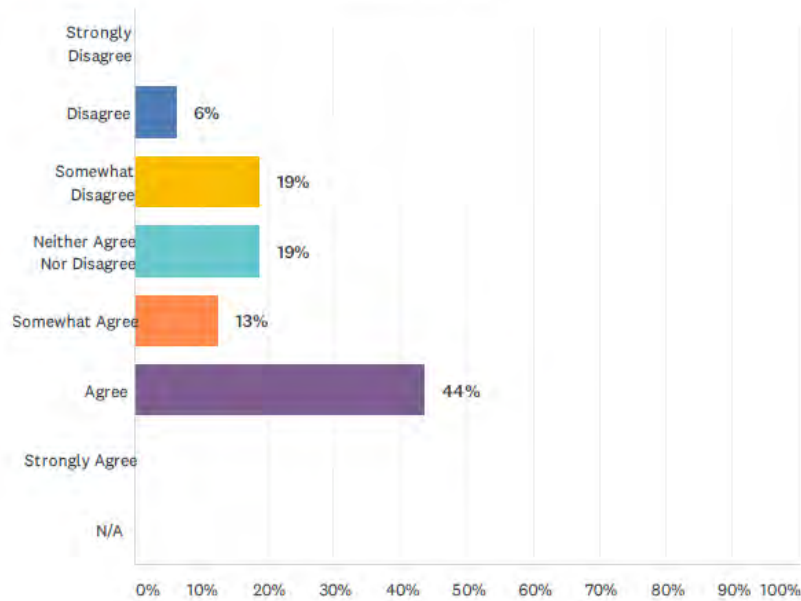


Q22 Engage in discussions, on a regular basis, regarding the future direction and priorities of the college.



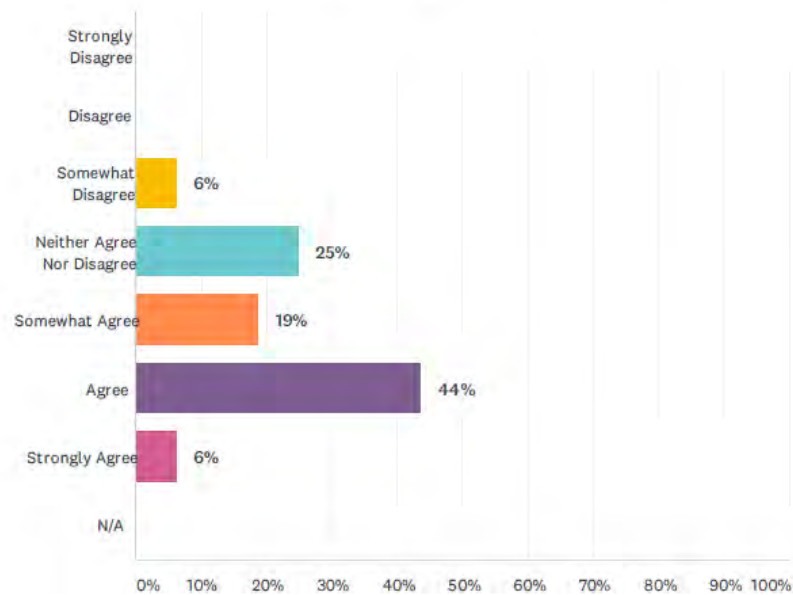
Q23 Use the college's strategic priorities as a framework for discussion and decision-making.

Answered: 16 Skipped: 0



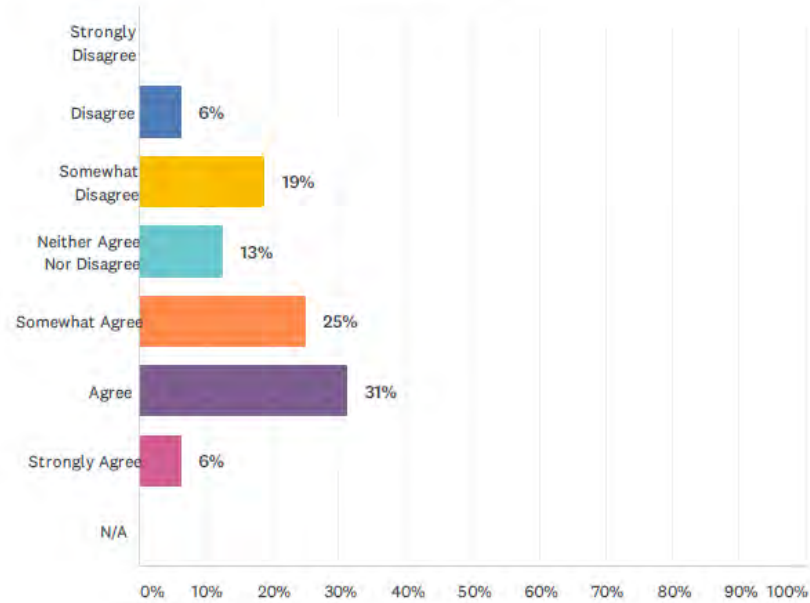
Q24 Actively support and advance the board's action plan objectives.

Answered: 16 Skipped: 0



Q25 Monitor college performance in relation to key priorities and related strategies.

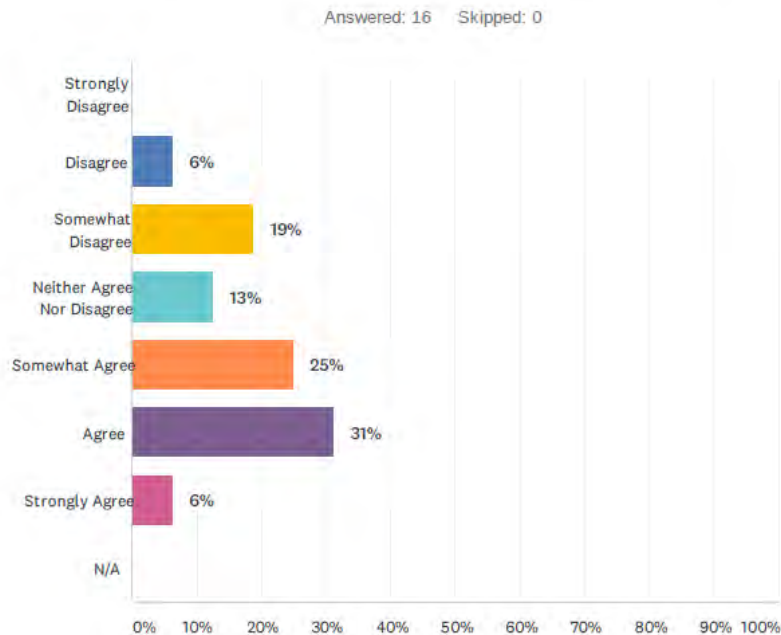
Answered: 16 Skipped: 0



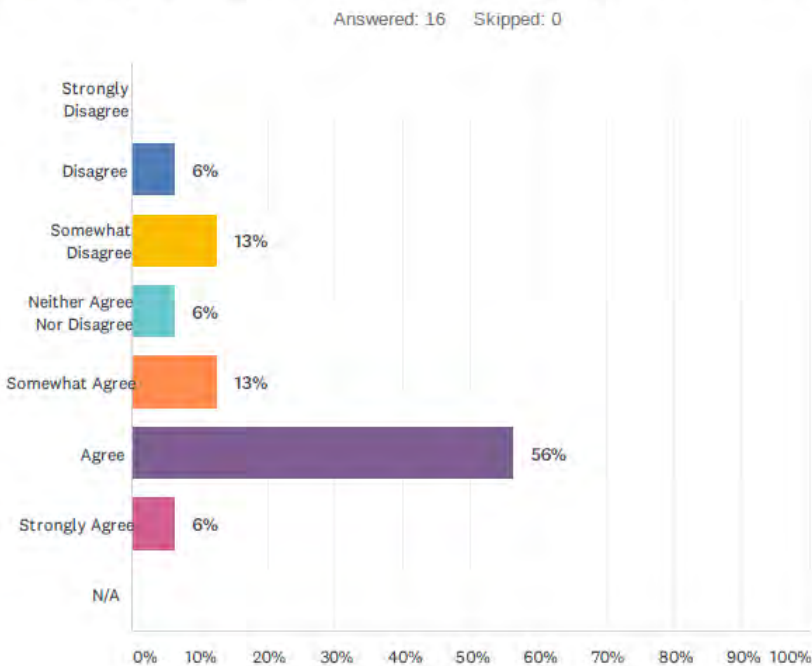
# D. FINANCE, RISK & COMPLIANCE: Overseeing financial performance and risk mitigation

Our Board Members...

Q25 Monitor college performance in relation to key priorities and related strategies.



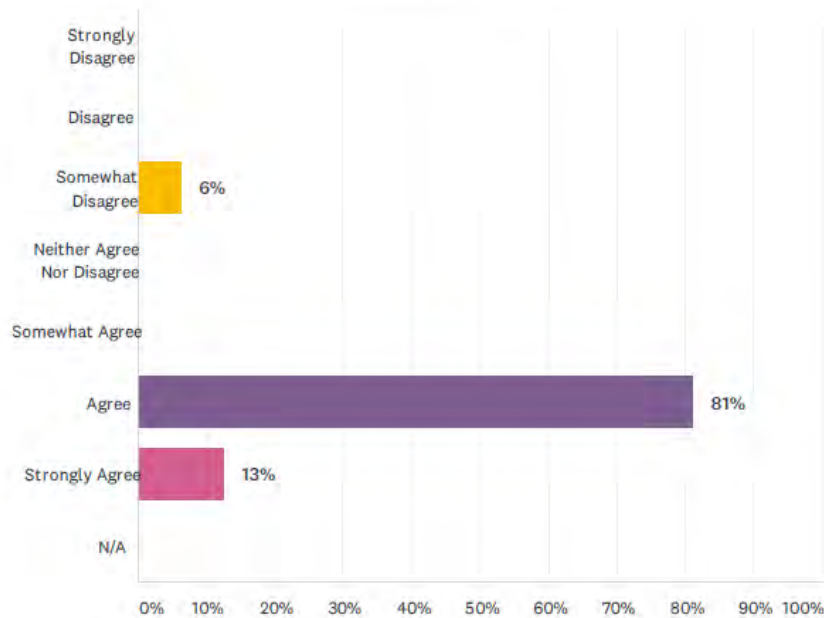
Q26 Monitor organizational compliance with key policies and procedures.





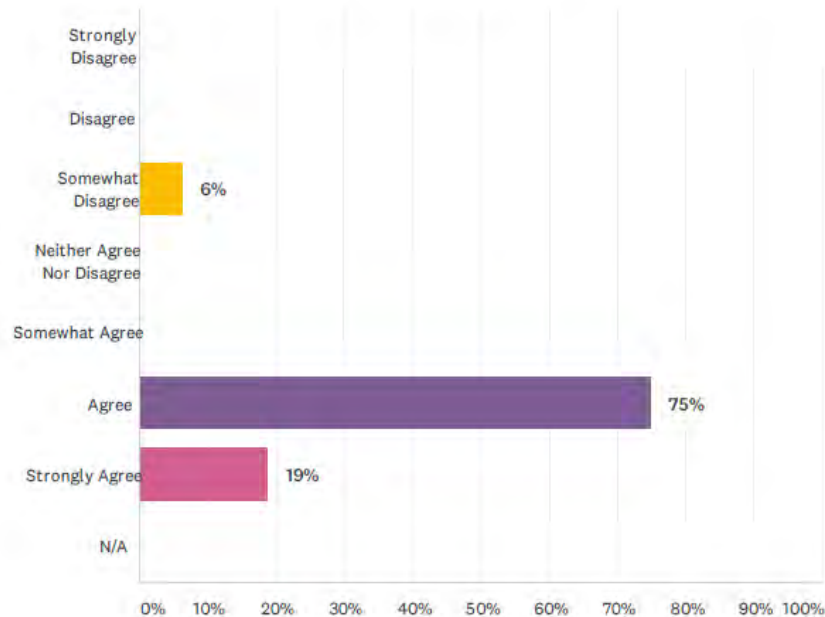
Q27 Review significant new policies or major amendments to existing policies.

Answered: 16 Skipped: 0



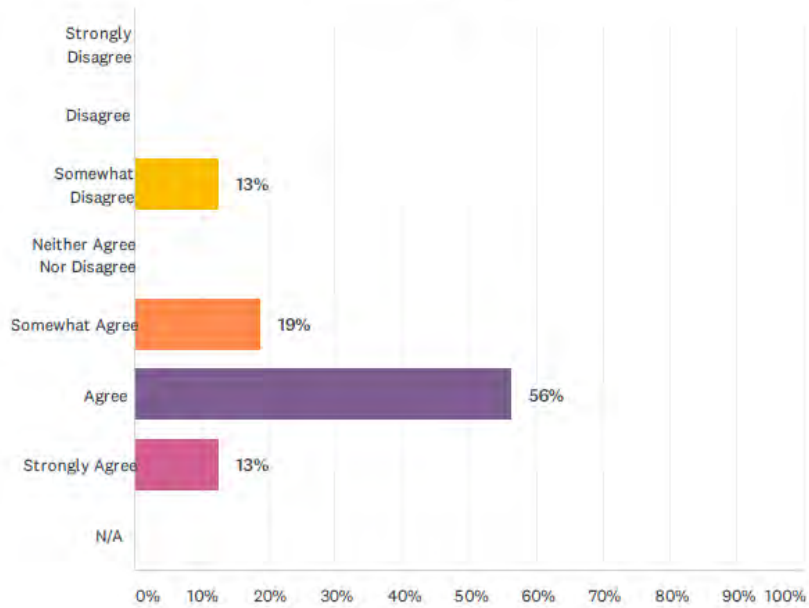
Q28 Oversee the integrity of financial planning, performance and results.

Answered: 16 Skipped: 0



## Q29 Review potential sources of risk and oversee associated mitigation strategies.

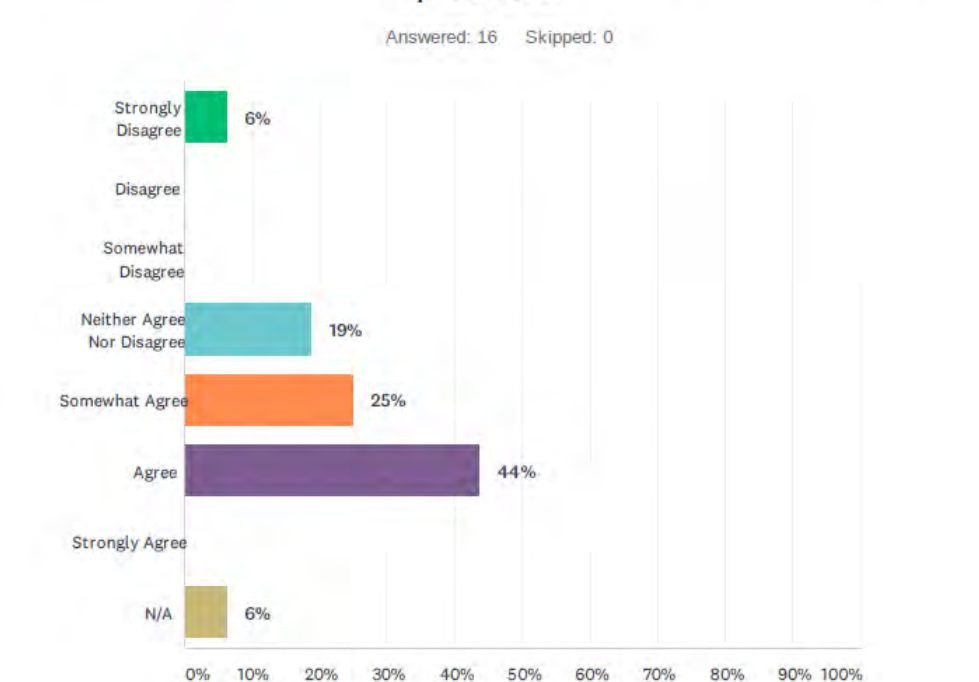
Answered: 16 Skipped: 0



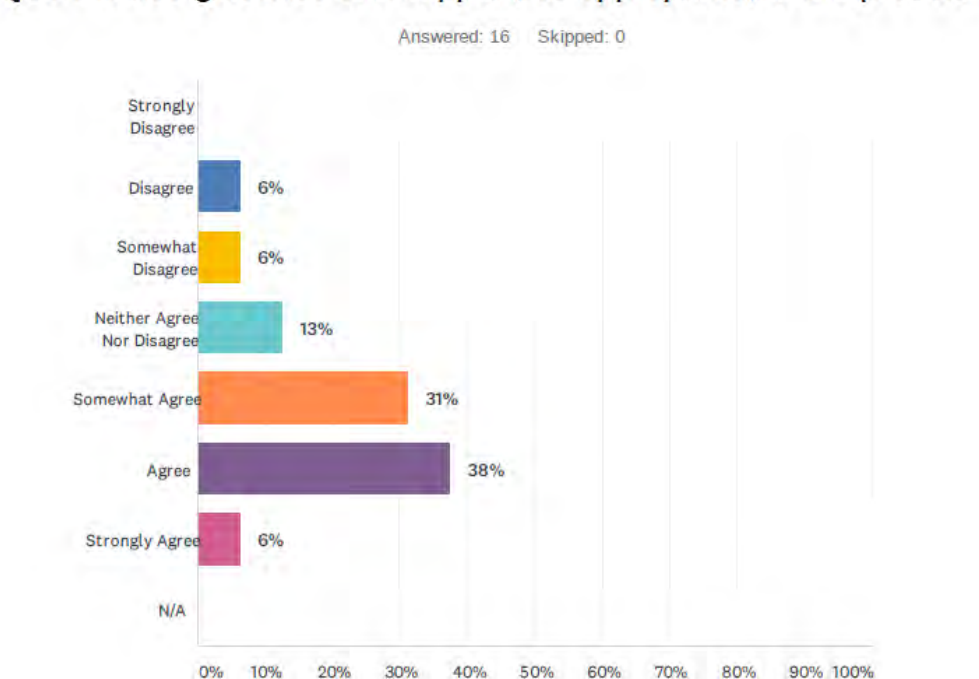
# E. MANAGEMENT OVERSIGHT: Providing direction and guidance to senior management

Our Board Members...

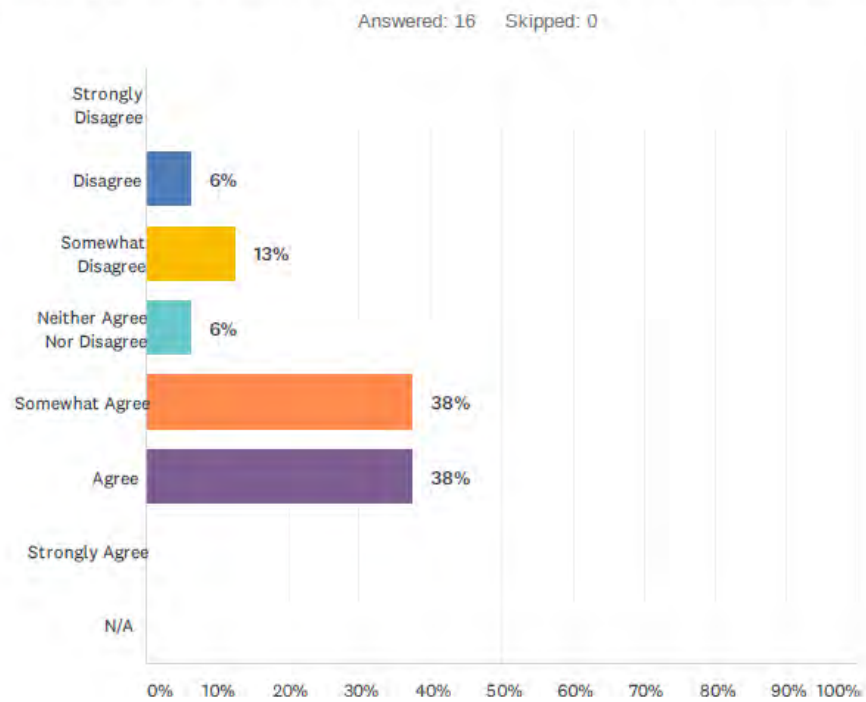
## Q30 Set terms of reference and performance expectations for the president.



