NORTH ISLAND COLLEGE BOARD OF GOVERNORS
REGULAR MEETING
TO BE HELD AT C211, PORT ALBERNICAMPUS
THURSDAY, SEPTEMBER 27, 2018 @ 1:00 PM

AGENDA

**Note: A presentation and lunch reception will be held at 11:30am at the Culinary Arts Building and regular business meeting will start at 1:00 pm.*

		Topic	Attachment	Action	Time
1.		**CALL TO ORDER**			
	1.1	Acknowledgement of First Nations Traditional Territory			
	1.2	Welcome Board of Governors New Members – Ross Hunt and Barry Minaker			
	1.3	Oath of Appointment (All Board Members)	✓	(To sign)	
	1.4	Election of Chair (J. Bowman will be presiding officer)			
	1.5	Election of Vice Chair			
	1.6	Board Committee Appointments			
	1.7	Adoption of Agenda		To adopt	(15 mins)
2.		**CONSENT AGENDA**			
	2.1	Minutes of the Regular Meeting of June 14, 2018	✓	To approve	
	2.2	Meeting Notes of the Ad Hoc Committee Meeting of July 26, 2018	✓	Information	
	2.3	Executive Committee Report	✓	Information	
	2.4	Finance and Audit Committee Report	✓	Information	
	2.5	Regional Highlights Report	✓	Information	
	2.6	Correspondence and Information (Agenda item #5)	✓	Information	(2 mins)
3.		**BOARD BUSINESS**			
	3.1	Debrief of the Joint Meeting with Education Council and Aboriginal Education Council of June 15, 2018	✓	To discuss	(2 mins)
	3.2	Draft Board Retreat Topics November 22-23, 2018	✓	To discuss	(10 mins)
	3.3	Roundtable Board Member Reports		Information	(20 mins)
4.		**REPORTS ON STRATEGIC ACTIVITIES**			
	4.1	President			
	4.1.1	President's Report, September 2018	✓	Information	(10 mins)
	4.1.2	College Plan20-25	✓	To discuss	(15 mins)

4.2	Chair, Education Council		
4.2.1	Education Council Report	✓ Information	(2 mins)
4.3	Executive Vice President, Academic		
4.3.1	Fall 2018 Stable Credit Enrolment Report	✓ Information	(5 mins)
4.3.2	International Education Update	✓ Information	(5 mins)
4.3.3	CAM – Plan Report	✓ Information	(5 mins)
4.4	Vice President, Finance and Facilities		
4.4.1	Financial Information Act Report	✓ To approve	(5 mins)
4.4.2	First Quarter Financial Statements 2018/19	✓ Information	(5 mins)
4.4.3	NIC 5-Year Capital Plan	✓ To approve	(5 mins)
4.5	Vice President, Strategic Initiatives		
4.5.1	Strategic Initiatives Division /NIC Foundation Report	✓ Information	(5 mins)

5. INFORMATION (*attachments*)

5.1 Board of Governors Calendar of Events 2018/19
5.2 AGB/BC Colleges Governance Workshop Agenda October 22-23, 2018
5.3 Election Timeline Fall 2018
5.4 Indigenous Services Canada Review of NIC's 2016-2017 Financial Statement
5.5 AEST Letter and Order-in-Council - R. Hunt and B. Minaker's appointments; J. Murphy reappointment
5.6 President's Newsletter, August 2018
5.7 Governor General Awards Letters, June 2018
5.8 AEST Letter of Appreciation to B. Bell
5.9 Public Sector Governance Workshop Agenda, September 20, 2018
5.10 Draft Principles – BC's Relationship with Indigenous Peoples
5.11 NIC Presentation to the Select Standing Committee on Finance and Government Services

6. NEXT MEETING DATES

- Annual Retreat, November 22-23, Campbell River Region
- Regular meeting – Thursday, December 6, 2018, Comox Valley Campus

7. ADJOURNMENT 2:50 pm

NORTH ISLAND COLLEGE
NIC

North Island College
Board of Governors

Oath of Appointment

The following Oath of Office is to be sworn, signed and dated before the Board at the commencement of all members' first meeting with the Board. The Ministry suggests that either the Board Chair, or, if an institution prefers, a Commissioner of Oaths would be appropriate administrators of the Oath.

I, _____, sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a Member of the Board of ***North Island College****. I have read and agree to abide by the Code of Conduct Policy and the Conflict of Interest Bylaw of the Institution.*

_____
(Signature)

_____
Date

MINUTES OF THE REGULAR MEETING OF THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS HELD IN KOMOUX HALL BOARDROOM, COMOX VALLEY CAMPUS THURSDAY, JUNE 14, 2018

BOARD MEMBERS PRESENT

D. Lamb, Community Member, Campbell River Region, Chair
J. Atherton, Community Member, Comox Valley Region
B. Bell, Community Member, Comox Valley Region
J. Bowman, President
K. Gibson, Faculty Representative
R. Grant, Community Member, Campbell River Region
J. Kortlever, Student Representative
D. Lightfoot, Chair, Education Council
J. Murphy, Community Member, Comox Valley Region, Vice Chair

BOARD MEMBERS ABSENT

R. Everson, Community Member, Comox Valley Region
E. Mosley, Community Member, Port Alberni Region
C. Reyno, Support Staff Representative
N. Schofield, Student Representative

ALSO PRESENT

K. Crewe, Director, Human Resources and Organizational Development
L. Domae, Executive Vice President, Academic & COO
C. Fowler, Vice President, Finance and Facilities
S. Fleck, Director of Finance
R. Heidt, Vice President, Strategic Initiatives
M. Porritt, The Scion Group
R. Reid, Executive Assistant, Board of Governors

PRESENTATION: Comox Valley Student Housing Business Case

L. Domae introduced M. Porritt of The Scion Group which provided student housing advisory services for the College in developing the business case. L. Domae and C. Fowler presented information regarding the history and context leading to the development of the College's Comox Valley Student Housing Business Case.

1. CALL TO ORDER

D. Lamb called the meeting to order at 2:00 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

D. Lamb acknowledged that the meeting is being held in the traditional territory of the K'ómoks First Nation.

DRAFT

1.2 Adoption of Agenda

The agenda was amended to include item 1.3 Acknowledgement of Retiring Board Member, pulling out the Finance and Audit Committee Report from the consent agenda and moving it to 3. Board Business. Agenda numbering under agenda item 3. Board Business was amended as follows:

3.1 Finance and Audit Committee Report
3.2 Board Objectives/Action Items Log as of June 14, 2018
3.3 Annual Board Evaluation Results
3.4 Roundtable Regional Reports

Moved J. MURPHY/Seconded B. BELL: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF JUNE 14, 2018 AS AMENDED.

Motion carried

1.3 Acknowledgement of Retiring Board Member

D. Lamb acknowledged the work of B. Bell on the Board over the last six years in his capacities as member, vice chair and chair. He recognized the value of B. Bell's mentorship to him as well as being a strong advocate for the College. J. Bowman highlighted some of B. Bell's accomplishments during his term including proactively recruiting Board Members and being instrumental in building both the NIC and Provincial board member orientation manuals.

2. CONSENT AGENDA

2.1 Minutes of the Regular Meeting of April 19, 2018
2.2 Executive Committee Report
2.3 Regional Highlights Report
2.4 Correspondence and Information (Agenda item #5)

Moved B. BELL /Seconded R. GRANT: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF JUNE 14, 2018.

Motion carried

3. BOARD BUSINESS

3.1 Finance and Audit Committee Report

Referring to the process of procuring the College's next investment manager, D. Lamb inquired whether invitations to submit proposals could be extended to local investment management firms. C. Fowler will consult with other post-secondary partners to consider including local investment management firms.

3.2 Board Objectives/Action Items Log as of June 14, 2018

J. Bowman reported that most of the goals set out in the Board's 2017-18 annual objectives have been addressed except for the development of a risk management policy which was slated for Board approval in June 2018. C. Fowler provided an update on the development of said policy, adding that an Occupational Health & Safety (OH&S) Officer had been hired. J. Murphy stressed that the Board has organizational oversight of risks that the College may face and noted that the Board needs to understand those risks; she asked whether that will be part of the OH&S Officer's job. C. Fowler will bring the matter forward prior to finalizing the policy.

The Board's 2018/19 Annual Board Objectives will be updated in the fall.

DRAFT

3.3 Annual Board Evaluation Results

D. Lamb commented that this year's survey results do not reflect the same level of engagement and participation compared to the previous year's survey. J. Bowman reported that there was discussion at the Executive Committee for the annual survey to be more fulsome and robust by hiring a third party consultant to conduct interviews similar to his 360 Performance Evaluation. B. Bell commented that emphasis should be on board education and development. J. Bowman noted that there are a number of board development initiatives available to the Board including the Provincial governance workshop as well as educational opportunities on internationalization, programming and indigenization that are built into the Board meeting agendas.

3.4 Roundtable Regional Reports

Board Members who attended the CICan pre-conference and main conference in late April and early May commented on how well organized the events and how informative the sessions were as well as having quality speakers at each session. R. Grant noted that one takeaway from the conference is the possibility of operating businesses through some areas of the College. He expressed interest in seeing the College adopt something similar.

J. Kortlever presented a bursary the previous week at the G. P. Vanier Secondary School on behalf of the NIC Foundation. K. Gibson attended the NIC School of Business event with fellow alumni. J. Atherton was pleased to have attended the Nursing field school presentation.

4. REPORTS ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Report, June 2018

Adding to his written report, J. Bowman announced that Minister of Advanced Education, Skills and Training (AEST) Melanie Mark will be visiting the Campbell River campus on June 18, 2018 to announce funding for NIC's Coastal Forestry Program. He also informed the Board that a Provincial governance workshop has been scheduled for October 22 to 24, 2018 in Victoria. This is an expanded version of last year's workshop in Cranbrook and will include participants not only from the BC Colleges membership but also from teaching university institutions. In this regard, J. Bowman recommends deferring the annual Board retreat to November 22 and 23, 2018 and the November regular meeting to December 6, 2018.

As the College enters its fourth year of Plan 2020 in 2019, J. Bowman recommends that the Board consider reviewing and updating the strategic plan in 2018/19 with the intention of planning and developing a new plan between January and September of 2019 and finalizing it in fall of 2019.

J. Murphy referred to the update on the Campbell River Gathering Place and commended J. Bowman's and other senior managers' leadership on initiating the project.

4.2 Executive Vice President, Academic

4.2.1 Final FTE Report for Year Ended March 31, 2018

L. Domae informed the Board that the full time equivalent (FTE) report, required by the AEST, measures the number of full time equivalents based on total full time student enrolments plus a conversion of all part-time student enrolments in a given instructional year. Total domestic and international student FTEs is up by two percent from the previous year reflecting gains in international student FTEs which offset the declines in domestic student FTEs. NIC met all AEST program area targets except in developmental adult upgrading programs which include Adult Basic Education, English as a Second Language and Access for Students with Disabilities.

Responding to a query about the utilization rate of AEST base funded FTEs, L. Domae explained that the block funding system instituted by the Provincial government in 2004 has not been modified to match targets of skills programs that are expensive to deliver and therefore less able to produce more FTEs because of inherent funding

shortfalls. She assured the Board however that the Ministry is cognizant of how those implications impact NIC's utilization rates.

J. Bowman added that the targets imposed on all PSIs are not based on each individual college's actual capacities and have not been adjusted to address inflation rates and increased costs over the years. He also noted that because NIC delivers a substantial number of trades programs that are partially funded through the Industry Training Authority (ITA), the targets for those program areas should be adjusted. L. Domae added that partially funded trades program are not recorded in the AEST FTE report.

Moved B. BELL/Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE 2017/18 FINAL FTE ENROLMENT REPORT.

Motion carried

4.2.2 2017/18 Institutional Accountability Plan and Report

L. Domae reported that the Institutional Accountability Plan and Report (IAPR) is another document required by the Ministry. The results-based report is intended to demonstrate NIC's achievements against government's mandate and includes the College's progress against its own Plan 2020.

L. Domae noted that the College achieved 17 out of the 19 performance targets; the two targets that are not achieved are related to the FTE targets in developmental program areas.

J. Bowman reiterated the Executive Committee's desire for the Board to look more closely at the IAPR and lift information from it that may be relevant to the Board's governance work. D. Lamb suggested comparing and contrasting the current IAPR with prior years' reports. A meeting of an informal ad hoc committee of the whole is being planned for late July.

Board Members commented on the Fast Facts page. R. Heidt reported that information from the IAPR including those in the Fast Facts pages are added to vital signs reports and the College's marketing materials.

Moved B. BELL/Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT FOR THE 2017/18 REPORTING CYCLE.

Motion carried

4.2.3 Annual Report re Sexual Misconduct Policy

J. Bowman noted that the annual reporting to the Board is a statutory obligation to the Board. L. Domae added that the College is required to review the policy every three years. J. Murphy commented that the more difficult aspect of the policy is effecting a paradigm shift towards a culture safe from sexual violence and misconduct. She asked whether the College is doing enough to achieve this. L. Domae assured the Board that the College is doing its best using the resources available to it. J. Bowman added that the College had to identify funding from its budget to implement the policy last year. J. Murphy reported that in speaking with members of the Comox Valley Transition Society and senior staff at the RCMP, those agencies are interested in supporting the College's work around the policy.

4.3 Vice President, Finance and Facilities

4.3.1 Comox Valley Student Housing Business Case

C. Fowler presented the draft business case which will be submitted to AEST for feedback and funding consideration. Some of the points raised during the discussion were:

- The College hopes to receive a grant of just under $12 million from Provincial government plus an additional $9 million loan from the Provincial Treasury at 3.75% interest rate to begin construction of on-campus housing facilities.