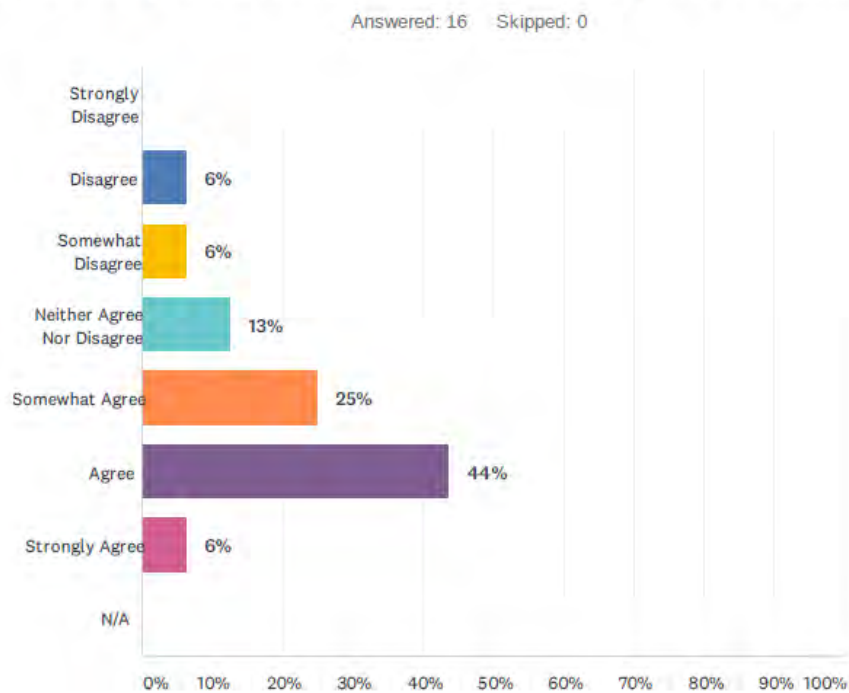
## Q31 Provide guidance and support, as appropriate, to the president.



Q32 Provide direct and constructive feedback to senior management.



Q33 Monitor the performance of the president against established metrics.

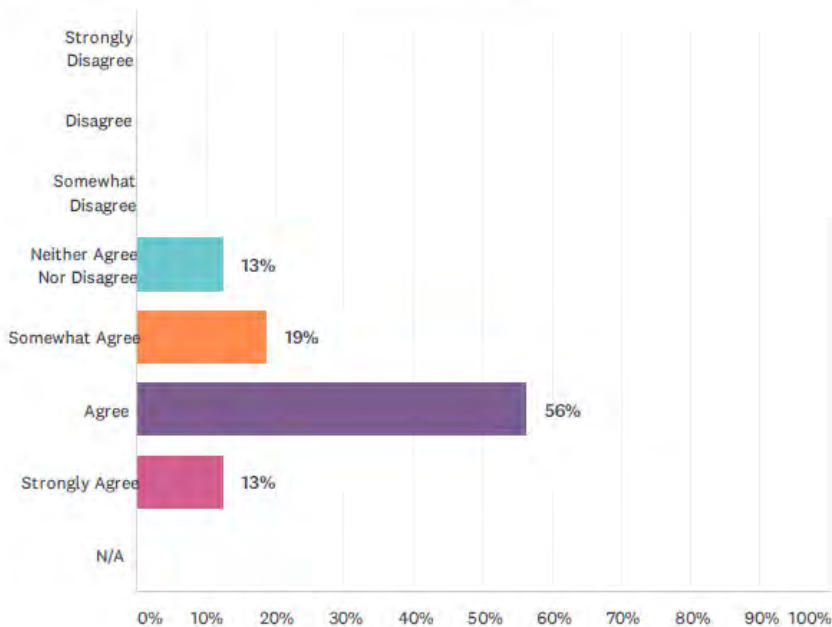


F. PROFICIENCY: Ensuring personal effectiveness

Our Board Members...

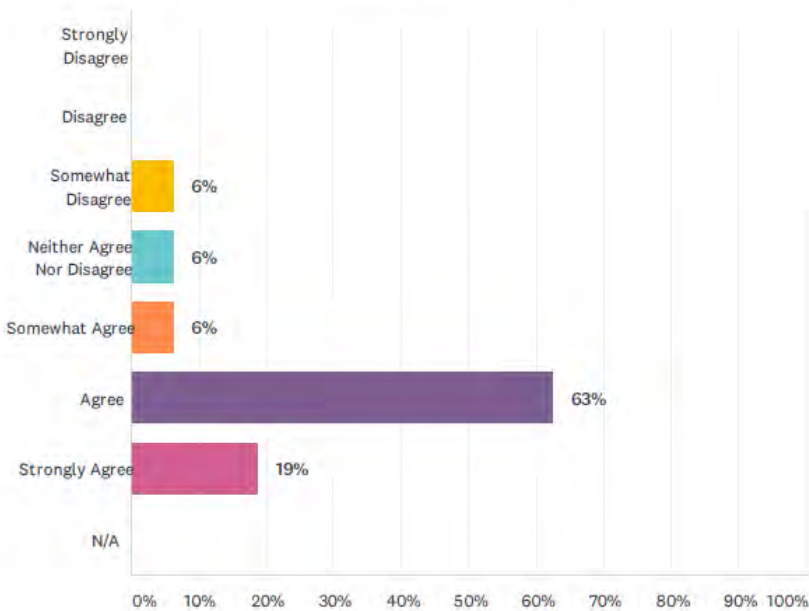
Q34 Share relevant knowledge and expertise to strengthen board performance.

Answered: 16 Skipped: 0

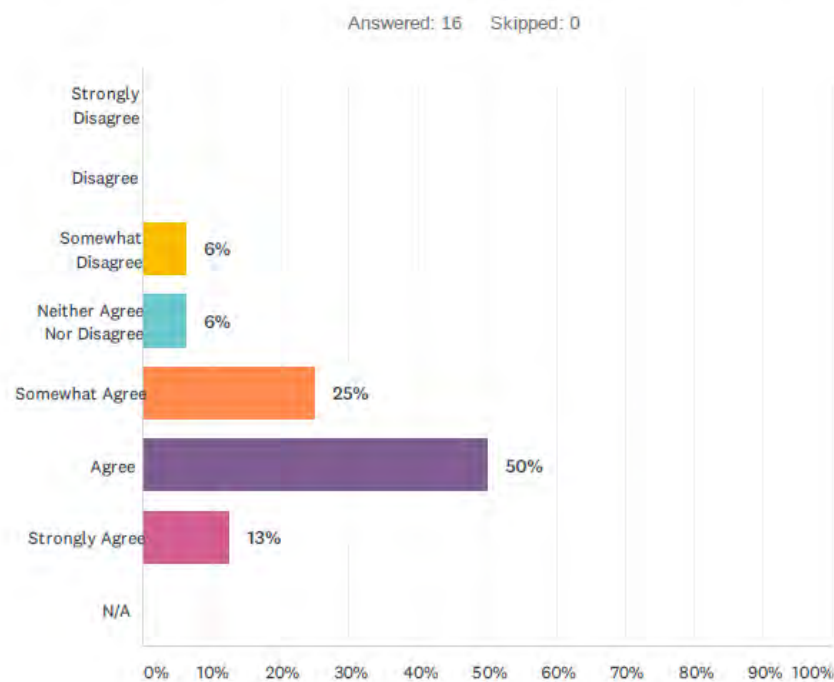


Q35 Make principled and ethical decisions, even if sensitive or controversial.

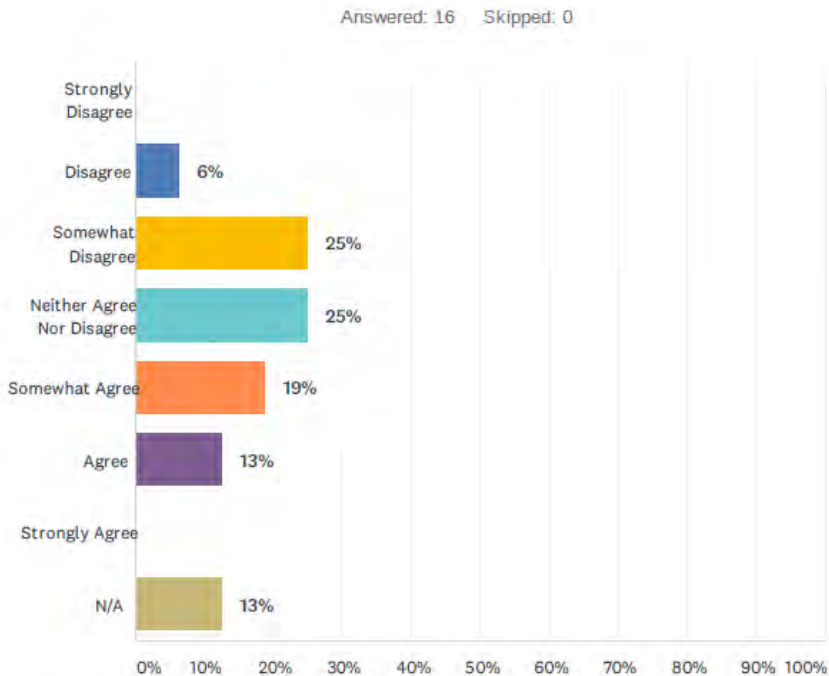
Answered: 16 Skipped: 0



**Q36 Stand behind board decisions even if they are not his/her primary choice.**



**Q37 Seek feedback regarding their personal performance as a board member.**

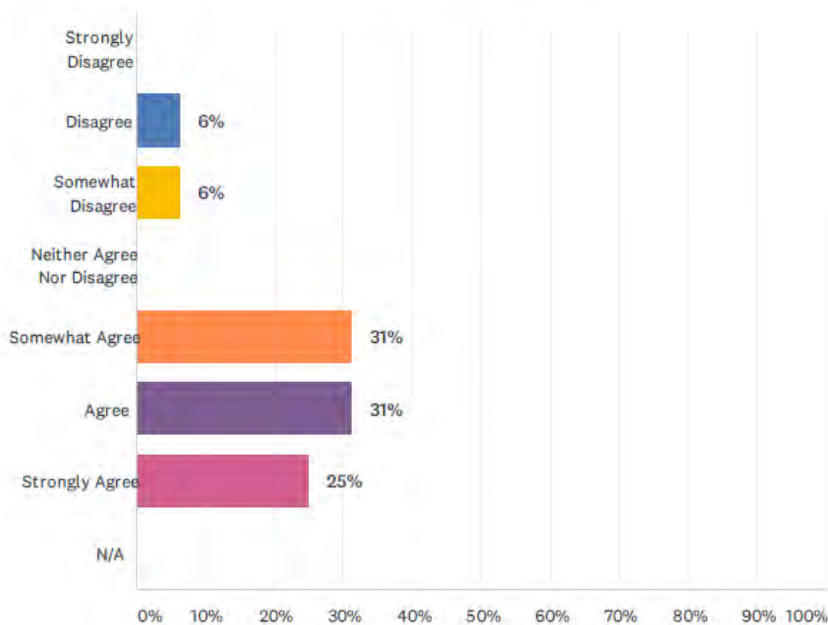


# G. CULTURE: Strengthening group dynamics

## Our Board Members...

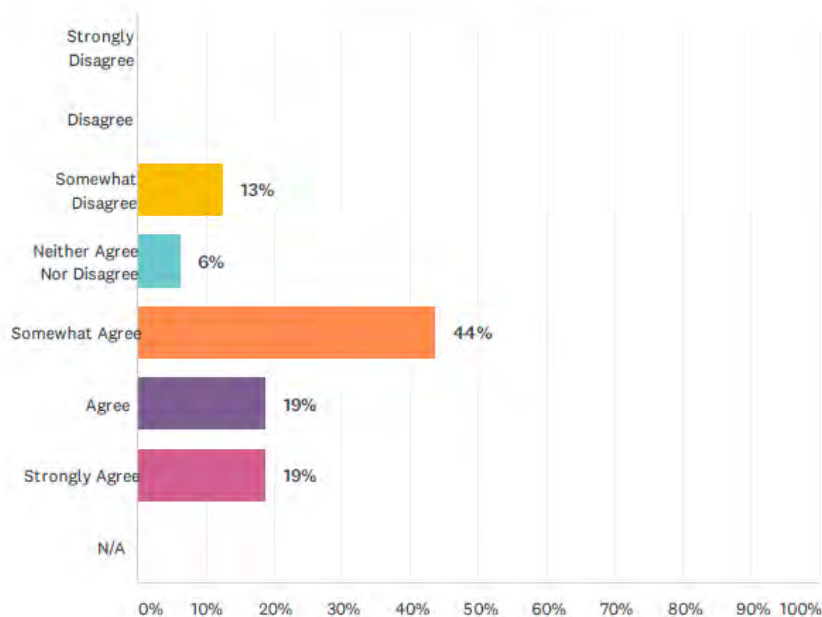
Q38 Work to create an environment of trust that encourages frank and open dialogue.

Answered: 16 Skipped: 0

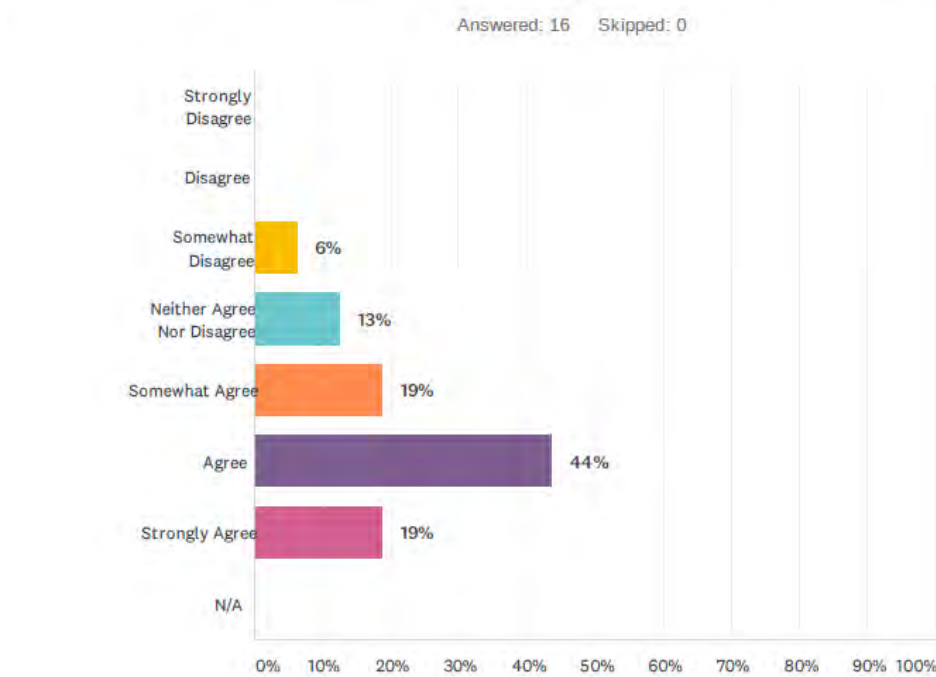


Q39 Demonstrate comfort in expressing their views in board and committee meetings.

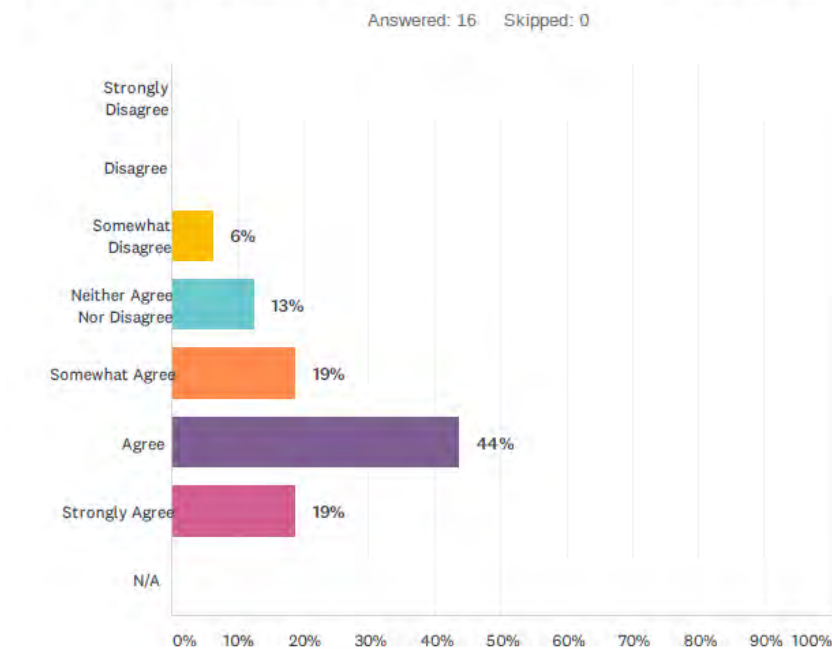
Answered: 16 Skipped: 0



Q40 Welcome differing perspectives and opinions to strengthen proposed solutions.



Q41 Willingly collaborate with others to achieve desired results.

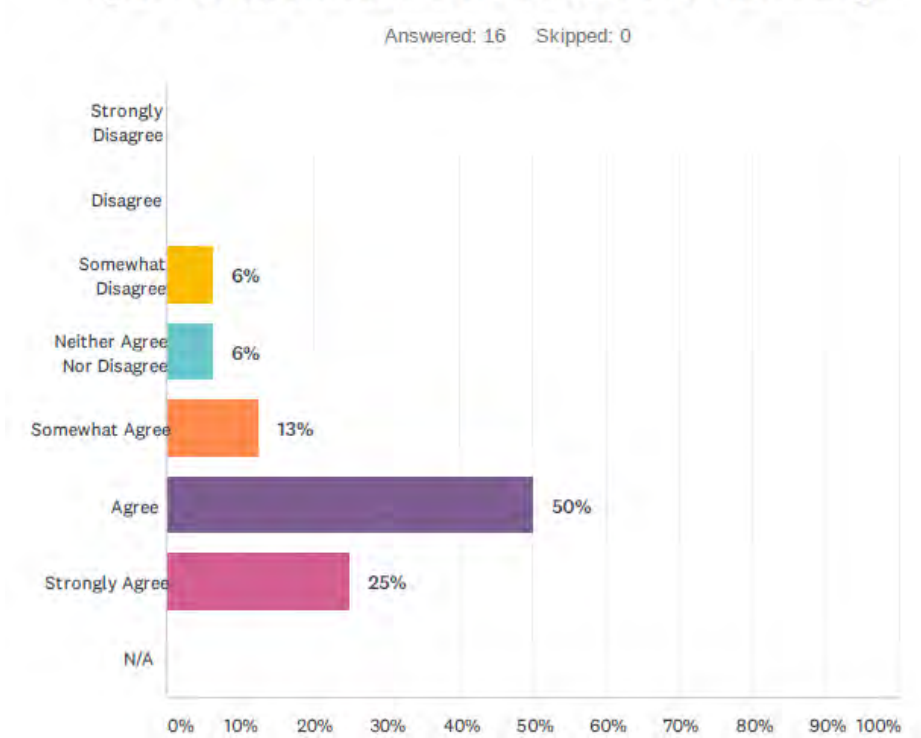




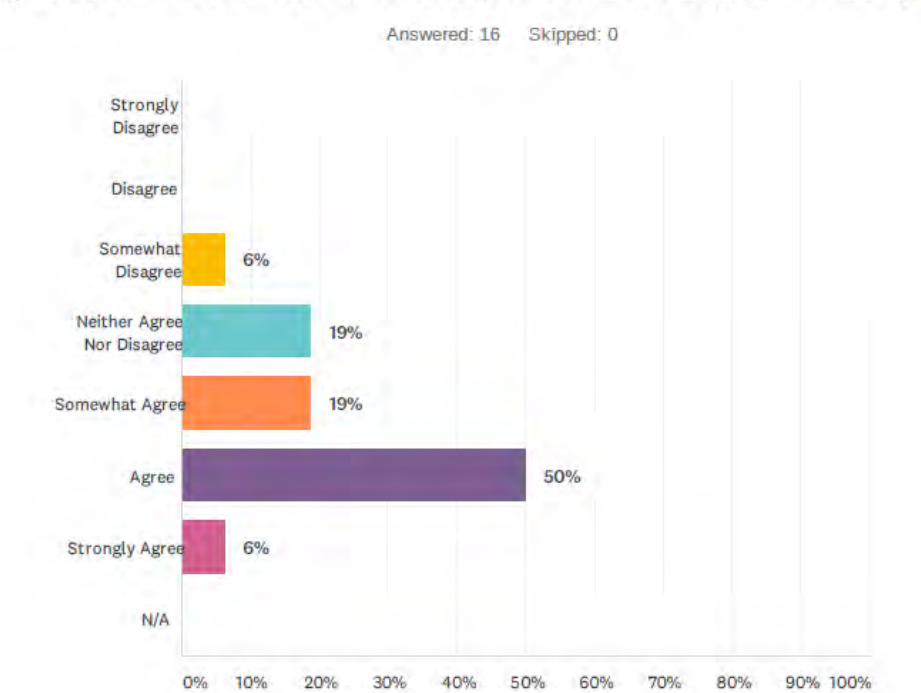
# H: OUTREACH: Engaging with key stakeholders and the broader community

## Our Board Members...

Q42 Act as effective ambassadors for the college.