- Regarding the cost of construction, the price per bed of approximately $142,000 includes the cost of shared and multi-function spaces, all at high quality Gold LEED standard. A supporting document that provides context on the pricing structure will be made available.
- The largest annual operating project expense is amortization. BC Colleges and other partner associations are urging the Provincial government to enable institutions to run a paper deficit in the amount of the amortization.
- Post-secondary institutions (PSIs) are exempt from the Residential Tenancy Act.
- In terms of demand for student housing vis-à-vis the growing popularity of online learning, studies suggest online learning is not likely to impact the need for buildings.
- The College will operate the student housing facility and services following other models within the PSI sector.
- NIC hopes to receive approval for the business case from the Ministry by early fall of 2018 and complete the project for opening in fall of 2021.

Moved B. BELL / Seconded J. MURPHY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE SUPPORTS AND APPROVES THE DRAFT STUDENT HOUSING BUSINESS CASE FOR SUBMISSION TO THE MINISTRY OF ADVANCED EDUCATION, SKILLS AND TRAINING AS PRESENTED.

Motion carried

M. Porritt left the meeting at 3:08 p.m.

4.3.2 Audited Financial Statements for Year Ended March 31, 2018

S. Fleck joined the meeting at 3:09 p.m.

C. Fowler acknowledged the work of S. Fleck and her team in putting together the annual financial statements. He reported that NIC's auditor, KPMG, had provided a findings report to the Finance and Audit Committee where KPMG had made a few minor changes to the statements.

C. Fowler highlighted the higher than budget international student tuition revenue and higher than budget investment returns.

Moved B. BELL/Seconded J. KORTLEVER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FISCAL YEAR 2017/18 FINANCIAL STATEMENTS AS PRESENTED.

Motion carried

4.4 Vice President, Strategic Initiatives

4.4.1 Strategic Initiatives Division and NIC Foundation Report

R. Heidt reported that the LEGO Robot Camps will be implemented again this summer with both the Comox Valley and Campbell River classes already sold out as of this date.

Applications for bursaries and awards are up about 125 from last year's record with a total of 562 students completing applications this year. This year's total awards is a record $375,000 compared to last year's $290,000 record. R. Heidt also reported that proceeds from BC Hydro's upcoming event, a tour of the John Hart dam in Campbell River, have been earmarked to benefit students in NIC's trades programs. BC Hydro has pledged to donate $7,000 no matter the outcome of ticket sales. R. Heidt thanked B. Bell for offering to shoulder the cost of tickets for Board Members.

4.5 Chair, Education Council

4.5.1 Education Council Report

D. Lightfoot reported that the Academic Governance Council (AGC) held its annual general meeting in Camosun College in May. One of the agenda topics was indigenization and how to implement it in the PSI sector curriculum. He looks forward to the joint meeting between the Board, Education Council and Aboriginal Education Council on June 15, 2018 and hopes to find guidance in indigenizing NIC's curriculum. The AGC meeting also talked about changes in the high school curriculum; D. Lightfoot is confident that NIC is ready to implement program revisions to address these changes.

5. CORRESPONDENCE AND INFORMATION

The Board received the following information items:

5.1 Board of Governors Calendar of Events 2018
5.2 Emeritus Designee Letters 2018
5.3 Learner Resource Fee Update Report
5.4 NIC Foundation Letter re 2017/18 Endowment Statement
5.5 Nadler Framework: Board's Role in Strategy Development

6. NEXT MEETING DATES

6.1 Regular meeting – Thursday, September 27, 2018, Port Alberni Campus
6.2 In-camera meeting – Thursday, September 27, 2018, immediately following the regular meeting

7. ADJOURNMENT

The meeting adjourned at 3:25 p.m.

Derek Lamb, Chair

Rachel Reid, Executive Assistant

DRAFT

NORTH ISLAND COLLEGE
NIC

Board of Governors
Ad Hoc Committee Meeting
July 26, 2018, Komoux Hall Boardroom

2017/18 Institutional Accountability Plan and Report (IAPR)

1. Board's responsibility is to identify goals and assure that they are monitored, measured and achieved then track trending to go forward strategically;
2. International and Aboriginal education are areas that will be of ongoing importance; based on growth in these areas, where does NIC go?;
3. L. Domae to provide status report on international education at September Board meeting; How will NIC measure its work with international students and ensure student success among international students;
4. What role can the College play in improving students' preparedness in post-secondary education; note that the demographic of young indigenous population is very large compared to other sectors; need funding for programs in collaboration with Aboriginal communities in the long-term;
5. Can College improve its relationship with high schools and even elementary schools; note that NIC has strong relationships with ADSS in Port Alberni and school districts 69 and 71; need to improve relationship with high schools in the northern region; perhaps start outreach programming to kids as young as 10 years old;
6. Possibility of adding information in IAPR around percentage of high school students that enroll with NIC as well as older students and around graduates outcome;
7. Consider broadening College's revenue stream – is there technology generated by College that could produce revenue? Note that student housing is expected to provide revenue.

College Plan2020 Renewal: 2020-2025

1. J. Bowman to provide background report on what the planning process would entail; need to consider adopting a process to look at College's values and guiding ideas and do assessment – how is the College doing and are we walking the talk?
2. Part of the process is to review/reflect on current priorities as stated in Plan2020 – do we add or remove from those nine priorities; also need to develop goal statements; detailed discussion expected at November Board Retreat, discussion of resources and final planning process at December Board meeting then start planning process in January 2019;
3. Consider involving communities, Comox Valley in particular, in providing input to new strategic plan; consider using regional learning councils where there is one.

2018 Board Planning/Education Retreat

1. Discuss priorities in terms of what Board needs to continue doing and what more it needs to do for year 2018-19; gain better understanding of Board's responsibilities and response to specific areas such as international education and the Truth and Reconciliation report (pick five things that Board will need to focus on);
2. Discuss how Board Members can represent NIC and connect with respective communities (possibility of addressing this through the strategic planning process);
3. Consider hiring a meeting facilitator.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**
2.3 Executive Committee Report

The Executive Committee met on Thursday, September 13, 2018 with Jane Murphy and Rachel Reid in attendance. John Bowman and Roy Grant participated via teleconference.

The Committee reviewed the following items:

- Meeting agendas and schedule of activities for the Board meeting of September 27, 2018;
- Draft minutes of the June 14, 2018 Board meeting;
- Notes of Joint Meeting with EdCo and Aboriginal Education Council of June 15, 2018;
- Debrief of Ad Hoc Committee Meeting of July 26, 2018.

President's Report

J. Bowman sent a President's newsletter on August 28th to the College community with updates on the Campbell River Campus project, the forthcoming renewal of the strategic plan and activities around the Diversity Matters initiative, among others. He also briefly updated the Committee about the College's international student enrolment numbers this fall. A more detailed report about international education will be included in the September 27 Board meeting agenda package. R. Grant said he's pleased about having international students studying in the Campbell River Campus and hopes that they will be provided additional support in searching for part-time employment.