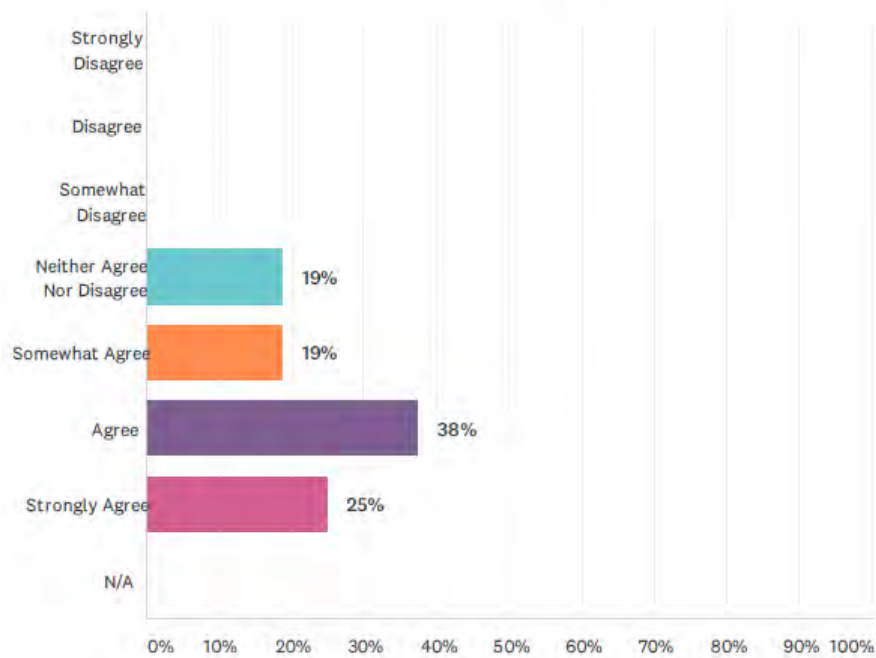


Q43 Reach out to the community to build awareness and support.



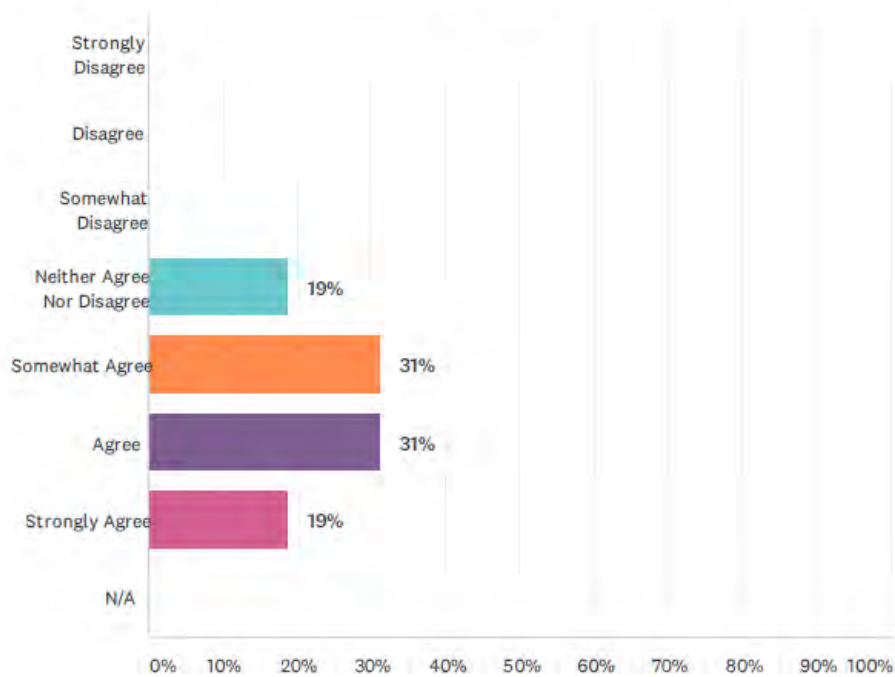
### Q44 Demonstrate support for college partnerships with external stakeholders.

Answered: 16 Skipped: 0



### Q45 Actively advocate on behalf of the college.

Answered: 16 Skipped: 0



## PART TWO: Additional Comments

Q46 What's working well in terms of the NIC Board?

#	Response
1	Effective Board Chair
2	Strong commitment to the goals of the College, especially student success.
3	board members are respectful of each other and accept diverse opinions
4	The Board Chair and Executive Committee
5	Clear and respectful communication and execution during board meetings.
6	The diversity of opinions and a willingness to discuss and come to a consensus.
7	Meeting are well organized, members are provided with information well in advance. The board has a good mix of personalities and skills.
8	Board members are collaborative and cooperative and highly invested in the success of the college.
9	ability to communicate openly in BOG meeting structure
10	Board members are astute and are prepared to take responsibility.
11	We have a very effective chair
12	Too new to answer
13	Structure of board meetings
14	The Board's desire to stay engaged and informed is strong. Board members take their roles and responsibilities seriously and are very committed to NIC. Board members are keen to foster a board culture of trust, engagement, openness, and kindness. The fall retreat has been an excellent opportunity to connect and get to know one another.
15	Chair and board administration are solid. Allows effective meetings. Board members are largely very genuinely concerned over the college and stakeholders.

#### Q47 What could be improved in terms of the NIC Board?

#	Response
1	Adhering to confidentiality
2	Confidentiality of information that is shared with the Board. Lack of confidentiality has led to trust issues.
3	increase representation from end users of our graduates, ie more health, non profit and trades representation
4	The voices of all Board members are not heard during meetings. A few Board members tend to dominate.
5	Maintaining unity as a board.
6	Better understanding of the culture of the college. More contact with the college community.
7	Making time and opportunity for general discussion of concerns.
8	Covid has created constraints that limit conversations and involvement. It is difficult to know how to adequately compensate.
9	follow up of important issues - status updates, completion assigning clear responsibility to Senior Leadership for issues
10	The board needs to be provided with the tools and information to exercise it's authority
11	Improved governance training and more team building opportunities
12	Too new to answer
13	Compliance with confidentiality
14	Improve board orientation for new board members. Also improve communications from senior leadership to Board members so that the Board is not caught unaware of issues/challenges that affect the college. Improve transparency and access of public information and decisions with college community.
15	Lets move away from paper and go digital for agendas and info packs. Lets ensure that info given to the board is not doctored to filter out any "bad" news.


Q48 What one change would make a significant difference to NIC Board effectiveness?

#	Response
1	confidentiality & transparency
2	Every Board member understanding their role on the Board and that the Board speaks with one voice.
3	n/a
4	The Board lacks members with private sector and business experience.
5	Assuring that board principles are maintained so that the integrity of the board is not compromised.
6	Digging deeper into information supplied to get a better understanding of the issues facing the college.
7	Covid-19 has brought challenges to activities and planning, clear direction when possible will increase the board's ability to be more effective.
8	More time to meet and talk - again, Covid.
9	accountability clearly assigned with time frames
10	The board needs better reporting on outcomes on strategic priorities.
11	Not sure
12	Too new to answer
13	Better understanding by board members of their role
14	I think we could meet at least one or two more times per year so have the time for fulsome discussions on our strategic priorities. Meetings are very full with required considerations and actions - creating space and time for strategic conversation is important.
15	I'm concerned about confidentiality at the board level and board members understanding of this.

Q49 What could the Board change or improve to safely and effectively govern during the pandemic?

#	Response
1	Not sure
2	Carefully considering risks in decisions - risk of not doing anything, risk of moving forward. Also understand that while a challenging time creativity can emerge from these types of situations.
3	stick to online meetings - blue jeans
4	Can't think of anything more
5	Make sure guidelines are being followed.
6	Present precautions appear to be adequate.
7	Students, instructors and staff (along with all stakeholders) need as much good information as possible in a timely fashion.
8	Perhaps more committees to meet and focus on single issues - really difficult to say how that can work, but I feel distant from the college and its issues at the moment.
9	on going communication of what is happening even if nothing to report.
10	Be provided with up-to-date information and to meet more frequently to consider the same.
11	Not sure
12	I can't think of anything
13	Lecture hall is good for social distancing but makes discussion difficult.
14	Communication is key. Ensure regular communications from senior leadership and from the Board executive to ensure that Board members are kept abreast of how the college is navigating the crisis. As a board member, i really appreciate meeting in person but I realize not everyone may be comfortable doing so. Thus, we could emphasize the other technologies that we have access to (perhaps supporting board members with accessing or learning the technologies will be important).
15	I think this has been handled quite well.

## Appendix A – Survey Overview and Instructions



2020 BoG Evaluation Survey

**Board Member Leadership Responsibilities**

This questionnaire was designed to assess overall Board member effectiveness and asks members to rate the Board across a range of attributes that have been identified as critical to effective performance. When completed in late summer of 2020, results will provide the Board with insights regarding its strengths and areas for development.

In order to provide the broadest possible perspective, feedback is being requested from each Board member. This questionnaire will require less than 30 minutes to complete.

Your individual reply is confidential. We are committed to keeping all replies in strictest confidence. Your numerical responses are anonymous because they are averaged with responses from other Board members. Any comments you make will be included verbatim in the summary report, but you will not be identified as the source of those comments.

Thank you for taking the time to answer this questionnaire.

**PART I - Questionnaire**

Each statement in this questionnaire is preceded by, "Our Board Members, Our Board Chair or Our Committee Members...". Please indicate the extent to which you agree with each statement, from strongly disagree to strongly agree, as it relates to the NIC Board.

If you feel you don't have enough information, that the statement is not applicable, and/or you are unsure of your response, you can respond with a "N/A", indicating "Not applicable".

It's easy to reply. Simply click on the circle which corresponds with your selection.



## Appendix B – Survey Questions

### A. **STRUCTURE** (ensuring appropriate board composition)

#### **Our Board Members:**

- 1.1 Are appropriately representative of our key stakeholders
- 1.2 Are suitably diverse and reflective of our community
- 1.3 Possess the necessary competencies to meet our mandate and responsibilities
- 1.4 Have appropriate background experiences to meet the needs of the board

### B. **PROCESSES** (enhancing board operations)

#### **Our Board Members:**

- 2.1 Receive a comprehensive orientation on appointment to the board\*
- 2.2 Clearly understand their roles and responsibilities\*
- 2.3 Actively participate in ongoing board development activities\*
- 2.4 Engage in a review of board effectiveness on an annual basis\*

#### **Our Board Members:**

- 2.5 Receive advance meeting materials that are appropriate and relevant to the proposed agenda\*
- 2.6 Are suitably prepared for board meetings (e.g. read materials in advance, follow-up on assignments)
- 2.7 Experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing)\*
- 2.8 Present information in a coherent, clear and timely manner

#### **Our Board Chair:**

- 2.9 Fosters an environment that builds trust and strengthens engagement
- 2.10 Encourages board members to frame and discuss strategic opportunities and issues
- 2.11 Effectively manages the board meeting agenda and process\*
- 2.12 Keeps board members appropriately informed and involved \*

#### **Our Committee Members:**

- 2.13 Align their work with terms of reference for their committee
- 2.14 Clearly understand their roles and responsibilities
- 2.15 Focus on key issues and opportunities that advance board priorities
- 2.16 Provide clear, informative and complete reporting to the board

### C. **STRATEGIC ORIENTATION** (focusing on strategic direction and key priorities)

#### **Our Board Members:**

- 3.1 Take a broad perspective to emerging issues, challenges and opportunities
- 3.2 Engage in discussions, on a regular basis, regarding the future direction and priorities of the college
- 3.3 Use the college's strategic priorities as a framework for discussion and decision-making\*
- 3.4 Actively support and advance the board's action plan objectives
- 3.5 Monitor college performance in relation to key priorities and related strategies\*



**D. FINANCES, RISK & COMPLIANCE** *(overseeing financial performance and risk mitigation)*

**Our Board Members:**

- 4.1 Monitor organizational compliance with key policies and procedures
- 4.2 Review significant new policies or major amendments to existing policies \*
- 4.3 Oversee the integrity of financial planning, performance and results
- 4.4 Review potential sources of risk and oversee associated mitigation strategies

**E. MANAGEMENT OVERSIGHT** *(providing direction and guidance to senior management)*

**Our Board Members:**

- 5.1 Set terms of reference and performance expectations for the president\*
- 5.2 Provide guidance and support, as appropriate, to the president
- 5.3 Provide direct and constructive feedback to senior management
- 5.4 Monitor the performance of the president against established metrics\*

**F. PROFICIENCY** *(ensuring personal effectiveness)*

**Our Board Members:**

- 6.1 Share relevant knowledge and expertise to strengthen board performance
- 6.2 Make principled and ethical decisions, even if sensitive or controversial
- 6.3 Stand behind board decisions even if they are not his/her primary choice
- 6.4 Seek feedback regarding their personal performance as a board member

**G. CULTURE** *(strengthening group dynamics)*

**Our Board Members:**

- 7.1 Work to create an environment of trust that encourages frank and open dialogue
- 7.2 Demonstrate comfort in expressing their views in board and committee meetings\*
- 7.3 Welcome differing perspectives and opinions to strengthen proposed solutions
- 7.4 Willingly collaborate with others to achieve desired results

**H. OUTREACH** *(engaging with key stakeholders and the broader community)*

**Our Board Members:**

- 8.1 Act as effective ambassadors for the college
- 8.2 Reach out to the community to build awareness and support
- 8.3 Demonstrate support for college partnerships with external stakeholders\*
- 8.4 Actively advocate on behalf of the college\*

## Appendix C – Additonal Comments: Questions 46-50

- What's working well in terms of the NIC Board?
- What could be improved in terms of the NIC Board?
- What one change would make a significant difference to NIC Board effectiveness?
- What could the Board change or improve to safely and effectively govern during the pandemic?
- Any other comments about the NIC Board not covered by this set of questions

## Appendix D – Average of Response for Each Question

### SCALE

1- Strongly Disagree    2- Disagree    3- Somewhat Disagree    4- Neither Agree nor Disagree    5- Somewhat Agree    6- Agree    7- Strongly Agree

N - N/A

QUESTION		RESPONSE AVERAGE
<b>A. STRUCTURE: Ensuring appropriate board composition our Board Members...</b>		
Q1	Are appropriately representative of our key stakeholders.	5.2
Q2	Are suitably diverse and reflective of our community.	5.0
Q3	Possess the necessary competencies to meet our mandate and responsibilities.	5.4
Q4	Have appropriate background experiences to meet the needs of the board.	5.4
<b>B. PROCESSES: Enhancing board operations our Board Members...</b>		
Q5	Receive a comprehensive orientation on appointment to the board.	5.2
Q6	Clearly understand their roles and responsibilities.	4.8
Q7	Actively participate in ongoing board development activities.	5.7
Q8	Engage in a review of board effectiveness on an annual basis.	5.4
Q9	Receive advance meeting materials that are appropriate and relevant to the proposed agenda.	5.8
Q10	Are suitably prepared for board meetings (e.g. read materials in advance, follow-up on assignments).	5.9
Q11	Experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).	6.4
Q12	Present information in a coherent, clear and timely manner.	5.8
Q13	Fosters an environment that builds trust and strengthens engagement.	6.6
Q14	Encourages board members to frame and discuss strategic opportunities and issues.	6.4
Q15	Effectively manages the board meeting agenda and process.	6.6
Q16	Keeps board members appropriately informed and involved.	5.9
Q17	Align their work with terms of reference for their committee.	5.7
Q18	Clearly understand their roles and responsibilities.	5.3
Q19	Focus on key issues and opportunities that advance board priorities.	5.3
Q20	Provide clear, informative and complete reporting to the board.	5.8
<b>C. STRATEGIC ORIENTATION: Focusing on strategic direction and key priorities our Board</b>		
Q21	Take a broad perspective to emerging issues, challenges and opportunities.	5.2
Q22	Engage in discussions, on a regular basis, regarding the future direction and priorities of the college.	5.8
Q23	Use the college's strategic priorities as a framework for discussion and decision-making.	4.7
Q24	Actively support and advance the board's action plan objectives.	5.2
Q25	Monitor college performance in relation to key priorities and related strategies.	4.8

***D. FINANCES, RISK & COMPLIANCE: Overseeing financial performance and risk mitigation our Board Members...***

Q26	Monitor organizational compliance with key policies and procedures.	5.2
Q27	Review significant new policies or major amendments to existing policies.	5.9
Q28	Oversee the integrity of financial planning, performance and results.	6.0
Q29	Review potential sources of risk and oversee associated mitigation strategies.	5.6

***E. MANAGEMENT OVERSIGHT: Providing direction and guidance to senior management our Board Members...***

Q30	Set terms of reference and performance expectations for the president.	4.7
Q31	Provide guidance and support, as appropriate, to the president.	5.1
Q32	Provide direct and constructive feedback to senior management.	4.9
Q33	Monitor the performance of the president against established metrics.	5.1

***F. PROFICIENCY: Ensuring personal effectiveness our Board Members....***

Q34	Share relevant knowledge and expertise to strengthen board performance.	5.7
Q35	Make principled and ethical decisions, even if sensitive or controversial.	5.8
Q36	Stand behind board decisions even if they are not his/her primary choice.	5.6
Q37	Seek feedback regarding their personal performance as a board member.	3.6

***G. CULTURE: Strengthening group dynamics our Board Members...***

Q38	Work to create an environment of trust that encourages frank and open dialogue.	5.5
Q39	Demonstrate comfort in expressing their views in board and committee meetings.	5.3
Q40	Welcome differing perspectives and opinions to strengthen proposed solutions.	5.6
Q41	Willingly collaborate with others to achieve desired results.	5.6

***H. OUTREACH: Engaging with key stakeholders and the broader community our Board Men***

Q42	Act as effective ambassadors for the college.	5.8
Q43	Reach out to the community to build awareness and support.	5.3
Q44	Demonstrate support for college partnerships with external stakeholders.	5.7
Q45	Actively advocate on behalf of the college.	5.5

## Appendix E – Highest and Lowest Ratings

Highest Ratings		AVG
Q13	Fosters an environment that builds trust and strengthens engagement.	6.6
Q15	Effectively manages the board meeting agenda and process.	6.6
Q11	Experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).	6.4
Q14	Encourages board members to frame and discuss strategic opportunities and issues.	6.4
Q28	Oversee the integrity of financial planning, performance and results.	6.0
Lowest Ratings		
Q37	Seek feedback regarding their personal performance as a board member.	3.6
Q23	Use the college's strategic priorities as a framework for discussion and decision-making.	4.7
Q30	Set terms of reference and performance expectations for the president.	4.7
Q6	Clearly understand their roles and responsibilities.	4.8
Q25	Monitor college performance in relation to key priorities and related strategies.	4.8

**November 26, 2020**

**AGENDA ITEM:**                      **Regular Meeting**  
**3.3      BOARD BYLAW NO. 4 – DOMESTIC TUITION AND**  
**FEE BYLAW**

The draft revision of Bylaw 4 (attached) applies a 2% increase to all program areas, in accordance with the Government's tuition limit policy, with the exception of the following.

- Employment Transition Construction Access
- Employment Transition Grounds & Custodial Assistant Certificate
- Employment Transition Kitchen Assistant

- Joinery/Cabinetmaking was replaced by Furniture Design & Joinery
- Heavy Mechanical Foundation was replaced by Heavy Mechanical Trades Foundation
- Metal Fabrication was replaced by Metal Fabricator Foundation Harmonized
- Plumbing & Piping Foundation Harmonized was replaced by Plumbing & Piping Trades Foundation Harmonized
- Interactive Media Design was replaced by Digital Design & Development (including course code changes)

- Added CPA 110 per credit fee (intended to be added with other new CPS courses in 2020 listed on bylaw, but was missed in error)
- Removed reference to individual DGL courses in Schedule B and replaced with “DGL courses” that have the same lab fee.
- Removed THM 270 (obsolete course) and removed THM 176 (error - incorrect course code)

**Action:**

For the Board's approval.

**Suggested Resolution:**

***THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE  
BYLAW NO. 4, 2021 - DOMESTIC TUITION AND FEE BYLAW WHICH INCLUDES A 2%  
INCREASE TO DOMESTIC TUITION AND MANDATORY FEES WITH THE  
EXCEPTION OF THE EMPLOYMENT TRANSITIONS PROGRAMS.***

# NORTH ISLAND COLLEGE

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## BYLAW NO. 4, 2021

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### DOMESTIC TUITION AND FEE BYLAW

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This bylaw establishes principles for a sustainable tuition fee model for courses and programs. Under the *College and Institute Act*, the Board of Governors is responsible for approving tuition fees.

North Island College will take into consideration the following principles when setting Tuition and Fees:

#### **Principles:**

Tuition and Fees are the students' contribution to the overall costs of instructional courses and programs including materials and supplies used in the course delivery.

In setting Tuition and Fees, the following factors will be taken into account: the Mission and Values of the College, program duration and operating costs, available provincial funding for the program, and tuition and fees for comparable programming at other BC institutions.

Tuition and Fees for courses and programs that do not receive provincial funding will be set at a level that covers the full cost of the course or program, including a contribution to the operation of support services.

Programs which require specialized supplies or facilities may have fees levied to cover those additional costs. Tuition and Fees for programs offered in partnership with other post-secondary institutions will be established with the partner institution(s).