September 27, 2018 Board Meeting Agendas

The committee discussed the recruitment of Board Members to join the Board's standing committees: Executive, Governance and Human Resources, Finance and Audit and President's Performance and Compensation. This will be brought up at the Board meeting of September 27, 2018 to be followed up by an email reminder from R. Reid. Each committee will also draft a work plan for year 2018/19.

J. Bowman proposed to discuss the meeting notes of the June 15, 2018 joint meeting with EdCo and Aboriginal Education Council (AEC) in detail under Board Business at the September 27 Board meeting in order to carry out some of the action items from that meeting like inviting an AEC member to sit on the Board on an ex-officio capacity as well as to draw out board objectives for 2018/19. Recognizing that the AEC members serve on a volunteer capacity, J. Murphy suggested sending letters of appreciation to all members from the NIC Board of Governors.

Regarding the College Plan 2020-2025, J. Bowman will provide a general outline of the process involved in renewing the College Plan at the September 27, 2018. A major outline of processes will be presented to the Board for approval at either its December 6, 2018 or January 24, 2019 meetings.

Retreat Agenda – Draft List of Topics, November 22-23, 2018

J. Murphy and R. Grant will provide suggestions to J. Bowman regarding possible meeting facilitators. J. Bowman will also be looking at the agendas for the Public Sector Governance Workshop on September 20th and the BC Colleges AGB Governance Workshop on October 22 to 23 for topics to be considered at the Board's retreat in November. Board Members are expected to provide input regarding retreat topics at the September 27 Board meeting.

BOARD OF GOVERNORS

NORTH ISLAND COLLEGE NIC

Finance and Audit Committee
Tuesday September 11, 2018 3:00 pm
Komoux Hall Boardroom, Comox Valley Campus

Members present: K. Gibson (Chair), E. Mosley

Member absent: N. Schofield

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

Guest: G. Van De Ven (Manager, OH&S)

Call to Order

K. Gibson called the meeting to order at 3:10 pm.

Approval of Agenda

The Committee approved the agenda as presented.

Q1 Financial Statements

C. Fowler provided a few highlights from the statements:

- A new liability account called "lease inducement" that stems from a loan from the Port Hardy landlord for the Mount Waddington campus; the amount is being paid back through monthly lease payments by the Ministry;
- Realized gains of over $334,000 will go towards the Campbell River campus project;
- Significant increase in salary expenses in the International fund at over 65% compared to last year's Q1 largely due to costs in running additional sections, large increases were also noted in Special Projects (over 39%) mostly due to positions created and funded through the Learner Resource Fee and the Ministry funded Employment Transition Culinary Access program.

Financial Information Act Report

The Statement of Financial Information Report is an annual report required by government. It will go to the September 27th Board meeting for approval. It was noted that staff remuneration under the $75,000 threshold account for less than half of the total remuneration.

Risk Management Policy

C. Fowler introduced G. Van De Ven, Manager of Health & Safety, who has been meeting with deans and other key staff in assessing existing concerns and possible risks they might want to have assessed. The meeting discussed recent events within the College that prompted the College to review its emergency preparedness protocols. C. Fowler will keep updating the Board on the progress of the risk register. A risk management policy is envisioned to go to the Board for approval in early 2019. G. Van De Ven added that the policy will be a constantly updated living document.

5-Year Capital Plan

C. Fowler reported that the draft 5-year capital plan was submitted to the Ministry in August with a note that the plan will still go to the Board in September for approval (the Ministry request came in July). The first project on the list is the student residence building, the draft business case of which was approved by the Board in June. C. Fowler noted that despite the list of priority projects on the plan, the Ministry has complete discretion on which projects it will choose to fund and how those projects will be funded.

K. Gibson noted a discrepancy in the dollar amounts on the spreadsheet; C. Fowler will correct the numbers before the report goes to the Board.

Investment Manager Procurement - Update

Requests for quotes have been sent out to five firms, including the current portfolio manager and two firms that are local. Some of the information requested are company background, fees, investment strategies and historical performance. A small team within Finance will review and assess the submissions with the goal of providing recommendations for the Board to consider and approve. K. Gibson commented that should the NIC investment portfolio be transferred to a new manager, there could be implications, whether in losses or gains, arising from the possible transition.

Large Payments Report

S. Fleck noted that most of the large payments went to Island West Coast for the Campbell River campus project.

The meeting adjourned at 4:35 p.m.

Kim Gibson
Committee Chair

REPORT TO NORTH ISLAND COLLEGE BOARD OF GOVERNORS
REGIONAL HIGHLIGHTS
SEPTEMBER 2018

TRADES AND TECHNICAL PROGRAMS

Highlights

Submitted by the Faculty of Trades and Technical Programs

Fall registrations are strong in the Faculty of Trades and Technical Programs, with the following programs beginning in September:

Aircraft Structural Technician - CR
Automotive Service Technician (Harmonized) - CR
Automotive Service Technician (Harmonized) - PA
Carpenter (Harmonized) Apprentice Level 1
Carpenter (Harmonized) Foundation
Carpenter Apprentice – Level 3
Electrical Entry (Foundation) - CR
Electrical Entry (Foundation) - CR
Heavy Mechanical Foundation - CR
Heavy Duty Equipment Technician – Level 2 - CR
Joinery PA
Welder - A - CR
Welder - A - PA
Welder – B - CR
Welder – B - PA
Welder Apprentice (Harmonization) 1 - CR
Welder Apprentice (Harmonization) 2 - PA
Welder Apprentice (Harmonization) 3 - CR
Welder Apprentice (Harmonization) 1 - PA
Welder Apprentice (Harmonization) 2 - CR
Welder Apprentice (Harmonization) 3 - PA
Welder Foundation (Harmonization) - CR
Welder Foundation (Harmonization) - PA
Plumber - Apprentice – Level 3 - CV
Plumber - Apprentice – Level 4 - CV

Prep Cook Certificate Program

Registrations are coming in for our Prep Cook Certificate Program beginning in October at the Port Alberni Campus. We are pleased to receive support from the province and the industry training authority to be able offer this sponsored training. The program was created in response to demand for entry-level cooks and kitchen workers across the North Island College region and this need is felt in the tourism/hospitality industry across the nation. The tourism industry is a strong component of the regional

and national economy and as it grows, so does the demand for cooks, kitchen helpers and other food service workers to be well-prepared for employment. NIC's Prep Cook program is designed to introduce students to the basic skills, safety knowledge and job readiness to launch a career in the food services industry. The program consists of four months of hands-on training, including industry certifications in Occupational First Aid, FoodSafe and WHMIS. Students will learn how to safely operate, clean and maintain common kitchen equipment and become familiar with standard culinary measurements and calculations. They will also learn how to prepare basic soups, stocks, sauces, vegetable dishes, salads, sandwiches, cookies and quick breads, applying food safety standards and safe work practices.