The Tuition fee model will strive for simplicity.

Proposed Tuition and Fees for new programs will be brought forward to the Board as part of the credential approval process.

Tuition and Fees will comply with the Province of British Columbia's Tuition Limit Policy.

#### **Scope:**

This bylaw applies to domestic tuition and lab and supply fees for:

All courses and programs that lead to a credential;

Department of Accessible Learning (DAL) courses and programs.

THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE IN OPEN MEETING ASSEMBLED  
ENACTS AS FOLLOWS:

1. This bylaw shall be known and may be cited as Bylaw No. 4, 2021, "Domestic Tuition and Fee Bylaw".
2. Tuition and fees payable by students (international students excluded) to North Island College shall be those set out in Schedules "A" and "B" attached hereto.



3. Tuition and fees will be communicated to students by inclusion in the College Calendar and by posting on the College Website.
4. This bylaw will be reviewed at least once per year.

Approved the 26<sup>th</sup> day of NOVEMBER, 2020.

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Chair, Board of Governors

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Executive Assistant, Board of Governors

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BYLAW NO. 4, 2021

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SCHEDULE “A”

DOMESTIC TUITION FEES

Effective for courses and programs with start dates after August 15, 2021

Adult Basic Education (except ABE Fundamental) .....	\$120.04/credit
Adult Basic Education (Fundamental).....	\$120.04/course
Department of Accessible Learning .....	\$120.04/credit
English as a Second Language (Beginner).....	\$180.14/credit
Employment Transition Construction Access Certificate .....	\$4,800.00/program
Employment Transition Grounds & Custodial Assistant Certificate.....	\$3,200.00/program
Employment Transition Kitchen Assistant Certificate .....	\$3,200.00/program
Indigenous Studies	
Aboriginal Leadership Certificate	
ABG courses .....	\$130.96/credit
Indigenous Language Fluency Certificate .....	\$161.54/credit
Arts and Science (except as listed below).....	\$104.78/credit
BIO 250 .....	\$130.96/credit
CHN 101, 102 .....	\$130.96/credit
CPS 104.....	\$130.96/credit
CPS 110, 113, 114, 127, 128, 129 .....	\$149.30/credit
ENR 151 .....	\$130.96/credit
GEO 220.....	\$130.96/credit
LRN 100.....	\$149.30/credit
MAT 122.....	\$130.96/credit
MAT 155 .....	\$149.30/credit
PHY 215, 216.....	\$161.54/credit
Business (except as listed below).....	\$104.78/credit
BUS 360, 370, 375 .....	\$130.96/credit
BUS 500 .....	\$149.30/credit
Cooperative Education.....	\$104.78/credit
Digital Design & Development (except as listed below).....	\$104.78/credit
DGL 114, 204, 214 .....	\$130.96/credit

Fine Arts (except as listed below).....	\$104.78/credit
Professional Photography Certificate .....	\$8,411.02/program
Professional Potter Advanced Diploma.....	\$10,765.99/program
Metal Jewellery Design Certificate .....	\$5,975.43/program
Health (except as listed below) .....	\$104.78/credit
Activity Assistant Certificate.....	\$2,748.67/program
Community Mental Health Worker.....	\$5,180.15/program
Pre-program Pathway Course – CMH 150.....	\$924.48/course
Practical Nursing Diploma .....	\$161.54/credit
NUR 170, 173 .....	\$161.54/credit
Hospital Unit Clerk Certificate .....	\$4,849.11/program
Human Services (except as listed below).....	\$104.78/credit
Early Childhood Care & Education Certificate .....	\$3,495.20/program
Landscape Horticulture Fundamentals.....	\$1,493.85/program
Tourism and Hospitality (except as listed below).....	\$104.78/credit
Adventure Guiding Certificate .....	\$9,698.13/program
THM 175, 276, 300, 320 .....	\$130.96/credit
THM 340, 390 .....	\$149.30/credit
TMA 225 .....	\$179.20/credit
Trades and Technology:	
Apprenticeships (except as listed below).....	\$99.52/week
Landscape Horticulture Level 2 .....	\$3,043.99/program
Lather Interior Systems Mechanic.....	\$546.78/level
Professional Cook Level 1.....	\$2,446.64/program
Professional Cook Level 2.....	\$1,048.56/program
Professional Cook Level 3 .....	\$699.04/program
Welding Level B.....	\$1,398.08/program
Welding Level A .....	\$699.04/program
Foundation and other programs:	
Aircraft Structures Technician (AME-S) Certificate.....	\$3,145.68/program
Aquaculture Technician Certificate.....	\$3,734.38/program
Aquaculture Technician Diploma.....	\$3,734.38/program
Automotive Service Technician Foundation Harmonized Certificate.....	\$2,446.64/program
Carpentry Foundation Harmonized Certificate.....	\$2,097.12/program
Coastal Forest Technology Diploma .....	\$123.42/credit
Coastal Forest Worker Certificate .....	\$4,785.84/program
Culinary Business Operations Diploma .....	\$104.78/credit
Culinary Business Operations Advanced Diploma .....	\$104.78/credit
Electrician Foundation Harmonized Certificate .....	\$2,097.12/program
Electronics Technician Core Diploma.....	\$3,145.68/program
Furniture Design and Joinery Certificate.....	\$3,145.68/program
Heavy Mechanical Trades Foundation Certificate .....	\$3,884.64/program
Industrial Automation Technician Certificate .....	\$3,145.68/program
Metal Fabricator Foundation Harmonized Certificate.....	\$1,747.60/program

Foundation and other programs (continued):

Plumbing & Piping Trades Foundation Harmonized Certificate .....	\$2,446.64/program
Welder Foundation Harmonized Certificate.....	\$2,446.64/program
Underground Mining Essentials Certificate .....	\$8,919.84/program
Prior Learning Assessment (for above as applicable) .....	75% of tuition

# NORTH ISLAND COLLEGE

## BYLAW NO. 4, 2021

### SCHEDULE “B”

#### LAB AND SUPPLY FEES

Effective for courses and programs with start dates after August 15, 2021

#### Mandatory Fees

##### Learner Resource Fee:

Credit-based tuition .....	\$5.50/credit
Program-based tuition .....	\$18.36/month

\*Note: Fee is levied on registration for post-secondary courses and programs

#### Lab Fees

##### Adult Basic Education

BIO 060 .....	\$12.62/course
CHE 051, 060 .....	\$12.62/course
PHY 050, 060 .....	\$12.62/course

##### Arts and Science

ANT 260 .....	\$60.92/course
BIO 102, 103, 110, 111, 160, 161, 200 .....	\$12.62/course
BIO 211 .....	\$141.28/course
BIO 215, 230 .....	\$63.37/course
BIO 250 .....	\$124.29/course
CHE 110, 111, 200, 201 .....	\$12.62/course
CHE 152 .....	\$63.37/course
CPS 104 .....	\$124.29/course
CPS 100, 101, 146 .....	\$12.62/course
CPS 113, 114, 127, 128, 129 .....	\$25.31/course
ENR 100, 101 .....	\$62.14/course
ENR 151 .....	\$146.44/course
MAT 181, 182 .....	\$12.62/course
PHY 100, 101, 120, 121 .....	\$12.62/course
PHY 215, 216 .....	\$121.86/course
SSA 100, 101 .....	\$63.37/course

##### Business

BUS 170 .....	\$12.62/course
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##### Digital Design & Development

DGL courses .....	\$25.31/course
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## Fine Arts

FIN 110, 111, 210, 211, 292.....	\$37.99/course
FIN 115, 120, 121, 130, 131, 135, 140, 145, 200, 201, 215, 217, 220, 221, 230, 231, 235, 236, 245, 291, 293, 294, 295, 296, 297, 298.....	\$63.37/course
Metal Jewellery Design Certificate .....	\$216.48/program
Professional Photography Certificate .....	\$126.76/program
Professional Potter Advanced Diploma.....	\$358.49/program

## Health

CMH 150, 160, 165, 170, 175 .....	\$25.31/course
ECC 124, 125 .....	\$25.31/course
HCA 120 .....	\$12.62/course
NUR 105.....	\$126.76/course
NUR 115, 175, 206, 216, 375.....	\$25.31/course
NUR 306 .....	\$95.06/course
PNS 116, 126, 236, 246.....	\$121.86/course

## Human Services

HSW 136, 166 .....	\$25.31/course
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## Tourism & Hospitality

THM 119 .....	\$609.47/course
THM 219 .....	\$914.20/course
THM 170, 175, 276 .....	\$152.13/course
THM 275 .....	\$249.34/course

## Trades & Technology

Aircraft Structures Technician.....	\$253.58/program
Aquaculture Technician Certificate.....	\$135.30/program
Aquaculture Technician Diploma.....	\$260.10/program
Automotive Service Technician Harmonized.....	\$158.48/program
Carpentry Foundation Harmonized .....	\$994.64/program
Coastal Forest Resource Technology	
RFT 100, 101, 102, 104, 105, 106, 107.....	\$66.30/course
RFT 103, 10.....	\$99.45/course
RFT 112, 201, 209.....	\$51.00/course
Coastal Forest Worker Certificate	
CFW courses .....	\$67.62/course
Culinary Business Operations Diploma.....	\$780.30/program
Culinary Business Operations Advanced Diploma .....	\$338.13/program
Electrician Foundation Harmonized Certificate.....	\$95.06/program
Electronics Technician Core Certificate.....	\$95.06/program
Furniture Design and Joinery Certificate .....	\$126.76/program
Heavy Mechanical Trades Foundation Certificate .....	\$337.83/program
Industrial Automation Technician Diploma .....	\$95.06/program
Landscape Apprenticeship Level 1.....	\$143.36/program
Landscape Apprenticeship Level 2.....	\$143.36/level
Landscape Fundamentals.....	\$143.36/program
Lather Interior Systems Mechanic.....	\$229.71/program
Metal Fabricator Foundation Harmonized Certificate.....	\$158.48/program
Plumbing & Piping Trades Foundation Harmonized Certificate .....	\$95.06/program
Professional Cook 1.....	\$31.67/program
Professional Cook 2.....	\$62.13/program
Professional Cook 3.....	\$48.71/program

Trades & Technology (continued)

Welding Level A .....	\$90.52/program
Welding Level B.....	\$181.10/program
Welder Foundation Harmonized Certificate.....	\$316.93/program

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

*Vision:* North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular Meeting**  
**3.4      BOARD BYLAW NO. 6 – INTERNATIONAL**  
**TUITION AND FEE BYLAW**

International fees are excluded from the Ministry of Advanced Education, Skills and Training tuition limit policy. The draft revised bylaw has been updated to include a 2% increase to tuition for all program areas for the next two academic year. The 2% tuition increase is in line with the annual domestic tuition fee increases. Providing two years of predictable tuition to students and agents which has recently become a major concern for international students will help to support cost predictability for students coming to NIC. It will also allow our recruitment and marketing team to utilize marketing collateral over a longer time-frame saving printing and updating time and costs.

The International Service Fee will be not be increased over the next two years. We have unfortunately made some decisions around staffing lay-offs on the service side in the Office of Global Education (OGE) that make an increase in a student service fee unnecessary. We do not anticipate increasing our student service costs significantly in the near future.

Housekeeping items have also been applied to be consistent with Bylaw #4 – Domestic Tuition and Fee Bylaw where appropriate, including program name changes.

**Action:**

For the Board's approval.

**Suggested Resolution:**

***THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE BYLAW 6, – INTERNATIONAL TUITION AND FEE BYLAW, WHICH INCLUDES A 2% INCREASE FOR 2021 AND 2022 TO INTERNATIONAL TUITION AND MANDATORY FEES.***



# **NORTH ISLAND COLLEGE**

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## **BYLAW NO. 6, 2021**

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### **INTERNATIONAL TUITION AND FEE BYLAW**

---

This bylaw establishes principles for a sustainable international tuition fee model for courses and programs. Under the *College and Institute Act*, the Board of Governors is responsible for approving tuition fees.

North Island College will take into consideration the following principles when setting International Tuition and Fees:

#### **Principles:**

1. In setting Tuition and Fees, the following factors will be taken into account: the Mission and Values of the College, program duration and operating costs, full cost of the course or program, including a contribution to the operation of support services, and tuition and fees for comparable programming at other BC and Canadian institutions.
2. Province of BC policy requires that international tuition and fees are set at a level that covers the full cost of the course or program, including the cost of support services.
3. Programs that require specialized supplies or facilities may have fees levied to cover those additional costs.
4. Tuition and Fees for programs offered in partnership with other post-secondary institutions will be established with the partner institution(s).
5. The tuition fee model will strive for simplicity.
6. Proposed International Tuition and Fees for new programs and courses will be brought forward to the Board as part of the credential approval process.

#### **Scope:**

This bylaw applies to international tuition and fees for:

- All courses and programs that lead to a credential;
- Adult Basic Education (ABE) courses and programs; and
- Academic English Language courses.

THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE IN OPEN MEETING ASSEMBLED  
ENACTS AS FOLLOWS:

1. This bylaw shall be known and may be cited as Bylaw No. 6, 2021, “International Tuition and Fee Bylaw”.
2. Tuition and fees payable by international students to North Island College shall be those set out in Schedule “A” and “B” attached hereto. For laboratory and supply fees, please refer to Bylaw 4, “Domestic Tuition and Fee Bylaw”.
3. Tuition and fees will be communicated to students by inclusion in the College Calendar and by posting on the College Website.
4. This bylaw will be reviewed at least once per year.

Approved the 26th day of NOVEMBER, 2020.

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Chair, Board of Governors

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Executive Assistant, Board of Governors

## NORTH ISLAND COLLEGE

### BYLAW NO. 6, 2021

#### SCHEDULE “A”

##### INTERNATIONAL TUITION AND FEES

Effective for courses and programs with start dates after August 15, 2021

*Enrolment in fewer than three courses requires Office of Global Engagement department approval.*

##### Academic program tuition by credit, program, month or course

All courses charged per credit, except as noted .....	\$468.18/credit
Early Childhood Care and Education.....	\$416.16/credit
Metal Jewellery Design Certificate.....	\$8,442.96/program
Professional Photography Certificate.....	\$17,223.40/program
Professional Potter Advanced Diploma .....	\$17,223.40/program
Adventure Guiding Certificate.....	\$17,223.40/program

##### Trades and Technology:

###### Apprenticeships:

Professional Cook Level 1 .....	\$11,476.78/program
Professional Cook Level 2 .....	\$4,918.62/program
Professional Cook Level 3 .....	\$3,279.08/program

###### Foundation & other Trades programs:

Aircraft Structures Technician Certificate .....	\$14,755.86/program
Automotive Service Technician Foundation Harmonized Certificate .....	\$11,476.78/program
Carpentry Foundation Harmonized Certificate.....	\$9,837.24/program
Culinary Business Operations Diploma.....	\$14,196.70/academic year
Culinary Business Operations Advanced Diploma.....	\$14,196.70/academic year
Electrician Foundation Harmonized Certificate.....	\$9,837.24/program
Electronics Technician Core Certificate .....	\$14,755.86/program
Heavy Mechanical Trades Foundation Certificate .....	\$13,116.32/program
Industrial Automation Technician Diploma.....	\$14,755.86/program
Furniture Design and Joinery Certificate .....	\$14,755.86/program
Metal Fabricator Foundation Harmonized Certificate .....	\$8,197.70/program
Plumbing and Piping Trades Foundation Harmonized Certificate.....	\$11,476.78/program

Other programs .....	\$1,639.54/month
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Prior Learning Assessment (for above as applicable).....	75% of tuition fee
<b>English Language Pathway</b> .....	\$2,731.05/course

***Note: Bylaw 4 – “Domestic Tuition and Fee Bylaw” will apply to international dual credit high school students.***

**NORTH ISLAND COLLEGE**

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**BYLAW NO. 6, 2021**

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**SCHEDULE “B”**

**INTERNATIONAL STUDENT SERVICES FEES**

**Effective for courses and programs with start dates after August 15, 2021**

**For laboratory, supply and other mandatory fees, please refer to Bylaw 4, “Domestic Tuition and Fee Bylaw”.**

Mandatory International Service Fee:

Credit-based Tuition.....	\$30.60/credit
Program-based Tuition.....	\$102.00/month

## NORTH ISLAND COLLEGE

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### BYLAW NO. 6, 2022

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### INTERNATIONAL TUITION AND FEE BYLAW

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This bylaw establishes principles for a sustainable international tuition fee model for courses and programs. Under the *College and Institute Act*, the Board of Governors is responsible for approving tuition fees.

North Island College will take into consideration the following principles when setting International Tuition and Fees:

#### **Principles:**

1. In setting Tuition and Fees, the following factors will be taken into account: the Mission and Values of the College, program duration and operating costs, full cost of the course or program, including a contribution to the operation of support services, and tuition and fees for comparable programming at other BC and Canadian institutions.
2. Province of BC policy requires that international tuition and fees are set at a level that covers the full cost of the course or program, including the cost of support services.
3. Programs that require specialized supplies or facilities may have fees levied to cover those additional costs.
4. Tuition and Fees for programs offered in partnership with other post-secondary institutions will be established with the partner institution(s).
5. The tuition fee model will strive for simplicity.
6. Proposed International Tuition and Fees for new programs and courses will be brought forward to the Board as part of the credential approval process.

#### **Scope:**

This bylaw applies to international tuition and fees for:

- All courses and programs that lead to a credential;
- Adult Basic Education (ABE) courses and programs; and
- Academic English Language courses.

THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE IN OPEN MEETING ASSEMBLED  
ENACTS AS FOLLOWS:

1. This bylaw shall be known and may be cited as Bylaw No. 6, 2022, “International Tuition and Fee Bylaw”.
2. Tuition and fees payable by international students to North Island College shall be those set out in Schedule “A” and “B” attached hereto. For laboratory and supply fees, please refer to Bylaw 4, “Domestic Tuition and Fee Bylaw”.
3. Tuition and fees will be communicated to students by inclusion in the College Calendar and by posting on the College Website.
4. This bylaw will be reviewed at least once per year.

Approved the 26<sup>th</sup> day of NOVEMBER, 2020.

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Chair, Board of Governors

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Executive Assistant, Board of Governors

# NORTH ISLAND COLLEGE

## BYLAW NO. 6, 2022

### SCHEDULE “A”

#### INTERNATIONAL TUITION AND FEES

Effective for courses and programs with start dates after August 15, 2022

*Enrolment in fewer than three courses requires Office of Global Engagement department approval.*

#### Academic program tuition by credit, program, month or course

All courses charged per credit, except as noted .....	\$477.54/credit
Early Childhood Care and Education.....	\$424.48/credit
Metal Jewellery Design Certificate.....	\$8,611.81/program
Professional Photography Certificate.....	\$17,567.86/program
Professional Potter Advanced Diploma .....	\$17,567.86/program
Adventure Guiding Certificate.....	\$17,567.86/program

#### Trades and Technology:

##### Apprenticeships:

Professional Cook Level 1 .....	\$11,706.24/program
Professional Cook Level 2 .....	\$5,016.96/program
Professional Cook Level 3 .....	\$3,344.64/program

##### Foundation & other Trades programs:

Aircraft Structures Technician Certificate .....	\$15,050.88/program
Automotive Service Technician Foundation Harmonized Certificate .....	\$11,706.24/program
Carpentry Foundation Harmonized Certificate.....	\$10,033.92/program
Culinary Business Operations Diploma.....	\$14,480.62/academic year
Culinary Business Operations Advanced Diploma.....	\$14,480.62/academic year
Electrician Foundation Harmonized Certificate.....	\$10,033.92/program
Electronics Technician Core Certificate .....	\$15,050.88/program
Heavy Mechanical Trades Foundation Certificate .....	\$13,378.56/program
Industrial Automation Technician Diploma.....	\$15,050.88/program
Furniture Design and Joinery Certificate .....	\$15,050.88/program
Metal Fabricator Foundation Harmonized Certificate .....	\$8,361.60/program
Plumbing and Piping Trades Foundation Harmonized Certificate.....	\$11,706.24/program

Other programs .....	\$1,672.32/month
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Prior Learning Assessment (for above as applicable).....	75% of tuition fee
<b>English Language Pathway</b> .....	\$2,785.67/course

***Note: Bylaw 4 – “Domestic Tuition and Fee Bylaw” will apply to international dual credit high school students.***

**NORTH ISLAND COLLEGE**

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**BYLAW NO. 6, 2022**

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**SCHEDULE “B”**

**INTERNATIONAL STUDENT SERVICES FEES**

**Effective for courses and programs with start dates after August 15, 2022**

**For laboratory, supply and other mandatory fees, please refer to Bylaw 4, “Domestic Tuition and Fee Bylaw”.**

Mandatory International Service Fee:

Credit-based Tuition.....	\$30.60/credit
Program-based Tuition .....	\$102.00/month

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

*Vision:* North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular Meeting**  
   **4.2.1 Port Alberni Parking Lot Lease Renewal**

**Background:**

The lease for the parking lot across the street from the main campus in Port Alberni has expired and requires renewal. NIC shares this parking lot with the Alberni Athletic hall, and the College pays a \$1 per year nominal fee for the use of this parking lot.

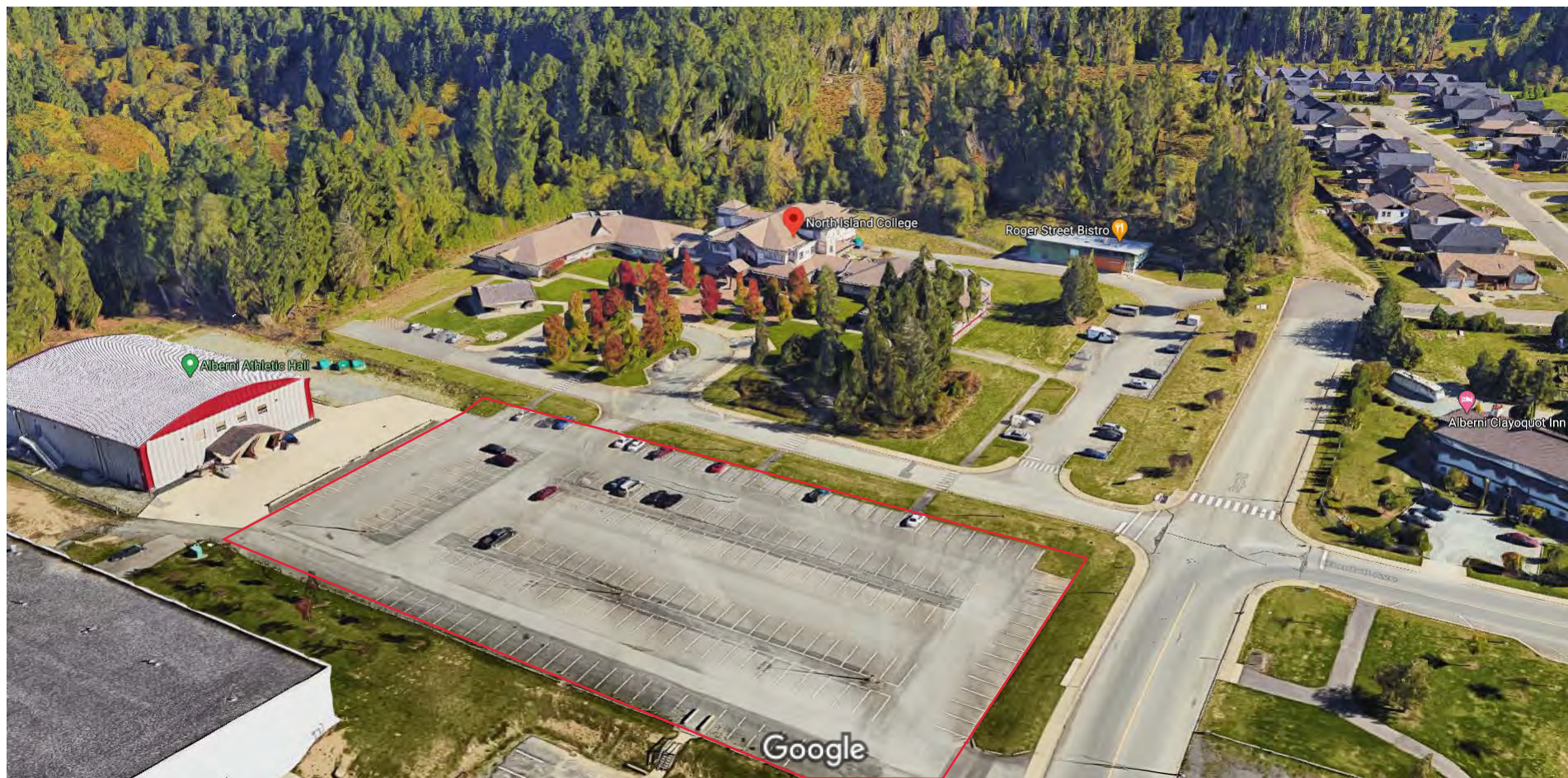
NIC supplies and maintains all the lighting for the parking lot, while the city is required to maintain the lot (see section 6.2 of the lease).

**Action:**

For the Board's review and approval.

**Suggested Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE ACQUISITION THROUGH LEASE OF SPACE AT PART OF LOT 1, DISTRICT LOT 92, ALBERNI DISTRICT, PLAN 27429 UNTIL MARCH 31, 2028 TO CONTINUE TO PROVIDE PARKING FOR STUDENTS AND GUESTS FOR THE PORT ALBERNI CAMPUS.**



## LEASE

**THIS LEASE** dated for reference the 1st day of February, 2018

UNDER THE *LAND TRANSFER FORM ACT*, PART 2  
AND THE *COMMUNITY CHARTER*.

BETWEEN:

**CITY OF PORT ALBERNI**  
4850 Argyle Street  
Port Alberni, BC V9Y 1V8

(the "**Landlord**")  
OF THE FIRST PART

AND:

**NORTH ISLAND COLLEGE**  
Komoux Hall, 2300 Ryan Road,  
Courtenay, BC V9N 8N6

(the "**Tenant**")  
OF THE SECOND PART

**WHEREAS** the Landlord is the owner of the lands herein;

**AND WHEREAS** the Tenant has requested and the Landlord has agreed to grant a lease in the following terms:

**NOWHEREFORE THIS AGREEMENT WITNESSES** that in consideration of the rents and agreements to be paid and performed by the Tenant,

### 1.0 Grant

1.1 The Landlord leases to the tenant the following property:

A portion of LOT 1, DISTRICT LOT 92, ALBERNI DISTRICT, PLAN 27429  
EXCEPT PART IN PLANS VIP58940 AND EPP6009 (PID: 002-113-872) as  
outlined on the map attached.

Hereinafter called the "Lands"

### 2.0 Term:

2.1 The term of this lease commences on the 1<sup>st</sup> of the month after receiving ministerial approval and continues for up to ten years to the 31<sup>st</sup> day of March, 2028, provided always that this Lease shall remain as a month-to-month tenancy from April 1, 2018 until such time as ministerial approval for entering into it is received by the tenant.

### 3.0 Rent:

3.1 The Tenant shall pay the Landlord the rent of \$1.00 plus GST, per year of the Term, receipt of which is hereby acknowledged.

**4.0 Permitted Uses:**

- 4.1 The Tenant shall use the Lands only for the purposes of a parking lot and will not levy a fee upon any person entitled to use the Lands for this purpose without the written consent of the Landlord.

**5.0 Tenant's Covenants:**

The Tenant covenants and agrees with the Landlord:

- 5.1 To pay all municipal taxes and rates levied against the Lands.
- 5.2 To provide free public access to the Lands unless otherwise approved in writing by the Landlord, but it is acknowledged by the Landlord that the primary purpose of the lot is for parking for students and staff of North Island College.
- 5.3 To repave the lot at its expense, when repaving is required due to surface failure.

**6.0 Landlord's Covenants:**

- 6.1 The Landlord covenants for quiet enjoyment
- 6.2 The Landlord agrees at its expense to maintain the paved area of the Lands to the extent of repainting lines, patching and sealing to maintain surface integrity, sweeping, snow removal and cleaning of catch basins to the same standard, as it maintains other off-street parking facilities under its jurisdiction.
- 6.3 Should proposals for development of the Lands or adjacent Land in the opinion of the Landlord require utilization of the Lands to facilitate such development, the Landlord undertakes to transfer this lease to an equivalent paved parking lot in the immediate vicinity of the campus so as to provide uninterrupted parking for the campus.
- 6.4 If the Landlord requires access to the Lands to install or maintain infrastructure required to service the Lands or the adjacent lands, the Landlord may enter the Lands for such purpose, but shall use all reasonable efforts to minimize interference with the Tenant's use of the Lands. Upon completion of such works, the Landlord shall remove all equipment and debris from the Lands and shall return the Lands to the same condition as prior to entry by the Landlord.

**7.0 Indemnities:**

- 7.1 Except to the extent caused or contributed by the negligent acts of the Landlord, the Tenant hereby agrees to indemnify and save harmless the Landlord from and against any and all claims, damages, costs, expenses, actions or suits caused by or arising out of or in connection with, whether directly or indirectly, the Tenant's use of the Lands (other than matters which are herein expressly stated to be at the cost, or expense of the Landlord), or by reason of any matter or thing done, permitted or omitted by the Tenant, its agents, contractors, workmen or servants and whether occasioned by the negligence of the Tenant, its agents, contractors, workmen or servants.

## **8.0 Insurance:**

The Tenant shall obtain and maintain for the Term, at its sole expense:

8.1 comprehensive general liability insurance providing coverage for death, bodily injury, property loss and damage arising out of the Tenant's use and occupation of the Lands, in the amount of not less than \$2,000,000.00 per occurrence, all inclusive; and

8.2 all risk insurance, for replacement cost on all improvements, Tenant's fixtures and personal property on, in or about the Lands at any time during the Term.

8.3 Each insurance policy shall:

- a) name the Landlord as an additional insured;
- b) be issued by an insurance company entitled under provincial law to carry on business in British Columbia;
- c) state that the policy:
  - i) applies to each insured in the same manner and to the same extent as if separate policy of insurance had been issued to each insured; and,
  - ii) cannot be cancelled, lapsed or materially changed without thirty (30) days written notice to the Landlord;
- d) be maintained for a period ending twelve months after this Lease is terminated;
- e) not include any deductible amount greater than \$5,000.00 per occurrence;
- f) be on other terms acceptable to the Landlord, acting reasonably.

8.4 The Tenant shall provide the Landlord with proof of insurance and a copy of the required policies upon demand and shall thereafter provide copies of any amendment to the policies.

8.5 In the event the Tenant fails to maintain insurance as required by this Lease, the Landlord in its sole discretion may obtain such insurance in whole or in part. If the Landlord obtains such insurance, the Tenant shall reimburse the Landlord for the cost of that insurance within seven (7) days of receiving written notice to do so from the Landlord, and such amounts shall be deemed to be Rent.

## **9.0 Holding Over**

9.1 If the Tenant continues to occupy the Lands with the written consent of the Landlord after the expiration or other termination of the Term, then, without any further written agreement, the Tenant shall be a monthly lessee paying rent at \$1.00 per month and subject always to the other provisions in this Lease insofar as the same are applicable to a month to month tenancy and a tenancy from year



to year shall not be created by implication of law, and nothing shall preclude the Landlord from taking action for recovery of possession of the Lands.

## **10.0 Landlord May Perform**

- 10.1 If the Tenant fails to observe, perform or keep any of the provisions of this Lease to be observed, performed or kept by the Tenant, the Landlord may, but shall not be obliged to, at its discretion and without prejudice, rectify the default of the Tenant whether or not performance by the Landlord on behalf of the Tenant is otherwise expressly referred to in the applicable section of this Lease. For such purpose, the Landlord may make any payment and do or cause to be done such things as may be required including without limiting the generality of the foregoing entry upon the Lands. Any such performance by the Landlord shall be at the expense of the Tenant and the Tenant shall pay to the Landlord as Rent the cost thereof within seven (7) days of receiving a written account from the Landlord.

## **11.0 Distress**

- 11.1 If and whenever the Tenant shall be in default of the payment of any money, whether hereby expressly reserved or deemed as Rent or any part thereof, the Landlord may without notice or any form of legal process whatsoever, enter upon the Leased Land and seize, remove and sell the Tenant's goods, chattels and equipment therefrom and seize, remove, and sell any goods, chattels and equipment at any place to which the Tenant or any other person may have removed them in the same manner as if they had remained and been distrained upon the Leased Land, notwithstanding any rule of law or equity to the contrary, and the Tenant hereby waives and renounces the benefit of any present or future statute or law limiting or eliminating the Landlord's right of distress.

## **12.0 Right of Entry**

- 12.1 The Landlord or its authorized representative may enter upon the Lands at all reasonable times for the purposes of inspection of the Lands.

## **13.0 Notices**

- 13.1 that any notice required to be given under this Lease shall be deemed to be sufficiently given:

- (i) if delivered at the time of delivery, and
- (ii) if mailed from any government post office in the Province of British Columbia by prepaid, registered mail addressed as follows:  
If to the Landlord:

City of Port Alberni  
4850 Argyle Street  
Port Alberni, B.C. V9Y 1V8

If to the Tenant:

North Island College



Komoux Hall, 2300 Ryan Road  
Courtenay BC V9N 8N6

or at the address that a party may from time to time designate, then the notice shall be deemed to have been received forty eight (48) hours after the time and date of mailing. If, at the time of mailing the notice, the delivery of mail in the Province of British Columbia has been interrupted in whole or in part by reason of a strike, slowdown, lock-out or other labour dispute then the notice may only be given by actual delivery of it.

#### **14.0 Sublease or Assignment**

14.1 The Tenant must not assign or sublet the Tenant's interest in the Land or this Lease, nor may the Tenant charge or encumber or purport to charge or encumber the Tenant's interest in the Lands or this Lease, without the prior written consent of the Landlord, which may be withheld in the Landlord's sole and absolute discretion.

#### **15.0 No Joint Venture**

15.1 Nothing contained in this Lease shall be deemed or construed by the parties, nor by any third party, as creating the relationship of principal and agent or partnership or of joint venture between the parties or as giving the Tenant any power or authority to bind the Landlord in any way.

#### **16.0 Enurement**

16.1 This Lease enures to the benefit of and binds the Landlord and the Tenant and their respective heirs, executors, administrators and successors and assigns.

#### **17.0 Arbitration**

17.1 It is agreed that should any dispute arise over the interpretation of any of the covenants, agreements or stipulations herein contained, or over any matter or thing connected with this lease or any of its provisions, the same shall be referred to arbitration pursuant to the provisions of the Commercial Arbitration Act of the Province of British Columbia.

#### **18.0 Interpretation**

18.1 The singular includes the plural and vice versa; the masculine includes the feminine and vice versa. The headings are inserted for convenience of reference only and do not affect the construction or interpretation of this lease.

#### **19.0 Reference**

Every reference to a party is deemed to include the heirs, executors, administrators, successors, assigns, servants, employees, agents, contractors, officers, licensees and invitees of such party wherever the context so requires or allows.

## 20.0 Authority

- 20.1 The Tenant hereby represents and warrants, which representation and warranty survives any termination of this Lease, that it has the power and capacity to enter into and carry out the obligations under this Lease, and that the execution and delivery of this Lease and the performance of the obligations under this Lease have been duly authorized by all necessary corporate or other action on the part of the Tenant.

**IN WITNESS WHEREOF** the parties herein have signed this lease as of the effective date.

THE CORPORATE SEAL OF THE CITY OF  
PORT ALBERNI WAS HEREUNTO AFFIXED  
IN THE PRESENCE OF:

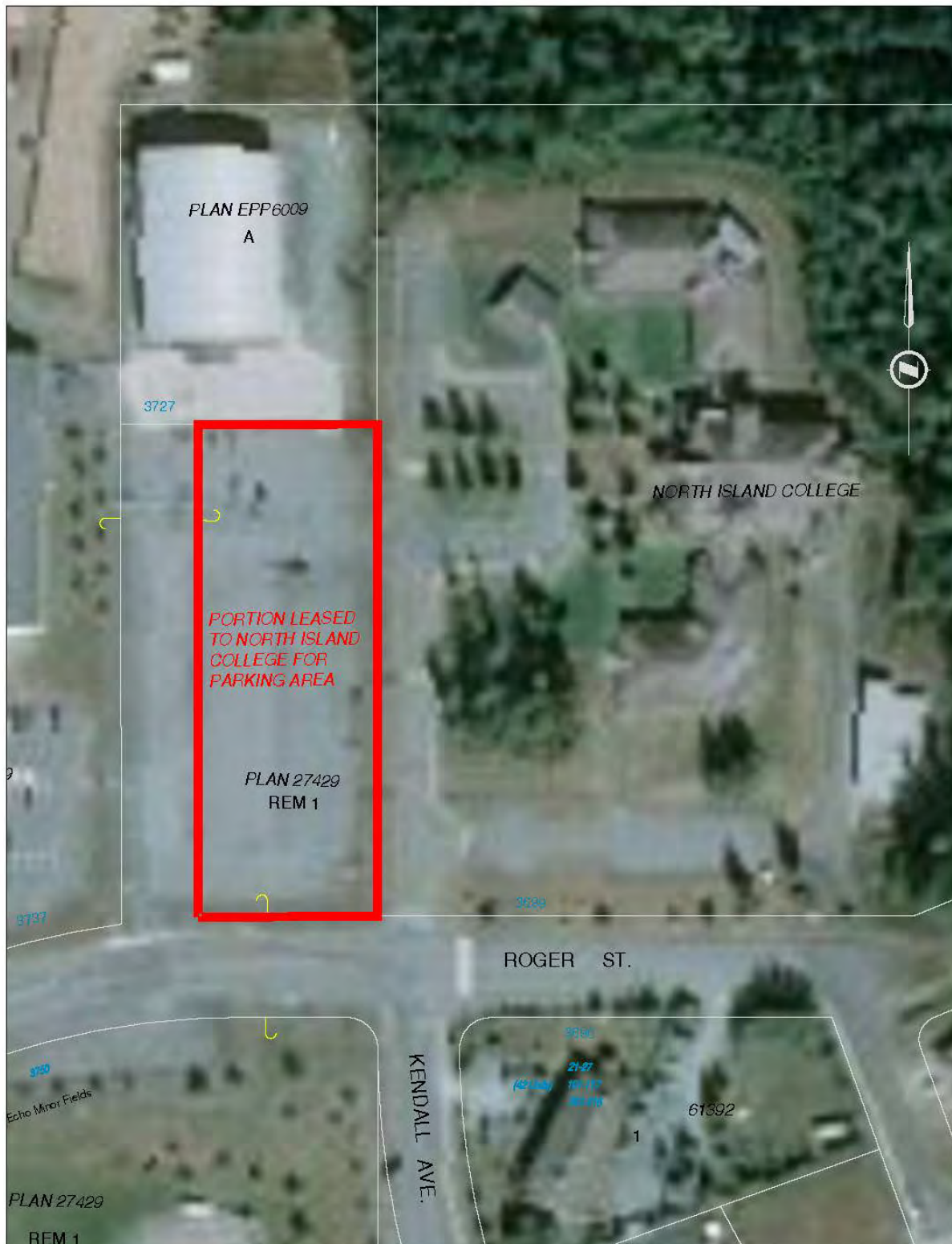
SIGNED ON BEHALF OF NORTH ISLAND  
COLLEGE:

---

Mayor

---

Clerk



**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

*Vision:* North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular Meeting**  
**4.2.2   F20/21 Q2 Financial Statements (*attachment*)**

**Background:**

Each quarter, NIC's Finance team prepares a set of year-to-date financial statements – in this case for the period April 1 to September 30<sup>th</sup>, 2020. These statements form part of a quarterly reporting package that the College sends to the Ministry of Advanced Education, Skills and Training.

The 2nd Quarter financial statements as well as an analysis document are included in the Board package.

**Action:**

For information only

## North Island College

### 2Q 2020/21 Financial Statement Analysis

The financial statements for the 6 months ended September 30, 2020 are attached. Below are explanations for the significant changes year-to-year or compared to budget, as well as an analysis of some of the significant account balances that require a deeper dive.

#### Statement of Financial Position

##### Cash and Cash Equivalents

2020/21	2019/20	Variance
3,650,655	3,142,602	508,053

The Cash and Cash Equivalents have increased by \$0.5M over the September 2019 balance. There is much less capital activity in FY 20/21, but the loss shown year to date has impacted cash balances. That said, the advance on our operating grant from the Province has a positive impact of \$1.5M on these statements, and has helped the College come through the summer months, which is traditionally a low point in cash resources. We will continue to monitor cash balances.

##### Due from Government Organizations

2020/21	2019/20	Variance
1,404,020	575,872	828,148

The significant increase in this account is the result of an accrual NIC put through in the 2<sup>nd</sup> quarter related to the funding for Faculty wage settlements. The letter from the Ministry was dated September 25, 2020, but the Cash didn't arrive until the next electronic fund transfer date in October. This amount was for \$773,000. A significant portion of the funding accrued was for retroactive payments as the agreement had expired on March 31, 2019.

It should be noted that the wage settlements for support staff (CUPE) were also paid out prior to September 30<sup>th</sup>, but the funding was held up as a result of the election. It was not included in NIC's budget letter, so we didn't accrue this funding. More information is provided on this in the Statement of Operations section.

### Long-term Investments

FY 2021	FY 1920	Change
16,017,769	18,986,613	(2,968,844)

NIC's long-term investment portfolio continues to hold its value, and has increased from June 30, 2020 when it was at \$15,477,571. The reduction from September of 2019 was due to planned withdrawals related to the Campbell River campus project, and Student Housing architectural costs.