Annual Trades Fall Gathering

Faculty attended the annual Trades and Technical faculty meeting on August 29, 2018. The afternoon event had a full agenda and included topics such as:

- Training Plan Overview
- Equipment Management and Maintenance
- Student Hires
- NIC Faculty Association Professional Development
- Program and Service Highlights
- Marketing – Release of New Website and Annual Priorities
- Occupational Health and Safety – The Year Ahead and Introductions (Gerald Van De Ven, Manager, Health & Safety, Admin Finance/Facilities)

Faculty Led Sessions included:

- Practical Approach to Trades Math Instruction & Resulting Student Success (Erik Hardin)
- Instructional Strategies & Student Engagement (Jason Taylor)
- Electrical Foundation - Collaborative Program Development (Jason Taylor, Trevor Petr, David Johns)
- Provincial Alignment - Heavy Mechanical Programming (Tony Yaklin)

Supporting Students in the Faculty of Trades and Technical Programs sessions included:

- Student Affairs – The Year Ahead and Introductions (Felicity Blaiklock, Director of Student Affairs & PA Campus Administrator, Student Services)
- Collaboration in Teaching: Supports for Faculty, Staff and Students and Release of the Red Folder (Amy Rowes)
- Learning Styles & Empowering Learning Beyond the Shop/Classroom (Margaret Hearnden)
- Expanding Peer Tutoring Across the Trades (Erin McConomy)

The afternoon closed with a lively collaborative team discussion on *Trades Programming – Our Future.*

Annual Welcome Back (CR) event

Sarah Deagle and Cheryl O'Connell welcomed staff and faculty back for the 2018-19 school year at the Campbell River Campus on August 30, 2018. This annual event included brief updates on initiatives from Senior Leadership and the Senior Education Teams, as well as providing a welcoming message to all new and returning staff and faculty. An International Update was provided and the morning concluded with lunch with our International students. This year staff faculty and students were treated to a delicious international buffet prepared by our talented Cafeteria staff.

Cafeteria Schedule and Mel's Place

Our Cafeteria is adjusting our hours of operation to better serve students and staff. Hours of operation are 8 am – 2:30 pm, Monday – Friday.

New this fall as well is "Mel's Place", located at the entrance to the former student lounge in "D" wing. This is a temporary café that will stay in place until our new Cafeteria is up and running. Come see Mel for some tasty treats and coffee between 8 am – 10:45 am. All goodies are provided by our Cafeteria.

Occupational Health and Safety

We are now booking program meetings for Faculty and Technicians to meet with Gerald Van De Ven, our new Manager, Health & Safety. The purpose of these meetings is to discuss individual needs and considerations for the coming year.

OFFICE OF GLOBAL ENGAGEMENT

Resurrection of Intercultural Ambassadors

Submitted by Nadine Biggs

The Office of Global Engagement (OGE) has brought back the Intercultural Ambassador Program. OGE has hired three students to help with activity planning, student engagement and assistance in OGE-led events.

Comox Valley International Welcome

Submitted by Markella McKay

On Sunday September 9th the annual Comox Valley International Welcome event was held at the Native Sons Hall. In conjunction with the Immigrant Welcome Centre and School District 71, NIC was proud to co-host this annual event that welcomes all new comers to our community. There was a live dance performance, a visit from the RCMP, games, snacks and refreshments.

STUDENT SERVICES AND REGISTRAR

Library and Learning Commons

Submitted by Mary Anne Guenther

The Campbell River campus library was re-located into two classrooms in June to prepare for the construction of a new student corridor which will be the home of the new Library & Learning Commons, Student Commons, Food Services and more. New staffing appointments at the Campbell River (CR) and Comox Valley (CV) campuses have been made possible with funding from OGE to support the delivery of library services and include 1.3 FTE Library Technicians and 1 FTE Librarian.

The Library and Learning Commons faculty and staff have been visiting classes to talk about the various academic supports available to students such as research, writing, math, technical and peer-tutoring. Throughout the next several weeks, workshops covering Study Skills, Academic Integrity and APA citation are being delivered. In addition to class visits to highlight student supports, faculty are starting to book library research classes, focusing on information literacy skill building.

The three librarians are again embedded in a number of courses this semester, ranging from Nursing to English to Fine Arts. In addition, we have scheduled shifts weekly on *AskAway*, the provincial chat reference service.

The CV campus library has just introduced a laptop lending service for students, with the intention that CR and Port Alberni (PA) campuses will follow in 2019.

CAMPUS WIDE ORIENTATION SUMMARY – FALL 2018

Campbell River

Submitted by Renae Roles, Student Recruiter

Campbell River was blessed with sunny weather as we welcomed approximately 190 new and returning students to the CR Orientation on Tuesday, September 4th, an increase from previous years.

We started the day at the Gathering Place with breakfast and a song by our Aboriginal Elder, Daryle Mills. At the Official Welcome, students were introduced by Dean Cheryl O'Connell to faculty, our counsellor Amy Rowes, NISU, and also June Johnson, our other Aboriginal Elder who facilitated the territory acknowledgement. Sarah Deagle also addressed the students emphasizing NIC as a community of learning for all its members and welcomed the international students to campus.

This year we added a campus tour to the schedule while keeping key workshops in the morning (ITA, Counselling Services, and Library & Learning Commons). In the afternoon, students had lunch and got to explore our Marketplace which hosted 32 community organizations and businesses. We also had music playing by a local DJ, prizes, and bocce ball for students to play. The goal of the Marketplace was to connect students with local services and opportunities to help support their transition, community engagement, and overall success.

As this is the first year that the Campbell River campus welcomed its doors to international students, we encouraged international students to attend the main orientation and many did. During the CR Welcome Back the previous week, staff and faculty had the opportunity to have lunch with the new international students which provided a great way to meet the students, help them feel more comfortable attending the main orientation and recognize familiar faces.

Overall, the feedback that we have received from students, faculty and staff was that the event was a huge success! We solicited feedback through Survey Monkey and emailed students and vendor markets for their feedback. We have 58 student responses to date. When asked overall how they would rate the event, 21 students responded "excellent", 24 students responded "very good", nine students responded "good", and three students responded "fair". When students were asked what was the best part of the day was they responded:

> *"I really enjoyed everything. The entire morning was a fun and super positive experience and the delicious lunch and marketplace was a great way to finish the day. I felt so much better after attending and having a better understanding about my new campus." – Lisa Harrison, New NIC Student*

> *"Feeling comfortable and confident wandering the halls." – Kyla McIntosh, New NIC Student*

> *"The opening with the indigenous song intro. Very wholesome." – Jay Luty, New NIC Student*

Next year we hope to continue to emphasize a sense of community and increase student engagement through more activities. To help facilitate this, we hope to have Student Ambassadors hired at the Campbell River campus and receive increased volunteer support from the Office of Global Engagement's staff and Intercultural Ambassadors. Additionally, for future orientations, we would like to increase the number of volunteer faculty and staff and encourage them stay longer at the event to actively reach out and engage with students.

Comox Valley

Submitted by Danielle Hoogland, Student Recruiter

Approximately 400 new students attended Orientation Day 2018 at the Comox Valley campus on Sept. 4th. The day began with a welcome in front of Discovery Hall. Elder Fernanda Pare welcomed students to both the College and the traditional territory of the K'omoks First Nation. David Dawson, former student, also shared a traditional welcome song with students. This set the tone for a sincere and heartfelt welcome by NIC President John Bowman. Counsellor Janet Beggs gave important tips for surviving September and an invitation to come to speak with her about study tips, time management tips, etc. Randall Heidt emceed the welcome event and bannock was offered to all 200 students who attended the welcome session.

After students attended their program introductions with faculty, they moved to in front of Tyee Hall to participate in activities, games and connect with NIC and community resources in the marketplace. Twenty-two community organizations and six NIC departments participated in the marketplace. Student ambassadors and volunteers organized games including bocce ball, badminton, soccer, spike ball and more. Students who played a game or two received NIC swag or prizes. They also had an opportunity to do a team scavenger hunt to win a prize. In the afternoon, students had the option of attending a workshop on funding their education, academic integrity, *BlackBoard Learn* and *myNIC*, or the library and learning commons services. All workshops were well attended. Workshops are offered throughout the month of September.

McDonalds offered coffee, tea, and cookies all day from 7:30am to 1:30pm and approximately 400 burgers were served by NIC faculty and staff for lunch.

Feedback has been very positive from faculty, staff, students and marketplace vendors. From the 84 students who completed the survey, 26 thought the event was excellent, 35 thought the event was very good, 18 thought the event was good and only five thought the event was fair. The location change from the front of the campus to the front of Tyee Hall was well received. As with any event, there are many ways to improve. Based on the feedback from students, we'd like to bring the games closer to marketplace and involve staff and faculty in the games like having NIC staff play tug-of-war with students as they do in Port Alberni. We'd also like to have a passport system that encourages students to collect stamps or stickers from marketplace vendors and NIC booths so that students are encouraged to engage with our marketplace vendors and with faculty/staff (this is currently used at other campuses). We will also offer more campus tours which was a popular activity this year. All in all it was a great start to the year!

"Everyone was so kind and helpful. Amazing faculty! Perhaps have more staff working student services… other than that, you guys did an incredible job!! Felt Very comfortable!" Tressa Arnott, new student

"I felt there was a lot of free time which would have been fun if I had friends at the school to spend that time with, but I don't know anyone else super well and making new friends is difficult for me so more structure might have helped me meet people easier and feel less lost…." Carment Stevens, new student

"I enjoyed my first day at NIC. Got a lot of valuable information and the games kept you busy. It was a nice sunny day. I look forward to my journey at NIC for Interactive media design." Alissia Hoorn, new student

Port Alberni

Submitted by Jessie Broekhuizen, Administrative Events & Operational Liaison

The Port Alberni campus piloted a new orientation program this year with student events taking place the first two weeks. Sept 4th was the student's day to prepare for the upcoming year. The students were able to attend program introductions, workshops and to get familiar with the building and NIC staff and faculty. As students entered the building they were able to take part in an ice-breaker game, enjoy the music and ask questions to the team in purple NIC shirts. On Tuesday September 11th, McDonald's was on site to provide complimentary warm coffee to students. On Thursday September 13th, we held our BBQ and marketplace to celebrate the end of Orientation. It was our most energized year with highest numbers yet for this event. Having the BBQ the following week lets students get comfortable on campus and get to know each other. They came to the BBQ with their new friends. Orientation is the most important event we plan as quality orientation is essential for student success.

Mount Waddington

Submitted by Christy Whitmore, Aboriginal Advisor

The Mount Waddington campus has historically held their Orientation a little later than the other campuses, as was the case this year, running on Tuesday, September 11 from 11:30 – 2:30. This was the first Orientation event in the new campus on Granville Street in Port Hardy. Attendance was up, perhaps because of this new location and a number of new cohort programs like Tourism & Hospitality and Early Childhood Education, as well as ABE. The day began with a welcome from Chief George Hunt and Elder in Residence Maggie Sedgemore, followed with words from Caitlin Harnett, Community Coordinator for the Mount Waddington Region and Tony Bellavia, Associate Vice President, Access and Region. Faculty and staff were introduced before serving BBQ lunch outside. The North Island Student Union (NISU) was an active presence, as were a number of community partners including the Sacred Wolf Friendship Centre and North Vancouver Island Aboriginal Training Society (NVIATS). While we have not received feedback yet from students, there was an overall feeling that the day was a success. New and returning students were welcomed and a number of community members joined in for lunch, given the location of the BBQ in the parking lot. This may be an effective recruitment strategy, confirmed by the warm welcome from new Director of Student Affairs, Felicity Blaiklock, who was flipping burgers.

L-R: Renae Roles, Naida Brotchie, Felicity Blaiklock

Overall the four campus Orientations shared some similar aspects yet also had their unique, local "flavour". In sum, they all achieved the goal of Orientation: to welcome students and share information that will help them start the year on solid footing.

2018 | CET

NORTH ISLAND COLLEGE
NIC

BC Wildfire Crew Member Program Students Summer 2018.

Continuing Education and Training

Board Highlights Sept 2018

Continuing Education and Training Board Highlights, Sept 2018

Regional Highlights

The current report captures the range of CET programming at each of our main campuses, as well as a selection of our in-community, regional initiatives. CET continues to design and deliver skills training for promoting student access and employability, as well as for creating educational pathways to credentials in collaboration with our instructional areas. Examples include:

New Program Developments & In-Community Training Partnerships

1) ***Westcoast Carpentry Career Pathway (Level 1 Launch)*** **–** The majority of students who successfully completed the preparatory Trades Discovery Program on the TyHistanis Reserve, Tofino (9 of 13 students) are eagerly awaiting the next phase of their training with NIC – the 14-week, Supported-Entry Level 1 Carpentry Apprenticeship Training Program will be hosted in-community from Oct. 9, 2018 to Jan. 24, 2019. CET-Port Alberni staff are currently working with our Trades Faculty, Tla-o-qui-aht First Nation, and Nuu-chah-nulth Employment & Training Program partners to support returning students (and new recruits) on their path to ITA red-seal carpentry certification and sustainable, at-home employment on community building projects.

2) ***Neucel Pulp Mill Transition Training*** **–** The Neucel Cellulose Mill is planning to re-open by the second quarter of 2019. CET-Campbell River staff are contributing to the mill's human resource development plans, by updating their employees' safety skills, and by providing supervisory leadership skills training. The current project builds on the training sessions offered to displaced mill workers over the past two years, while awaiting scale-up announcements at the mill (e.g. power tool and forklift training). CET's long-term relationship with transition team members (local mayor, mill operators, ministry officials, and employment partners) enables us to offer customized, just-in-time training to meet these human resource needs.