More information about the performance of the portfolio is included in the September 30, 2020 quarterly report, which has been distributed to the members of the Finance committee.

### Statement of Operations

The Statement of Operations at September 30<sup>th</sup> shows a loss of \$1,718K compared to \$361K for the same period in FY 19/20. The deficit is mainly due to reduced Tuition revenues which are outlined further below, but it is also higher than anticipated due to a timing issue regarding some Provincial funding that is described in more detail below.

**Province of BC Funding:** Overall this funding is as expected in the College's budgets, but there is one anomaly worth noting.

- The timing of the Provincial election meant that the settlement funding for support staff had not yet been approved by Treasury Board. The funding for the Faculty wage settlements was included in NIC's funding letter received on September 25, 2020, but the support staff settlement funding wasn't. The Ministry followed up to let us know it would go through after the election is over.
- The impact of this delay is that NIC has paid out the retroactive amounts owed to staff, as the collective agreement expired on June 30, 2019. The effect is that the deficit is approximately \$334,000 higher than if we had received this funding prior to September 30, 2020.

### Tuition and Student Fees

	Sept 2020	FY 20/21 Budget	% of Budget	Sept 2019
Base funded	1,348,176	4,586,833	29.17%	1,713,605
Continuing Ed & Training	823,814	1,314,132	60.96%	872,469
International	2,186,145	6,892,555	31.72%	2,672,488
Total	4,358,135	12,793,520	34.06%	5,258,562

The tuition and student fee table above provides a summary up to the end of September, with a comparison of the same period for last year. While the end of September picks up some of the lowest months of tuition revenue (May through August), it is the comparison to the same period for last fiscal year that is the most illuminating. Tuition is down by approximately \$900K over the same period last fiscal, which explains the majority of the deficit at the end of the 2<sup>nd</sup> Quarter.

Tuition and student fee revenue is down for both Domestic and International students as a result of the pandemic. For domestic students, this appears to be more a case of students taking smaller class loads when studying digitally. That said, many Trades programs were delayed in starting up this Fall – many started in early October. That would have impacted the revenue figures shown above.

The reduction in International student tuition revenue is a direct result of the travel restrictions as well as the Federal government not processing study permits. As long as those pandemic-related conditions exist, there will be a significant impact on NIC's revenues.

### **Sales of Goods and Services**

FY 2021	FY 1920	Change
307,688	733,440	(425,752)

Sales of Goods and Services revenue is down approximately \$426KK from the same period last year. This reflects the reduced revenues from the Campus stores (Bookstores), and Cafeteria. The Cost of Sales is also down, but the Bookstores and Cafeteria have created losses of approximately \$135K in these year-to-date financial statements.

NIC's forecast for FY 20/21 includes these projected losses, but these operations will need to return to a cost-recovery model as soon as possible. These services weren't generating any significant profit even before the pandemic, and are going to need to be re-assessed as NIC's operations change as a result of pandemic-related restrictions.

### **Investment Income**

FY 2021	FY 1920	Change
180,533	311,480	(130,947)

Investment income is down \$130K from last fiscal year. That said, Genus' second quarter report (page 3) states that projected annual estimated income will be \$442,179 for the year. This is slightly higher than NIC's forecast of \$423,350.

## Expenses

### Salaries and Benefits

Fund	Description	Sep-20 YTD.Actuals	Sep-19 YTD Actual	Variance
10	Operating "base"	13,771,589	13,474,089	297,500
11	Cost Recovery & Com Ed	550,136	544,992	5,144
15	Projects	1,049,428	1,233,474	(184,046)
16	Professional Development	92,160	220,080	(127,920)
18	Applied Research	55,436	40,166	15,270
19	Contract	143,627	238,087	(94,460)
23	Office of Global Engagement	1,465,811	1,489,675	(23,864)
31	Operating Capital	499	54,556	(54,057)
32	Special Capital Projects	1,081	168,901	(167,820)
51	Ancillary	70,497	74,267	(3,770)
56	Cafeteria	<u>115,907</u>	<u>89,534</u>	<u>26,373</u>
		<b>17,316,171</b>	<b>17,627,819</b>	<b>(311,649)</b>

The table above breaks out salary and benefit costs by “fund”, which provides more context. Salary and benefit costs are down \$311K from last fiscal year, but some of this relates to projects and professional development that sometimes fluctuate from year to year.

The reduction in the number of International students at the College has reduced course sections being offered. This has brought down NIC’s salary costs, but we’ll need to assess this in more detail after all of the retroactive wage settlement payments are made, and the funding has been received from the Province. There are timing differences impacting the September 30<sup>th</sup> figures.

### Equipment Costs

FY 2021	FY 1920	Change
1,844,383	1,252,360	592,023

Equipment costs have increased substantially as a result of COVID-19. To run programs digitally NIC purchased equipment like laptops, software licenses and other equipment to enable faculty to make this



challenging transition. The Province hasn't provided any funding support to enable this transition to take place.

#### **Facility Costs**

FY 2021	FY 1920	Change
1,873,096	1,493,190	379,906

Facility costs have increased over the previous fiscal year, however a significant portion of these costs will be capitalized by year end, and funded by NIC's Routine Capital funding. That entry wasn't put through before quarter end. That said, there has been some costs associated with the pandemic that cause these costs to be higher than the previous year. This includes plexiglass, signage, and higher cleaning costs.

#### **Summary**

In summary, the 2<sup>nd</sup> quarter financial statements provide an indication that the deficit projection of approximately \$2 million for Fiscal 20/21 is still a reasonable estimate. Although the 2Q deficit seems high, there are some timing issues that have an impact:

- The College has paid out retroactive wage settlement funding to CUPE staff, but are still awaiting that funding from the Province (estimated at \$311K);
- Both Equipment and Facility costs are high for this point in the fiscal year. Some of that is due to the direct costs of the pandemic, but approximately \$200K relates to costs that will be capitalized by year-end.

When these two elements are factored in, it appears that NIC's deficit projection doesn't need to be adjusted at this point.

**NORTH ISLAND COLLEGE  
FINANCIAL STATEMENTS  
For the six months ended September 30, 2020 and 2019**

**North Island College**  
**Index to the Financial Statements**  
**For the six months ended September 30, 2020 and 2019**

	<u><b>Page</b></u>
<b>FINANCIAL STATEMENTS</b>	
Statement of Financial Position	<b>1</b>
Statement of Operations and Accumulated Surplus	<b>2</b>
Statement of Remeasurement Gains and Losses	<b>3</b>
Statement of Cash Flows	<b>4</b>
Statement of Changes in Net Financial Assets (Net Debt)	<b>5</b>
Schedule 1 - Schedule of Expenses by Object	<b>6</b>

**North Island College**  
**Statement of Financial Position**  
**As at September 30, 2020 and 2019**

	Sept 2020	Sept 2019
<b>Financial assets</b>		
Cash and cash equivalents	\$ 3,650,655	\$ 3,142,602
Accounts receivable	699,808	890,695
Due from government organizations	1,404,020	575,872
Inventories held for resale	353,093	518,636
Portfolio investments	<u>16,017,769</u>	<u>18,986,613</u>
	22,125,345	24,114,418
 <b>Liabilities</b>		
Accounts payable and accrued liabilities	8,195,395	7,868,593
Due to government organizations	442,339	105,408
Employee future benefits	370,512	447,540
Leasehold inducements	347,200	401,219
Deferred revenue	3,547,399	4,221,675
Deferred contributions	12,529,051	12,649,317
Deferred capital contributions	<u>37,634,274</u>	<u>36,050,031</u>
	63,066,170	61,743,783
 Net financial assets (net debt)	(40,940,825)	(37,629,365)
 <b>Non-financial assets</b>		
Tangible capital assets	47,271,326	46,434,389
Prepaid expenses	<u>171,224</u>	<u>46,637</u>
	47,442,550	46,481,026
 <b>Accumulated surplus</b>	<b><u>\$ 6,501,725</u></b>	<b><u>\$ 8,851,661</u></b>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 5,321,486	\$ 7,589,695
Accumulated remeasurement gains (losses)	<u>1,180,239</u>	<u>1,261,966</u>
	<b><u>\$ 6,501,723</u></b>	<b><u>\$ 8,851,661</u></b>

**North Island College**  
**Statement of Operations and Accumulated Surplus**  
**For the six months ended September 30, 2020 and 2019**

	Budget 2021	% of Budget	Sept 2020	Sept 2019
<b>Revenue</b>				
Province of British Columbia				
Base Operating grant	\$ 27,429,603	49	\$ 13,349,385	\$ 12,628,570
Industry Training Authority grant	2,971,911	52	1,549,031	1,458,025
Routine capital	320,020	72	230,000	430,000
Leases	344,640	50	173,802	135,550
Aboriginal service plan	510,661	51	259,291	215,255
Literacy grants	233,500	90	210,896	181,396
Student aid	383,899	21	79,309	48,199
Educational partnerships	789,000	41	320,050	273,683
Province of BC contracts	<u>1,116,455</u>	5	<u>51,086</u>	<u>107,152</u>
	34,099,689	48	16,222,850	15,477,830
Government of Canada	725,963	15	112,245	135,370
Tuition and student fees	12,793,520	34	4,358,135	5,258,562
Contract services	280,083	62	173,185	424,971
Sales of goods and services	1,478,000	21	307,688	733,440
Investment income	543,350	33	180,533	311,480
Realized gain(loss) from investments	-		19,408	159,089
Other income	450,900	124	560,016	614,227
Revenue recognized from deferred capital contributions	<u>2,911,442</u>	57	<u>1,667,794</u>	<u>1,190,509</u>
	53,282,947	44	23,601,854	24,305,478
<b>Expenses (Schedule 1)</b>				
Instructional and non-sponsored research	50,229,536	48	24,034,278	23,186,990
Ancillary services	1,376,318	32	442,640	678,627
Sponsored research	686,794	10	66,309	82,444
Special purpose	<u>990,299</u>	78	<u>776,950</u>	<u>718,946</u>
	53,282,947	48	25,320,177	24,667,007
<b>Surplus for the year</b>	-		<b>(1,718,323)</b>	<b>(361,529)</b>
Accumulated surplus, beginning of period	<u>7,039,809</u>		<u>7,039,809</u>	<u>7,951,224</u>
<b>Accumulated surplus, end of period</b>	<b>\$ <u>7,039,809</u></b>		<b>\$ <u>5,321,486</u></b>	<b>\$ <u>7,589,695</u></b>

**North Island College**  
**Statement of Remeasurement Gains and Losses**  
**For the six months ended September 30, 2020 and 2019**

	<b>Sept 2020</b>	<b>Sept 2019</b>
Accumulated remeasurement gains, beginning of period	\$ (399,629)	\$ 1,206,552
Unrealized gains (losses) attributed to:		
Pooled funds	1,599,276	214,503
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>(19,408)</u>	<u>(159,089)</u>
Remeasurement gains(losses) for the period	1,579,868	55,414
<b>Accumulated remeasurement gains (losses), end of period</b>	<b><u>\$ 1,180,239</u></b>	<b><u>\$ 1,261,966</u></b>

**North Island College**  
**Statement of Cash Flows**  
For the six months ended September 30, 2020 and 2019

	Sept 2020	Sept 2019
<b>Cash provided by (used in):</b>		
<b>Operations</b>		
Surplus for the period	\$ (1,718,323)	\$ (361,529)
Items not involving cash:		
Amortization of tangible capital assets	1,960,841	1,378,738
Revenue recognized from deferred capital contributions	(1,667,794)	(1,190,509)
Change in employee future benefits	(67,168)	(69,770)
Gain on sale of tangible capital assets	-	(2,102)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(242,549)	(54,140)
Decrease (increase) in due from government organizations	(27,894)	1,457,672
Decrease (increase) in prepaid expenses	43,532	87,131
Increase in inventories held for resale	(84,014)	(171,295)
Decrease (increase) in Leasehold inducements	(21,192)	(38,567)
Increase (decrease) in accounts payable and accrued liabilities	(1,086,238)	(861,149)
Increase (decrease) in due to government organizations	141,474	(529,422)
Decrease in deferred revenue	1,606,361	1,880,322
Increase in non-capital contributions	<u>2,438,646</u>	<u>63,142</u>
Net change in cash from operating activities	2,994,005	1,950,051
<b>Capital activities</b>		
Cash used to acquire tangible capital assets	(538,067)	(5,469,735)
Proceeds from deferred capital contributions	-	399,494
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>-</u>
Net change in cash from capital activities	(538,067)	(5,070,241)
<b>Investing activities</b>		
Decrease (increase) in investments	(1,137,046)	1,305,342
Net remeasurement gains (losses)	<u>1,579,868</u>	<u>55,414</u>
Net change in cash from investing activities	442,822	1,360,756
<b>Net change in cash and cash equivalents</b>	<b>1,180,437</b>	<b>(2,120,963)</b>
Cash and cash equivalents, beginning of period	<u>2,470,219</u>	<u>5,263,566</u>
Cash and cash equivalents, end of period	<u><u>\$ 3,650,655</u></u>	<u><u>\$ 3,142,602</u></u>

**North Island College**  
**Statement of Changes in Net Financial Assets (Net Debt)**  
For the six months ended September 30, 2020 and 2019

	Budget 2021	Sept 2020	Sept 2019
Surplus for the year	\$ -	\$ (1,718,323)	\$ (361,529)
Acquisition of tangible capital assets	-	(538,067)	(5,469,735)
Amortization of tangible capital assets	3,590,370	1,960,841	1,378,738
Gain on sale of tangible capital assets	-	-	(2,102)
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>-</u>
	3,590,370	1,422,774	(4,093,099)
Acquisition of prepaid expenses	-	(177,906)	(24,988)
Use of prepaid expenses	<u>-</u>	<u>221,438</u>	<u>112,119</u>
	-	43,532	87,131
Net remeasurement gains (losses)	-	1,579,868	55,414
<b>Change in net financial assets (net debt)</b>	<b>3,590,370</b>	<b>1,327,851</b>	<b>(4,312,083)</b>
Net debt, beginning of period	<u>(42,268,676)</u>	<u>(42,268,676)</u>	<u>(33,317,282)</u>
Net debt, end of period	\$ <u><u>(38,678,306)</u></u>	\$ <u><u>(40,940,825)</u></u>	\$ <u><u>(37,629,365)</u></u>



**North Island College**  
**Schedule 1 - Schedule of Expenses by Object**  
**For the six months ended September 30, 2020 and 2019**

		% of		
<b>Expenses</b>	<b>Budget 2021</b>	<b>Budget</b>	<b>Sept 2020</b>	<b>Sept 2019</b>
Salaries and benefits	\$ 37,962,501	44	\$ 16,864,861	\$ 16,793,027
Other personnel costs	708,731	54	379,882	508,023
Advertising and promotion	744,989	20	152,160	351,771
Books and periodicals	288,123	53	153,641	125,029
Cost of goods sold	999,150	22	219,889	427,532
Equipment costs	1,234,312	149	1,844,383	1,252,360
Facility costs	2,577,978	73	1,873,096	1,493,190
Financial service charges	232,694	50	116,412	125,031
General fees and services	1,833,265	25	451,918	596,875
Student awards	883,615	64	566,054	557,011
Supplies and general expenses	1,230,057	39	477,835	534,191
Travel	763,662	6	48,309	342,833
Grant transfers	233,500	90	210,896	181,396
Amortization of tangible capital assets	<u>3,590,370</u>	55	<u>1,960,841</u>	<u>1,378,738</u>
	<u>\$ 53,282,947</u>	48	<u>\$ 25,320,177</u>	<u>\$ 24,667,007</u>

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

*Vision:* North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular Meeting**  
   **4.2.3    Fiscal 2020/21 Forecast Projections**

**Background:**

The attached Fiscal year 20/21 financial projections have been updated slightly from what was presented at the October 22<sup>nd</sup> Board meeting. The majority of the figures and underlying assumptions are the same, but there are adjustments to the tuition and student fee figures. Revisions in this area of the forecast reflect the stronger domestic student enrolment figures NIC is projecting. Unfortunately, NIC's international student enrolments continue to be negatively impacted by the pandemic, and the revised forecast reflect the figures to date and an updated projection for the Winter semester.

NIC is now projecting a deficit of \$2.2 million based on the revised student enrolment figures. These are the figures that will be used to update the Ministry in early December about NIC's financial situation for Fiscal 20/21.

A copy of the reports identified above are included in the Board package.

**Action:**

For information

**NORTH ISLAND COLLEGE**  
**2020-2021 Forecast with Covid -19 Impacts**  
**Forecast Updated November 5, 2020**

	<u>2020-2021 Budget</u>	<u>Adjustments &amp; Covid Impacts</u>	<u>20-21 Forecast</u>
<b>Revenues</b>			
Province of BC revenues			
Base operating grant	\$27,429,603	\$150,000	\$27,579,603
Industry Training Authority grant	2,971,911		\$2,971,911
Routine capital	320,020		\$320,020
Leases	344,640		\$344,640
Aboriginal Service Plan	510,661		\$510,661
Literacy grants (CALP)	233,500		\$233,500
Student aid (AUG, LDAB, SOS, AEF)	383,899		\$383,899
Educational partnerships (VIU, Island Health)	789,000		\$789,000
Provincial contracts	1,116,455		\$1,116,455
	<u>34,099,689</u>	<u>150,000</u>	<u>34,249,689</u>
Federal Government grants and contracts	725,963		\$725,963
Student fees			
Base funded programs	4,586,833	-86,833	\$4,500,000
Cost recovery program	1,314,132	-64,132	\$1,250,000
International Education	6,892,555	-2,200,000	\$4,692,555
	<u>12,793,520</u>	<u>-2,350,965</u>	<u>10,442,555</u>
Sales of goods			
Bookstore revenue	1,294,000	-694,000	\$600,000
Cafeteria revenue	184,000	-98,000	\$86,000
	<u>1,478,000</u>	<u>-792,000</u>	<u>686,000</u>
Contract services	280,083		\$280,083
Investment income	543,350	-120,000	\$423,350
Other income	450,900		\$450,900
	<u>450,900</u>		<u>\$450,900</u>
<b>Total Operating Revenue</b>	<b>50,371,505</b>	<b>-3,112,965</b>	<b>47,258,540</b>
Amortization of deferred capital revenue	2,911,442		\$2,911,442
	<u>2,911,442</u>		<u>\$2,911,442</u>
<b>Total Revenue</b>	<b>53,282,947</b>	<b>-3,112,965</b>	<b>50,169,982</b>
<b>Expenditures</b>			
Salaries, benefits, other personnel costs	38,671,232	-740,381	\$37,930,851
Advertising and promotion	744,989		\$744,989
Books and periodicals	288,123		\$288,123
Cost of good sold	999,150	-416,050	\$583,100
Equipment costs	1,234,312	850,000	\$2,084,312
Facilities costs	2,577,977		\$2,577,977
Financial service charges	232,695		\$232,695
General fees and services	1,833,265	-205,828	\$1,627,437
Student awards	883,615		\$883,615
Supplies and general expenses	1,230,057		\$1,230,057
Travel	763,662	-390,000	\$373,662
Grant transfers	233,500		\$233,500
Donation to Foundation	0		\$0
Amortization of capital assets	3,590,370		\$3,590,370
	<u>3,590,370</u>		<u>\$3,590,370</u>
<b>Total Expenditures</b>	<b>53,282,947</b>	<b>-902,259</b>	<b>52,380,688</b>
<b>Revenue less Expenditures</b>	<b>0</b>	<b>-2,210,706</b>	<b>-2,210,706</b>

**Notes:**

1. International student tuition projected to be down by \$2.2M at year-end. At the end of Oct it was down \$1.479M.
2. Domestic student FTEs are projected to be on budget. Projected a small decline for both Domestic and CE tuition revenue just to be safe until we have more details on the Winter semester.
3. Significant reduction in Bookstore and Cafeteria revenue also results in a reduction to Cost of Goods sold. That said, the bookstores and cafeteria fixed costs will drive an approx \$250K loss in Ancillary operations.
4. Investment earnings projected to be down due to market volatility.
5. Salary and benefit cost savings a result of reduced course sections offered due to the reduction in International students.
6. Equipment cost increases mainly due to digital delivery requirements such as laptops, servers, and infrastructure investments to shift delivery methods.
7. Saving in general fees and services is mainly OGE agent fee savings driven by drop in International students. Travel savings are a result of restrictions on air travel and border closure.

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

**Vision:** North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

**AGENDA ITEM:**                      **Regular**  
**4.3.1 Credential Name Change Approval: Android**  
**Application Development Certificate**

**Current Program Name:**        **Mobile Application Development Certificate**  
**Proposed Program Name:**    **Android Application Development Certificate**

**Program Summary**

Graduates of this program are equipped to pursue employment in the field of Android application development, game development and computer programming. Graduates may also choose to continue their studies with North Island College by continuing with either the Web + Mobile App Development Diploma, or the Advanced Digital Design and Development Diploma.

This name change makes the program's emphasis on the Android environment evident to potential students and eventual employers and supports already approved curricular change as detailed below.