3) ***Huu-ay-aht First Nation (HFN) and Steelhead LNG Project*** **–** Plans are underway for the Kwispaa LNG Natural Gas/Air-Cooling Processing Plant at the Saria River/Bamfield site. CET-Port Alberni staff were recently approached by HFN to support more immediate plans for creating a biology pathway to support watershed renewal developments in their territory. We are currently working with UT/Science Faculty to map a cluster of marine biology and ecology/conservation courses with practical field-skill applications. CET staff will be meeting with community members from Anacla Reserve to assess their foundation skills and pre-requisite/upgrading needs, in preparation for cohort-based delivery at the Bamfield Marine Sciences Centre.

CAMPBELL RIVER

Enhanced Security Guard Training

The Enhanced Security Guard training program provides the knowledge and practical skills required for entry into the security field, including mandatory training required for provincial licensing under the Security Services Act. Additional modules provide practical application of skills and additional certification in WHMIS, Transportation of Dangerous Goods, Occupational First Aid Level 1 and Traffic Control (flag person training). Students also benefit from Career/Job Readiness and Transition to Work modules to round out their month of training. Funding for the training was provided by the Government of Canada through the Canada-British Columbia Workforce Development Agreement. We were able to obtain Ministry approval for two of the eleven applicants who had accessed Employment Insurance in the past three years despite being unemployed/underemployed at the time of application. Their participation was permitted on a one time basis with the understanding that priority would be given to students meeting all of the funding criteria.

ESG PARTICIPANTS WITH CAREER & JOB READINESS INSTRUCTOR, JANE HERBIN 2018

All eleven students successfully completed the training.

Wildfire Training

After delivering three Wildfire programs this spring, one in Port Alberni and two in Campbell River, our instructor, Henry Grierson completed necessary curriculum updates identified during the recent course delivery and review. These changes were necessary to address material impacted by the removal of the Alberta based, Firetack curriculum. The updates are now complete and ready to roll out for the 2019 Wildfire training season.

Building Maintenance Worker

Development of the new BMW student workbook and curriculum is now complete. The first delivery of this new program will be early in 2019 in partnership with NVIATS at their Campbell River

location. Students will be drawn from the local First Nations with the intent of adding building maintenance skills capacity within the communities.

Coastal Log Scaling
Planning has commenced for the next delivery of Coastal Log Scaling. The program will run February 2019. Tom Spooner from the Ministry of Forests, Lands and Natural Resource Operations has been notified of CET's plans and he has confirmed that there have been no changes to the exam. He is currently receiving inquiries from companies about the need for succession planning. Scott McKillop from industry has been retained to teach the program.

ElderCollege
Instructor orientation and information sessions for the fall were held September 7th with registration starting on September 10th. There are 41 course offerings scheduled for the fall. A new CREC policy and procedure guide was developed to clearly outline the roles and responsibilities within each CREC volunteer position and will be helpful for orienting new members and those that take on volunteer roles within CREC.

COMOX VALLEY

First Aid
Red Cross and WorkSafe BC have made significant content changes to all courses. These changes have resulted in the need to purchase new instructor and training manuals, and the need to provide additional training for our existing instructors in the new protocols.

Red Cross:
Not only has Red Cross made changes to its training protocols, but they have also reached a training agreement with WSBC. Both the Canadian Red Cross Emergency First Aid and Standard First Aid are recognized as equivalent to Occupational First Aid (OFA) Level 1 effective Sep 1, 2018. The revised course provides students with a valid first aid certification, covers topics including children and infant first aid and will upgrade their CPR level to a C all in one course. This is good news for employers working with children and youth, such as schools, home care, and recreation facilities, requiring their employees to have the OFA Level 1. This Certification is transferable between provinces and recognized nationally for workplace requirements.

FIRST AID ON THE JOB, PHOTO COURTESY OF RED CROSS 2018

Another change is the introduction of the Red Cross Psychological First Aid (PFA) Program. This program helps those experiencing loss, grief and stress, and teaches self-care and resiliency.

Learners will come away with coping strategies to prevent, identify and deal with stressful events. Participants will gain an understand of what supports are available and how they can help others access them. PFA is built on the latest evidence-based research from the international community and was developed in response to a growing need within our communities.

Mental Health First Aid (MHFA)

PFA and Mental Health First Aid (MHFA) are distinct but complementary approaches that can be used in different settings. PFA helps learners develop an understanding of the effects of stress, loss, trauma and grief on others, with an emphasis on self-care and personal protection. MHFA offers front-line workers skills needed for identifying when a person is experiencing a mental health crisis. It helps participants gain an understanding about how to offer immediate assistance and referral.

WSBC

WorkSafe BC has made changes to the Level 1, 2, 3 and Transportation Endorsement first aid courses effective July 1, 2018. However, all existing certifications are still valid until the expiry date. One of the biggest changes to the Level 2 and 3 courses is the exam is no longer held after the 1 or 2 week course, but instead is administered by the instructor throughout the course. This change has compressed the course for a more efficient delivery.

At NIC we have made it our mission to provide the best quality first aid training possible with clean, well maintained and up to date equipment and supplies to ensure that our students leave feeling confident and capable. We pride ourselves on employing experienced, professional and knowledgeable instructors in all of our regions.

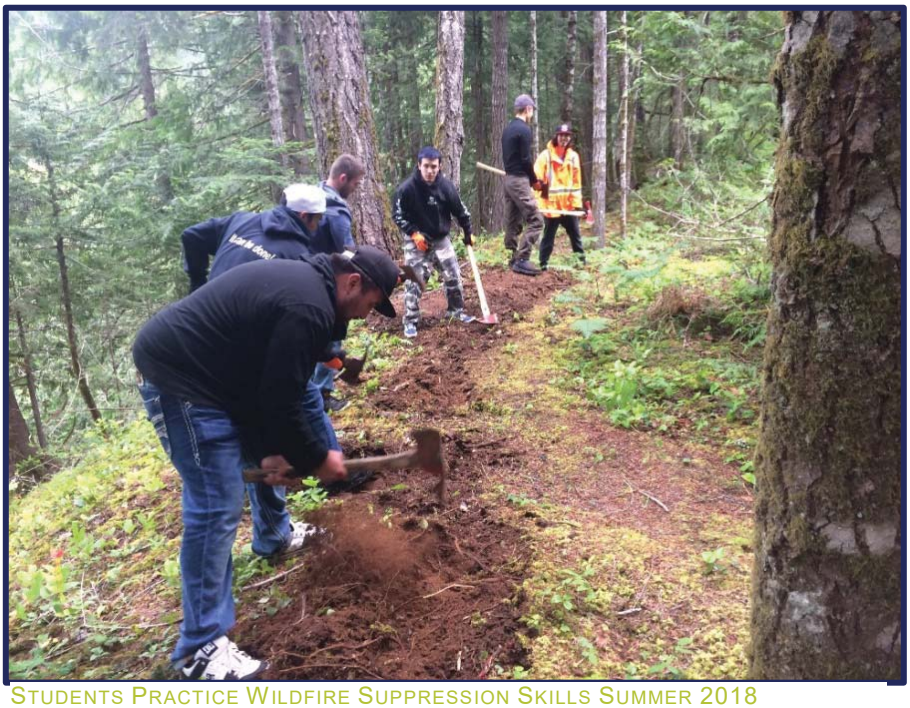
Building Services Worker

Eight students took part in the four-week Building Service Worker Program at the Comox Valley Campus this summer. The funded training was open to qualified applicants through Government of Canada funding, delivered in partnership with the Province of BC through the Canada-BC Workforce Development Agreement. The program prepared participants with practical skills and technical knowledge for successful employment as a custodial worker. A major benefit of this training was gaining workplace skills, certifications and connecting with employers during the practicum. Some of the locations of work experience included commercial cleaning companies, schools, offices, and recreation facilities.