Approval is needed in order to provide Marketing support for the retitled and revised program for 2021-22.

**Rationale for Name Change**

Currently the certificate includes both android and iOS mobile app development. Program content has been changed to match the first year of the Web and Mobile App Development program for a number of reasons:

- It eases laddering into the two year diploma
- It encourages this laddering by holding the iOS development component as an incentive to enter the diploma

**Action:**    Board of Governors approval of new credential name.

**Suggested Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE CHANGE OF CREDENTIAL NAME MOBILE APPLICATION DEVELOPMENT CERTIFICATE TO ANDROID APPLICATION DEVELOPMENT CERTIFICATE, EFFECTIVE FALL 2021.**

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**November 26, 2020**

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**AGENDA ITEM:**                      **Regular**  
**4.3.2   New Program Credential and Tuition and Fee**  
**Approval: Motor Sport and Power Equipment**  
**Technician Foundation**

**Program Summary**

*Program Length:* 20 weeks

*Program Outcome/Credential:* Certificate

*Anticipated Start Date:* Winter 2021

*Education Council Approval Date:* October 16, 2020

*Program Description*

This foundation program provides students with 600 hours of technical training that will equip graduates with the skills to service and repair small to medium motors, including personal watercraft, motor sport and leisure vehicles, and power equipment. The Motor Sport and Power Equipment Technician Foundation program provides level 1 technical training credits towards the Interprovincial (Red Seal) certification as a Motorcycle and Power Equipment Technician.

Graduates from this program will find work with retailers, dealerships, resorts, camps, service shops, manufacturers as well as independent service establishments. Job opportunities include:

- Motorcycle, scooter, moped repairer
- Leisure vehicle technicians: ATVs, golf carts, snowmobile repairers
- Power equipment mechanic- generators, mowers, etc.
- Marine repairer/inboard- outboard mechanic

*Primary Students or Users of the Program*

- High school students and recent graduates interested in a trades career that will support transition to employment within one year
- Individuals with limited experience but strong motivation to pursue employment in the skilled-trades
- Individuals impacted by the economic downturn and/or seeking college credentials to expand their skill sets and increase their opportunities for career succession.

*Pathways*

The Motor Sport and Power Equipment Technician Foundation program offers students the opportunity to transition into employment or establish pathways for further apprenticeship training toward an Interprovincial (Red Seal) Certification. In addition, discussions are in progress with the local school district regarding dual programming pathways for high school students.

### *Expected Enrollment*

Industry Training Authority (ITA) trades program seat capacity is 16 students per cohort. Given labour market demand, it is expected that NIC will reach this targeted enrolment figure.

### **Program Rationale**

#### *Community Need and Industry Demand*

BC Labour Market Outlook anticipates 130 job openings between 2019-2029 with an average annual growth rate of 1.6%. Canada's Job Bank reports that labour market supply and demand in this trade is balanced and that as "job openings and job seekers are projected to be at relatively similar levels over the 2019-2028 period, the balance between labour supply and demand seen in recent years is expected to continue over the projection period."

#### *Congruence of Proposed Program with College Strategic and Educational Plans*

This program directly aligns with NIC's strategic and educational plans in that the initiative:

- Provides responsive curriculum through increased access for underrepresented citizens;
- Expands the range of available regional trades-based programming;
- Increases and strengthens partnerships and collaborations with community and industry.

### **Proposed Domestic Tuition & Fees**

<b>Program/Lab Name</b>	<b># of Hours</b>	<b>Program Fee</b>	<b>Program Lab Fee</b>	<b>Total Cost</b>
Motor Sport and Power Equipment Technician Foundation	600 hours	\$2380.30	\$150.00	\$2,530.30

Tuition is costed by program in keeping with current Trades tuition and fees. New tuition is applied as all courses within the program are new.

### **Proposed International Tuition**

This program falls under the *Other Program* tuition category for Trades under *International Tuition and Fees Bylaw No. 6, 2020*, resulting in a proposed tuition of \$1,607.40/month, or total cost of \$8037.00.

### **Action:**

Board of Governors approval of new credential and associated tuition and fees.

**Suggested New Credential Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE NEW CREDENTIAL MOTOR SPORT AND POWER EQUIPMENT TECHNICIAN FOUNDATION CERTIFICATE, EFFECTIVE IMMEDIATELY.**

**Suggested Tuition Resolutions:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION AND FEES, EFFECTIVE IMMEDIATELY:**

<b>Course/Program Name</b>	<b>Program Cost</b>
Motor Sport and Power Equipment Technician Foundation Certificate	\$2,380.30

<b>Lab Name</b>	<b>Lab Cost per Program</b>
Motor Sport and Power Equipment Technician Foundation Certificate Lab	\$150.00

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING INTERNATIONAL TUITION, EFFECTIVE IMMEDIATELY:**

<b>Course/Program Name</b>	<b>Program Cost</b>
Motor Sport and Power Equipment Technician Foundation Certificate	\$8,037.00



## **NORTH ISLAND COLLEGE BOARD OF GOVERNORS**

**November 26, 2020**

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### **AGENDA ITEM:**

**Regular**

**4.3.3 New Program Credential and Tuition and Fee**

**Approval: Parts and Warehousing Person Foundation**

### **Program Summary**

*Program Length:* 20 weeks

*Program Outcome/Credential:* Certificate

*Anticipated Start Date:* Winter 2021

*Education Council Approval Date:* October 16, 2020

### *Program Description*

The Parts and Warehousing Person Foundation program provides students with foundational skills involved in ordering, warehousing, and keeping inventory control over parts and accessories for industries like automotive, commercial transportation, heavy duty, warehousing, and resource trades. Students gain knowledge on technology systems as well as critical soft skills including professional communication, active listening and critical thinking skills. Computerized systems for inventory control, ordering and scheduling are commonly seen in workplace, making course content on technical skills and technology essential in the development of well-prepared graduates.

This course follows the requirements of Industry Training Authority (ITA) Parts and Warehousing Person Level 1 and will provide apprentices with technical training credit and 300 work-based hours on their pathway toward their Parts Person apprenticeship.

### *Primary Students or Users of the Program*

- High school students and graduates interested in a career in the trades and looking for a program that will support transition to employment within one year.
- Individuals currently unemployed or employed in entry-level positions looking to improve or expand their skill sets, re-train due to injury or illness, and/or increase their opportunities for career advancement.
- Given the online format of the program, registration will be open for Canadian and International learners.

### *Pathways*

The Parts and Warehousing Person Foundation program provides a pathway to further apprenticeship training toward an Interprovincial (Red Seal) Certification. In addition, discussions are underway with the local school district regarding dual programming pathways for high school students.

### *Expected Enrollment and Demand*

ITA trades program seat capacity is 16 students per cohort. Given labour market demand, it is expected that NIC will reach this targeted enrolment figure.

### **Program Rationale**

#### *Community Need and Industry Demand*

The Parts and Warehousing Person Foundation program has been developed to address workforce competencies and labour market needs in the trades. WorkBC reports provincially forecasted average employment growth rates of 1.1% from 2019-2024 and 0.9% from 2024-2029 (totaling 1,780 jobs provincially) with the majority (71%) of job openings being attributed to retiring workers and the remaining 29% to economic growth. There were 5020 employed in this occupation in BC in 2019.

Workers in this industry see an average annual salary of \$52,000 (\$14.60-\$32/hour) and enjoy working in controlled, indoor environments.

#### *Congruence of Proposed Program with College Strategic and Educational Plans*

This program directly aligns with NIC's strategic and educational plans in that the initiative:

- Provides responsive curriculum through advancement of regional-based educational training needs;
- Improves access for rural learners and underrepresented individuals seeking opportunity to pursue education in a flexible format.
- Increases engagement of learners at a pan-Canadian and international level.
- Increases and strengthens partnerships and collaborations with community and industry.

### **Proposed Domestic Tuition & Fees**

Course/Lab Name	# of Hours	Program Fee	Program Lab Fee	Total Cost
Parts and Warehousing Person Foundation	600 hours	\$2,800	\$85.00	\$2,885.00

Tuition is costed by program in keeping with current Trades tuition and fees. New tuition is applied as all courses within the program are new.

### **Proposed International Tuition**

This program falls under the *Other Program* tuition category for Trades under *International Tuition and Fees Bylaw No. 6, 2020*, resulting in a proposed tuition of \$1,607.40/month, or total cost of \$8037.00.

### **Action:**

Board of Governors approval of new credential and associated tuition and fees.

**Suggested New Credential Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE NEW CREDENTIAL PARTS AND WAREHOUSING PERSON FOUNDATION CERTIFICATE, EFFECTIVE IMMEDIATELY.**

**Suggested Tuition Resolutions:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION AND FEES, EFFECTIVE IMMEDIATELY:**

<b>Program Name</b>	<b>Program Cost</b>
Parts and Warehousing Person Foundation Certificate	\$2,800.00

<b>Lab Name</b>	<b>Lab Cost per Program</b>
Parts and Warehousing Person Foundation Certificate Lab	\$85.00

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING INTERNATIONAL TUITION, EFFECTIVE IMMEDIATELY:**

<b>Program Name</b>	<b>Program Fee</b>
Parts and Warehousing Person Foundation Certificate	\$8,037.00

## **NORTH ISLAND COLLEGE BOARD OF GOVERNORS**

**November 26, 2020**

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### **AGENDA ITEM:**

#### **Regular**

#### **4.3.4 New Program Credential and Tuition and Fees Approval: Automotive Collision and Refinishing Technician Foundation Harmonized**

### **Program Summary**

*Program Length:* 34 weeks

*Program Outcome/Credential:* Certificate

*Anticipated Start Date:* Winter 2021

*Education Council Approval Date:* October 16, 2020

### *Program Description*

This foundation program provides students with 1020 hours of Common Core Level 1 technical training credit for two Industry Training Authority (ITA) programs: Auto Body and Collision Technician and Automotive Refinishing Technician, plus work-based training hours for each specialization.

Automotive Refinishing Technicians work on the surfaces of motor vehicles, primarily in restoring vehicle finishes once body work has been completed. When students complete the program, they will receive technical training credit and work-based training hours on their pathway towards their Interprovincial (Red Seal) certification. Those looking to become Automotive Refinishing Technicians can register to become apprentices and take the three-week Level 2 apprenticeship training and complete 3,300 work-based training hours to earn their Red Seal.

### *Primary Students or users of the program*

- High school graduates and other individuals with a strong motivation to pursue a career in the skilled-trades.
- Individuals currently employed in entry-level positions looking to improve or expand their skill sets, re-train due to injury or illness, and/or increase their opportunities for career advancement.

### *Pathways*

The Automotive Collision and Refinishing Foundation program has been designed to meet skills training needs identified by industry while offering students the opportunity to transition into employment or establish pathways for further apprenticeship training toward an Interprovincial (Red Seal) Certification. In addition, discussions are in progress with the local School District regarding dual programming pathways for high school students.

### *Expected Enrollment*

ITA trades program seat capacity is 16 students per cohort. Given labour market demand, it is expected that NIC will reach this targeted enrolment figure.

### **Program Rationale**

#### *Community Need and Industry Demand*

WorkBC states “industry sources report that there are currently not enough new graduates in the occupation to replace the workers who will retire over the next several years and that there is currently an industry shortage of qualified technicians in BC.”<sup>1</sup> Canada’s Job Bank also reports strong labour market opportunities in this trade. The stats in this occupation exceed those in all other occupations in that 93% of workers work full time (compared to 77%), 70% work all year (compared to 57%) and 16% are self-employed (compared to 14%). Workers may be attracted to this trade due to its efficient Red Seal pathway as well as the fact that work for this trade is primarily done in indoor, controlled environments and offers an average wage range of \$15-\$37/hr.

#### *Congruence of Proposed Program with College Strategic and Educational Plans*

This program directly aligns with NIC’s strategic and educational plans in that the initiative:

- Provides responsive curriculum through advancement of regional-based educational training needs;
- Increases and strengthens partnerships and collaborations with community and industry.

### **Proposed Domestic Tuition & Fees**

The following tables outline program content and proposed domestic tuition and fees.

<b>Program/Lab Name</b>	<b># of Hours</b>	<b>Program Fee</b>	<b>Program Lab Fee</b>	<b>Total Cost</b>
Automotive Collision and Refinishing Technician Foundation Harmonized	1020	\$4284.54	\$300.00	\$4,584.54

Tuition is costed by program in keeping with current Trades tuition and fees. New tuition is applied as all courses within the program are new.

### **Proposed International Tuition**

This program falls under the *Other Program* tuition category for Trades under *International Tuition and Fees Bylaw No. 6, 2020*, resulting in a proposed tuition of \$1,607.40/month, or total cost of \$14,466.60.

### **Action:**

Board of Governors approval of new credential and associated tuition and fees.

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<sup>1</sup> WorkBC: <https://www.workbc.ca/careers/7322#insights-from-industry>

**Suggested New Credential Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE NEW CREDENTIAL AUTOMOTIVE COLLISION AND REFINISHING TECHNICIAN FOUNDATION HARMONIZED CERTIFICATE, EFFECTIVE IMMEDIATELY.**

**Suggested Tuition Resolutions:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION AND FEES, EFFECTIVE IMMEDIATELY:**

<b>Program Name</b>	<b>Program Cost</b>
Automotive Collision and Refinishing Technician Foundation Harmonized Certificate	\$4,284.54

<b>Lab Name</b>	<b>Lab Cost per Program</b>
Automotive Collision and Refinishing Technician Foundation Harmonized Certificate Lab	\$300.00

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING INTERNATIONAL TUITION, EFFECTIVE IMMEDIATELY:**

<b>Program Name</b>	<b>Program Cost</b>
Automotive Collision and Refinishing Technician Foundation Harmonized Certificate	\$14,466.60

November 3, 2020

Dear Members of NIC Board of Governors,

Our heartfelt thanks go out to you for your continued support during this year of unprecedented student financial need.

At North Island College, we are grateful to be in a situation that allows us to continue serving our students and community. While the current pandemic has prevented us from hosting our annual Fall Donor Appreciation Receptions, we do look forward to inviting you on campus once again when it is safe to do so.

In the meantime, hundreds of letters have arrived at the NIC Foundation office thanking donors like you for your generous support. Thank you for making it possible for students to pursue their education and stay on track during tough times.

We hope you will enjoy the enclosed *2020 Awards Program*, which highlights the collective impact of our participating donors, along with gratitude letter(s) to you from our recipient(s).

In times like this, we're reminded of how interconnected we all are. Thank you for being part of our community. Without you, none of it is possible.

Stay safe and well,

Sincerely,



Randall Heidt  
Executive Director  
NIC Foundation



Jolean Finnerty  
Manager, Office of Advancement  
North Island College & NIC Foundation



Dear Board of Governors,

When I read the email that I was the recipient of this award, I felt elated and full of joy. This bursary enables me to continue to challenge my ability to learn new skills, to adapt to a new career, and financially invest in my future.

In the kitchen laboratory at North Island College, I applied the theory and practical experience of cooking. I will transfer these skills and knowledge to work in the industry. The Culinary Business Operations Advanced Diploma program will enable me to work within a developing and challenging industry.

I am so grateful to the Board of Governors for this bursary, thank you. It affirms my conviction that education lifts one up and there is a community that will invest in the future too, no matter how uncertain it may seem.

Sincerely,

Maureen Wale

Culinary Business Operations Advanced Diploma

*2020 Student Recipient - Board of Governors Bursary*





Dear Board of Governors,

Thank you so much for the award. When I opened up my email, I was instantly overjoyed and grateful. As a single mother who is putting herself through school, this is such a blessing.

My current goals are to finish up my Red Seal Certification as a professional chef and find a rewarding position once school is complete. I had to rebuild my life from absolutely nothing, so this award means the world to me.

Thank you so much for this opportunity, I am forever grateful.

Sincerely,

Megan York

Professional Cook Certificate

*2020 Student Recipient - Board of Governors Bursary*



Dear Board of Governors,

I am so incredibly grateful for your generous donation. I was honestly a little shocked when I received the news. With everything happening related to COVID-19 right now, I was not thinking that I would be receiving any financial help, and this help couldn't have come at a better time. This award will allow me to continue to pursue my dreams of woodworking and becoming a tradesman.

My dream is to one day build furniture and keepsakes out of beautiful pieces of wood. I love to use my hands and create art and beauty to enjoy and share with others. The Joinery Foundation program at NIC was a great resource of knowledge for tools, materials and procedures that I can carry with me for the rest of my life. I will one day open my own shop and be able to make whatever I dream up.

It has taken me over 10 years since I graduated high school to find something I was truly passionate about. I knew woodworking and carpentry were the right paths after only a few projects at home. Also, after years of watching home improvement and craftsman related programs on TV, my interest in the field brought me to a point where I figured I should give it a go.

Again, thank you so much for your generous donation. I will be sure to put the award to good use. Likely, it will be used to help pay for my continuing education as I hope to attain my Red Seal over the coming few years.

Sincerely,

Marc De Montreuil

Joinery/Cabinetmaking Foundation Certificate

*2020 Student Recipient - Board of Governors Bursary*



# NICFoundation

Advancing students, education and communities

## 2020 Awards Program



*Zoe Speck credits bursary support from the NIC Foundation in helping her achieve her goals.*

*"I am so honoured and proud to have received this bursary.*

*As a single, working mother, this gift greatly alleviated my financial stress.*

*I started as a bartender at the hotel I am currently working at and am now the restaurant supervisor and catering/events coordinator. One day, I hope to become food and beverage manager, then general manager. The company I am currently working for is First Nations owned and operated, which also gives me great pride as I work to promote and advance my culture and people.*

*I hope my journey inspires others who may find themselves in situations that are difficult, or who may feel like they are going nowhere in life, to take a chance, find something they are passionate about, and pursue furthering their education."*

*– Zoe Speck, bursary recipient  
North Island College*



# Advancing Students, Education and Communities During Extraordinary Times

*The first half of 2020 has transformed our world,*  
and yet we have observed tremendous resilience and  
determination in students at North Island College.

We have also seen incredible acts of philanthropy and hope  
from individuals, families, and organizations who made more than  
\$500,000 in scholarship and bursary support available to students  
during this unprecedented year.

Thanks to your generosity, students are focusing on their studies  
rather than whether they will be able to pay rent, buy groceries,  
or support their family.

Despite uncertainty, North Island College is united in our vision  
to help students succeed and contribute to the health of our  
communities, learn vital skills, and build a stronger, more diversified  
economy.

On behalf of our students, communities, and everyone at  
North Island College, thank you for your unwavering commitment  
to students and education.

*– John Bowman, President  
North Island College*

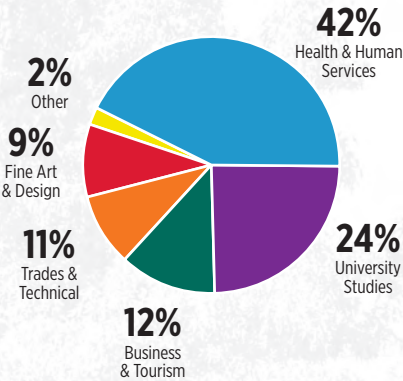


# Your Impact

In summer, just before fall tuition was due for many programs, more than **500** students were notified that a kind and caring donor had cleared some or all of their balance owing.

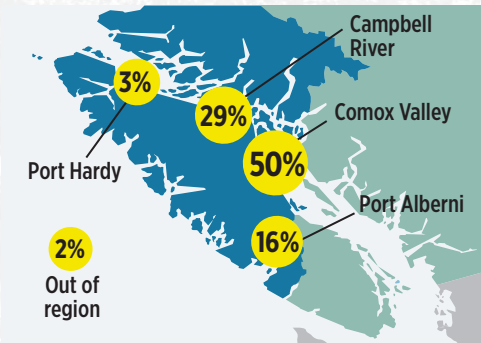
## SUPPORT BY PROGRAM (% OF \$)

Students from all program areas were supported by your awards at varying stages of their education.

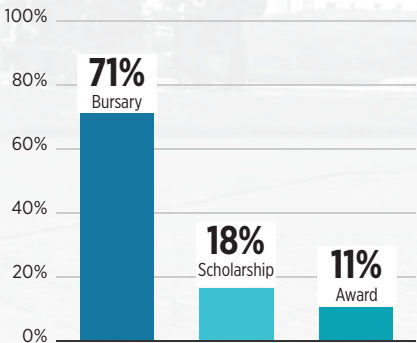


## SUPPORT BY REGION (% OF \$)

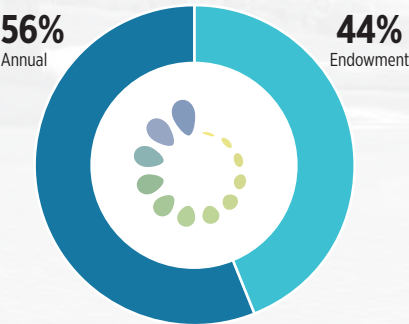
Students from all of our campus communities were supported by your awards. The percentage by region aligns with the proportion of students attending each campus.



## AWARD TYPE



## ENDOWMENTS VS ANNUAL AWARDS



# Vital Support

Never in recent years have more individuals and families faced such financial uncertainty. Your gifts immediately lifted barriers, inspired hope, and made it possible for students to carry on.

*Thanks to you, **\$503,785** in scholarship and bursary funding* was available for distribution to students this year.

Your gifts — which are transformational in the best of times — were even more significant this year as students faced unanticipated financial hurdles as a result of COVID-19.

We don't get to choose the times we live in, but we can choose how we respond. Your generosity and support provided the encouragement and confidence that many needed to continue through uncharted times.

To our incredible donors, thank you for choosing to provide such vital support and access to education as we work together to help others build brighter futures for themselves and their families.

*– Garry Griffin, Board Chair  
NIC Foundation*



*– Randall Heidt, Executive Director  
NIC Foundation*



# 2020 Scholarships & Bursaries

AB Ball Memorial Bursary  
Advanced Marine Power Ltd and  
North Island Cruisers Bursary  
Alberni Valley Lions Club Bursary  
Alberni Valley Medical Society Bursary  
Alberni-Clayoquot Innovation Society  
Bursary  
Alma VanDusen Bursary - Vancouver  
Foundation  
Andrea W Rowe Entrance Bursary  
Andrena Koch-Schulte, Personal Real Estate  
Corporation with Royal LePage  
in the Comox Valley Bursary  
Ann Elmore Haig-Brown Memorial Bursary  
Anna & Orlin Martin Memorial Bursary  
Aquatic Science Education and Training  
Award  
Arrowsmith Rotary Club Bursary  
Auchterlonie Family Bursary  
Audrey Sullivan Brooks Memorial Bursary  
B&C Food Distributors Bursary  
BC Hydro Scholarship  
BC Hydro Trades Awards  
Belyea Collins Ingledow Bursary - Vancouver  
Foundation  
Berkenstock Family Bursary  
Berwick Retirement Communities Bursary  
Bite of Campbell River Bursary  
Blackhall Family Bursary - Continuing  
Blackhall Family Bursary - Entering  
Board of Governors Bursary  
Bob Minkler Memorial Bursary  
Brian Scott Fine Art Ltd Scholarship  
Buckley Family Award  
Bucky Buchanan Business Scholarship  
Calista Fleming Memorial Scholarship  
Campbell River Altrusa Club Literacy  
Bursary  
Campbell River Dragon Boat Society Bursary  
Campbell River ElderCollege Medical  
Bursary  
Campbell River Environmental Science  
Award  
Campbell River Horticultural Advancement  
Award  
Campbell River Hospital Auxiliary Bursary  
Campbell River Patron of the Arts Bursary  
Canadian Daughters League Assembly #6  
Bursary  
Canadian Daughters League Assembly #6  
Courtenay High School Bursary  
Canadian Daughters League National  
Bursary  
Canadian Daughters League Provincial  
Bursary  
Canadian Federation of University Women -  
Comox Valley Bursary  
Canadian Federation of University Women -  
Parksville Qualicum Trades Award  
Canadian Information Processing Society  
Bursary  
Canadian Tire Courtenay Scholarship  
Carl O., Margaret, Carl A., "Tubby" and  
Florence Thulin Memorial Bursary  
Catherine Walker Memorial Bursary  
Celebration of Rotary Award  
Chan Nowosad Boates Bursary  
Chapter 71 - Retired Teachers' Association  
Bursary  
Chris Day Scholarship  
Chris Laithwaite Memorial Bursary  
Clements Family Award  
Coastal Community Credit Union Entrance  
Bursary  
Coca-Cola Bursary  
Comox Valley Art Gallery Bursary  
Comox Valley Chamber of Commerce  
Bursary  
Comox Valley Community Foundation -  
Catherine Mary and Elizabeth Cherry Aitken  
Bursary  
Comox Valley Community Foundation -  
Catherine Mary and Elizabeth Cherry Aitken  
Scholarship



Comox Valley Community Foundation -  
Harold Rodney Christie Award - Entering  
Scholarship  
Comox Valley Community Foundation -  
Harold Rodney Christie Award - Year 2, 3  
and 4 Bursary  
Comox Valley Horticultural Society Bursary  
Comox Valley Lions Club Bursary  
Comox Valley Monarch Lions Club Bursary  
Comox Valley Photographic Society Bursary  
Comox Valley & Port Alberni McDonald's  
Restaurants Bursary  
Comox Valley Potters' Club Bursary  
Comox Valley Rife Volunteer & Resonant  
Light Technology Scholarship  
Comox Valley Tourism Society Legacy  
Bursary  
Co-operators Scholarship  
Courtenay Rotary Trades Bursary  
Courtney Quin Memorial Bursary  
Creative Employment Access Society Award  
Credit Union Foundation of BC Bursary  
CUPE (North Island College) Local 3479  
Bursary  
CV Sports & Social Club Bursary  
CVEC 20th Anniversary Bursary  
CVEC Betty Emery Founders Bursary  
CVEC Elizabeth Smith Founders Bursary  
Daniel Portmann Memorial Bursary  
Danita Janice Wardle Memorial Scholarship  
David N Hudson Bursary  
David Whitworth/Tom Cross Trades Bursary  
Dawn Marie Markle Memorial Bursary  
Denise Forest Memorial Bursary  
Denman Conservancy Association David  
Fraser Bursary  
Donaldson-Cox Family Scholarship  
Doris M. Murray Bursary - Vancouver  
Foundation  
Dorothy & Ralph Scott Memorial Scholarship  
Dr. Lou Dryden Student Success Bursary  
Dr. Neil Murphy Entrance Scholarship  
Dyer Family Bursary - Campbell River

Dyer Family Bursary - Comox Valley  
E.W. Bickle Memorial Bursary  
Elaine & Rob Shelton Bursary  
Elaine Dornan Memorial Bursary  
Elders & Youth Tribal Governance Fund  
Bursary - Victoria Foundation  
Elizabeth Sywulich Heritage Bursary  
Ernie Buchacher Education Bursary  
Evergreen Club Bursary  
Exploration Art Camp Bursary  
Federation of Canadian Artists - Comox  
Valley Chapter Fine Arts Bursary  
Frame & Co. Injury Law Bursary  
Frank & Yvonne McCloskey Award  
Fred Bossom Memorial Bursary  
FYi Doctors Comox Valley &  
Campbell River Award  
Gail Kuzma Memorial Bursary  
Gala Nadine Stewart Memorial Scholarship  
Garry & Gretel Griffin Bursary  
Gary Steven Watts Bursary  
Gene Regier Memorial Scholarship  
Genevieve Walker Memorial Bursary  
Golden Oldies Car Club Scholarship  
Hedie Fournier Memorial Bursary  
Heidi Peterson Memorial Bursary  
Henry & Barbara Holden Bursary  
Highland Grad '85 Reunion Bursary  
Hobson Family Bursary - Continuing  
Hobson Family Bursary - Graduating  
Hon. Stanley B. Hagen Memorial Scholarship  
Ida and Ted Sauve Nursing Bursary  
Ilona Horgen Bursary  
Inspired Women's Award  
Ivan & Laura Cronsberry Bursary  
Ivy Power Memorial Bursary  
Jack Roche Memorial Bursary  
Jane-Claire Inkster Memorial Men's Bursary  
Jane-Claire Inkster Memorial Women's  
Bursary  
Jean C Stacey Memorial Bursary  
JGM Luckhurst Bursary

Jim Muldowney Bursary  
Jocelyn Sarah Bell Memorial Bursary  
John Anderson McLean Memorial Bursary  
Joseph John Gillis Memorial Bursary  
Judith Harder Memorial Bursary  
Keith Wagner Memorial Scholarship  
Kelly John Memorial Bursary  
Kinsmen Club of Campbell River Bursary  
Kinsmen Club of Port Alberni Bursary  
Kiwanis Club of Courtenay Bursary  
Kiwanis Club of Courtenay Trades Bursary  
Kiwanis Club of Port Alberni -  
Egon Matheson Scholarship  
Kleanza Aboriginal Student Bursary  
Kyle & Jessica Matthews Bursary  
Laird Family Award  
Lara D. Austin Financial Foothold Award  
Lazo Women's Institute Bursary  
Lazo Women's Institute Entrance Bursary  
Lazo Women's Institute Scholarship  
Leonard & Isabel Bryan Memorial Bursary  
Leslie & Rosina Ball Memorial Scholarship  
LGBT+ Student Leader Award  
Lidster Sisters Memorial Bursary  
Lisa Moyes Hope Award  
Lyle Wesley Scholarship  
Marc Hylands Scholarship  
Margaret Gracza Fine Arts Scholarship  
Marianne Muir Entrance Bursary - Trades  
Marianne Muir Graduating Bursary -  
University Transfer  
Marjorie P. Gris Bursary  
Martha Akerly Bursary  
Martin G. Rossander Memorial Bursary  
Mary Lovely Bursary  
Mary Turnham Memorial Bursary  
Merle Bonnick Bursary  
Mosaic Forest Management Natural  
Resources Award for Aboriginal Students  
Mount Waddington Community Spirit  
Bursary  
Moyes Family Tourism & Hospitality Bursary

Muir Family Bursary  
Munro Family Scholarship Fund  
Native Sons Bursary  
NIC Employee Payroll Giving Bursary  
North Island College - Math/Science  
Department Scholarship - Adult Basic  
Education  
North Island College - Math/Science  
Department Scholarship - University  
Transfer  
North Island College Administrators' Bursary  
North Island College Faculty Association  
Bursary  
North Island College Foundation High  
School Bursaries  
North Island College International Student  
Achievement Scholarship  
North Island Cruisers and Advanced Marine  
Power Ltd Bursary  
North Island Employment Foundations  
Society Award  
North Island Students' Union Bursary  
Nyrstar Mining Myra Falls Operations  
Bursary  
Nyrstar Myra Falls Aboriginal Education  
Bursary  
Old Age Pensioners' Association -  
North Island Region Bursary  
Old House Mayor's Charity Golf Classic  
Award  
Open Shop Construction Industry Education  
Bursary  
Optometry Office of Mary Lynn DesRoches  
Bursary  
Pallan, Tom and Koko, Memorial Scholarship  
Trades, in Memory of their son Michael  
Pallan  
Pallan, Tom and Koko, Memorial Scholarship  
University Transfer, in Memory of their son  
Michael Pallan  
Partners in Wellness: Aboriginal Health  
Career Scholarship  
Pat Bevan Rural Student Bursary  
Pat Bevan Women's Bursary  
Pateman Family Bursary



Paul Arbour Memorial Bursary  
Peninsula Co-op Scholarship  
PEO Chapter BM Reach For the Stars Bursary  
Peter Robinson Award of Excellence - Fine Arts Entrance Scholarship  
Peter Robinson Award of Excellence - Graduating Fine Arts Scholarship  
Pieter de Reuver Foundation Bursary  
Pieter de Reuver Foundation Scholarship  
Port Alberni 2004 Winter Games Legacy Scholarship  
Port Alberni Association of Community Living Bursary  
Port Alberni Campus Bursary  
Port Alberni ElderCollege Bursary  
Pythian Order Academic Program Bursary  
Pythian Order Career, Technical, Vocational Program Bursary  
Ralph Shaw Conservation Award  
Ray Gailloux Memorial Bursary  
Ray Hughes Bursary  
RBC Dominion Securities Award  
RE/MAX Ocean Pacific Realty Bursary  
Rhoda Campbell Memorial Early Childhood Education Scholarship  
Robert & Florence Filberg Scholarship - Vancouver Foundation  
Robert Illman Memorial Welding Bursary  
Roberta Glendale Memorial Bursary  
Robin and Jennifer Harrison Environmental Studies Scholarship  
Rotary Club of Port Alberni Bursary - Automotive  
Rotary Club of Port Alberni Bursary - Joinery/Cabinetmaking  
Rotary Club of Port Alberni Bursary - Welding  
Rotary Clubs of Comox Valley Literacy Round Table Bursary  
Royal Purple of Canada Lodge 158 Business Bursary  
Royal Purple of Canada Lodge 158 Nursing Bursary

Ruth Masters "Hero Spoon" Legacy Award  
Scotiabank Scholarship  
ScotiaMcLeod Bursary  
Shelley Sanderson Memorial Bursary  
Shirley Wagner Memorial Scholarship  
Shoreline Orthodontics Bursary  
Simo Nurme Memorial Scholarship  
Slegg Building Materials Award  
Soroptimist International Club of Courtenay Bursary  
Stan Mounce Memorial Bursary  
Stan Price Scholarship  
Stephen Garnet Memorial Bursary  
Stephen Kuehnel - Apple Electric Bursary  
Steve Schoenhoff Creative Writing Scholarship  
Stewart Edward Wallis Memorial Scholarship  
Susan Diana Crossley Bursary  
Susan Toresdahl Bursary  
Terry & Phyllis Ryan Humanities Bursary  
Terry & Phyllis Ryan Trades Bursary  
The Asper Bursary  
The Medicine Shoppe Pharmacy Bursary  
Tim Fletcher Memorial Bursary  
TL'axsam Memorial Bursary  
Trades & Technical Program Bursary  
Tsolum Heritage Society Bursary  
Vancouver Island Association of Wood Processors Bursary  
Vancouver Island Real Estate Board/ Real Estate Foundation of BC Bursary  
Vancouver Island Trails Information Society Bursary  
Vintage Car Club of Canada & Comox Valley Vintage Wheels Bursary  
Wedler Engineering Excellence Award  
Women for Women Bursary  
Young Professionals - Alberni Valley Bursary  
ZINC Strategies Trades Bursary



*NIC Bachelor of Business Marketing major student **David Hardy** hopes one day to be able to give back to students through bursaries.*

*“This award means so much to me. When I received the news, I was immediately flooded with relief and happiness. I cannot thank you enough.*

*I am from a family of seven children, with a widowed mother, so as you can imagine my family has been unable to assist me financially regarding my post-secondary education.*

*Your extremely generous contribution means that I will be able to afford tuition, books, and school supplies. And, it will go a very long way in ensuring that I have the means to reach my goals.*

*I hope to one day be in a position to give back as you have. Thank you again.”*

*– David Hardy, bursary recipient  
North Island College*

# Thank You

Your support has opened doors for students and rewarded their hard work. We thank all who contributed to our student scholarship and bursary program and who believe in the power of education.

## NIC Foundation Board of Directors 2020

Together, we are supporting access to education through scholarships and bursaries, equipping classrooms with current technology, and ensuring that the best possible learning facilities are accessible right here in our local communities.

### EXECUTIVE

**Garry Griffin**

Chair  
Campbell River

**Colleen Sawyer**

Vice-Chair  
Port Alberni

**Donna Cloutier**

Treasurer  
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Comox Valley

**Jay Dixon**

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**(VOTING MEMBERS)****John Bowman**

President, NIC

**Jane Atherton**

Board of Governors, NIC

### EX OFFICIO

**(NON-VOTING MEMBER)****Randall Heidt**

Executive Director  
NIC Foundation

## Unsupported Applicants

Each year, the number of deserving students who apply exceeds our available funds. We anticipate the need for support to rise. Please join us in spreading the word and give again, if you can.

Learn more at [foundation.nic.bc.ca](https://foundation.nic.bc.ca)





*Past award recipient and NIC-UVic Dual Admission alumna **Livia Hosegrove** is grateful to have received both a high level of education and financial support from NIC. She feels well equipped to pursue her medical degree.*

# THANK YOU

For nearly 30 years of generosity  
in support of North Island College students

## NORTH ISLAND COLLEGE FOUNDATION

To learn more, visit [foundation.nic.bc.ca](https://foundation.nic.bc.ca)

250-334-5074 | [foundation@nic.bc.ca](mailto:foundation@nic.bc.ca)



# NICFoundation

Advancing students, education and communities

## OFFICE OF THE PRESIDENT



November 17, 2020

Michele Babchuk  
MLA North Island  
[Michele.Babchuk.MLA@leg.bc.ca](mailto:Michele.Babchuk.MLA@leg.bc.ca)

Dear Michele,

On behalf of North Island College (NIC), it is my pleasure to extend our warm congratulations on being elected as MLA North Island in the 2020 British Columbia general election.

Thank you for your commitment to serving the citizens of the North Island. We look forward to building on the already strong and positive working relationship we have with you as you take on your new role as MLA.

In the New Year, we will be requesting an opportunity to meet with you in order to discuss NIC's challenges, progress, and priorities for the future. My office will be in touch to arrange a date and time.

We welcome your ideas and questions on how we can support each other to strengthen post-secondary educational access and success, social well-being, economic prosperity and the health of the North Island.

Best wishes for great success in your new role.

Sincerely,

A handwritten signature in blue ink that reads "Bowman".

John Bowman  
President

## OFFICE OF THE PRESIDENT



November 17, 2020

Ronna-Rae Leonard  
MLA Courtenay-Comox  
[Ronna-Rae.Leonard.MLA@leg.bc.ca](mailto:Ronna-Rae.Leonard.MLA@leg.bc.ca)

Dear Ronna-Rae,

On behalf of North Island College (NIC), it is my pleasure to extend our warm congratulations on being re-elected as MLA Courtenay-Comox in the 2020 British Columbia general election.

Thank you for your commitment to serving the citizens of Courtenay-Comox. We look forward to continuing the already strong and positive working relationship we have with you in your MLA role.

In the New Year, we will be requesting an opportunity to meet with you in order to discuss NIC's challenges, progress, and priorities for the future. My office will be in touch to arrange a date and time.

We welcome your ideas and questions on how we can support each other to strengthen post-secondary educational access and success, social well-being, economic prosperity and the health of Courtenay-Comox.

Best wishes for continued success in your MLA role.

Sincerely,

A handwritten signature in blue ink that reads "John Bowman".

John Bowman  
President



## OFFICE OF THE PRESIDENT



November 17, 2020

Josie Osborne  
MLA Mid Island-Pacific Rim  
[josie.osborne@bcndp.ca](mailto:josie.osborne@bcndp.ca)  
[Josie.Osborne.MLA@leg.bc.ca](mailto:Josie.Osborne.MLA@leg.bc.ca)

Dear Josie,

On behalf of North Island College (NIC), it is my pleasure to extend our warm congratulations on being elected as MLA Mid Island-Pacific Rim in the 2020 British Columbia general election.

Thank you for your commitment to serving the citizens of Mid-Island Pacific Rim. We look forward to building on the already strong and positive working relationship we have with you as you take on your new role as MLA.

In the New Year, we will be requesting an opportunity to meet with you in order to discuss NIC's challenges, progress, and priorities for the future. My office will be in touch to arrange a date and time.

We welcome your ideas and questions on how we can support each other to strengthen post-secondary educational access and success, social well-being, economic prosperity and the health of Mid Island-Pacific Rim.

Best wishes for great success in your new role.

Sincerely,

A handwritten signature in blue ink that reads "J. Bowman".

John Bowman  
President

## Commonly Used Acronyms

This is an incomplete list of acronyms commonly used at North Island College.

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
AEST	(Ministry of) Advanced Education, Skills and Training
AGC	Academic Governance Council. This is the group of EdCo chairs from all BC colleges and institutes (BCIT and the Justice Institute), which meets twice a year to discuss areas of common concern.
ASD	Access for Students with Disabilities. Now renamed to DALs.
AVP	Associate Vice President
AST	Arts, Science and Technology (Faculty of)
BCNet	Not-for-profit, shared services organization providing computer support and services to post-secondary institutions
BOG	Board of Governors
CABRO	Crown Agencies and Board Resourcing Office
CARTI	Centre for Applied Research, Technology and Innovation
CEO	Chief Executive Officer
CET	Continuing Education and Training
CICan	Colleges and Institutes Canada
COO	Chief Operating Officer
CR	Campbell River
CUPE	Canadian Union of Public Employees
CV	Comox Valley
DAC	Deans Advisory Council
DACSO	Diploma, Associate degree, and Certificate Student Outcomes; BC Student Outcomes conducts annual surveys of former students from British Columbia's post-secondary institutions
DALS	Department of Accessible Learning Services
DCC	Deferred Capital Contribution
DCWG	Department Chairs Working Group
EdCo	Education Council
EVPA	Executive Vice President, Academic
FBAS	Faculty of Business and Applied Studies
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (former Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (Trades programs)
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JTT	(Ministry of) Jobs, Trade and Technology
MYPP	Multi-Year Program Plan
NIC	North Island College
NICFA	North Island College Faculty Association (Union)
NISU	North Island Students' Union
OGE	Office of Global Engagement (formerly International Education)
OIC	Order-in-Council
PA	Port Alberni
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers' Council Secretariat
PSI	Post-Secondary Institution
SET	Senior Education Team
SIF	Strategic Investment Fund
SLT	Senior Leadership Team
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
T&T	Trades & Technical (Faculty of)
UCIPP	University, College and Institute Protection Program
UT	University Transfer