BSW Students and Instructor Gustavo 2018

PORT ALBERNI

The Port Alberni campus held a four-week funded BC Wildfire Crew Member program that included Fire Suppression, Power Saw Safety training, Wildfire Entrapment Avoidance, Transportation of Dangerous Good – Air, WHMIS and more related certifications. All 12 students completed the program successfully and are excited to be hired and work in the field.



STUDENTS PRACTICE WILDFIRE SUPPRESSION SKILLS SUMMER 2018

Port Alberni is currently preparing the next phase of the Carpentry Pathway program: Supported-Entry Stream to Carpentry Apprenticeship Training in partnership with Tla-o-qui-aht First Nation in-community (TyHistanis Reserve) on Tue, Oct 9th. This 14-week program is geared for those with limited Construction trades experience. The focus is on work-site safety skills and employment readiness to meet the Industry Training Authority (ITA) Apprenticeship requirements for Carpentry Level 1 certification.

It is off to a great start with 9 students returning that attended the first phase: Foundation Skills Training & Introduction to Construction Trades. Recruitment for the balance of the cohort is taking place at this time.

Upcoming: In the fall we are providing Foodsafe & Retail Training for the Port Alberni Friendship Centre Steps to Success program.

NORTH ISLAND COLLEGE
NIC

Aboriginal Education and Indigenization
Joint Meeting of Board of Governors (BOG),
Aboriginal Education Council (AEC) and Education Council (EdCo)
June 15, 2018, The Prime Chophouse, Courtenay
Meeting Notes

1. Call to Order
   John Bowman, President, called the meeting to order at 9:00 a.m.
2. Welcome to Traditional Territory
   Fran Prince, Chair of the Aboriginal Education Council, welcomed everyone to the traditional and unceded territory of the K'ómoks First Nation.
3. Roundtable Introductions
   Members of the Board of Governors (BOG), Aboriginal Education Council (AEC) and Education Council (EdCo) present at the meeting introduced themselves.
4. Overview of the Agenda and Goals for the Meeting
   J. Bowman provided a summary of what to expect from the meeting. Speaking on the BOG's behalf, he added that the Board looks forward to strengthening the ties between the three groups. EdCo Chair Dennis Lightfoot hopes to find guidance around how to indigenize NIC curriculum and perhaps develop a locally-based course with the aim of educating and increasing awareness around indigenization, similar to the Yukon First Nations 101 course.
5. Roles of Board of Governors, Education Council and Aboriginal Education Council
   BOG Chair Derek Lamb and EdCo Chair Dennis Lightfoot provided brief PowerPoint presentations on the roles of BOG and EdCo. AEC Chair Fran Prince did the same with additional information on the AEC's terms of reference.
6. High Level Overview: Truth and Reconciliation Commission Calls to Action and United Nations Declaration on the Rights of Indigenous People
   Director of Aboriginal Education Kelly Shopland presented information on NIC's continuing response to the Truth and Reconciliation Commission report's Calls to Action. She outlined programs and activities undertaken by the College that respond generally and specifically to the Calls to Action.
7. NIC Student Stories
   Karen Mack, NTC/HCA Community Mental Health Certificate Program
   - From the Nuu Chah Nulth tribal council;
   - Graduated from the program in September 2017 in a class of 10 First Nation all-female students;
   - She and her classmates immediately found work after graduating and all are working in the mental health field;
   - While in school, she discovered a number of resources available to First Nations people that should be accessed;
   - Thankful to staff at student services and faculty for providing the support and understanding she needed in order to succeed;
   - Appreciated that the program was personally challenging because of her proximity to people in the community who suffer from mental health problems including alcohol and drug addiction;
   - Would like to see more collaboration between NIC and First Nations groups.

Tamara Robertson, BSN

- From the Chilcotin Nation, Williams Lake;
- Started her educational journey in 2008, was accepted into the BS Nursing program in 2014 but had to take time off, came back in September 2016 and is now on her third year;
- Appreciates that admission into the program is not based on grades;
- Would like to get placement at the Campbell River campus in order to be closer to her family and not have to commute.

David Dawson, Social Service Diploma Program

- Born and raised in the Comox Valley, also from the Kingcome Inlet;
- Currently on his third year in the program;
- Spoke of the importance of having bi-cultural competence for Aboriginal youth to navigate their way through life and succeed within the Canadian context without losing their First Nations identity.

All three expressed appreciation for having an Aboriginal lounge where students can get together, feel comfortable and free to speak loudly (unlike in the library). Also, having an elder on campus makes a big difference in supporting Aboriginal students. Speaking about accessing grants and funding, Karen reported that accessing educational funding was difficult because the deadline for a First Nations funding application is different from NIC's.

Regarding bi-cultural learning opportunities, David opined that people in general are moving in the right direction and that bi-cultural competence is all about changing the narrative (the past cannot be changed but the future can be changed).

Fran thanked the students and assured them that their concerns will be brought to the AEC.

8. Future Plans and Priorities – Policy Development

   The meeting acknowledged that there is confusion on the use of the terms "indigenization", "Aboriginal" and "reconciliation" and that there is a struggle to develop a shared understanding of their meaning. Fran confirmed that educating oneself about who First Nations people are is a good first step in understanding. She added that a lot of First Nations people have become afraid because words have been twisted around, making distrust a barrier to learning. There is a need for First Nations students to trust NIC that its learning models would fit what the students need for when they return to their homes. Fran also recommended having Aboriginal representatives sitting in both the Board of Governors and Education Council. John further suggested to have an AEC member sit on both BOG and EdCo even though the BOG already has a First Nations representative in the person of Rob Everson.

   In developing policy around indigenization of the curriculum, the meeting agreed that the following questions, at the minimum, should be answered:

   - What is adequate First Nation consultation/First Nation context? How can such consultation happen?
   - What are the criteria that need to be met if NIC were to achieve indigenization of its curricula?
   - Are there words that pertain to Aboriginal/indigenization/First Nations the use of which should be made in different contexts?
   - How are the wisdom and insights of the AEC regional advisory councils as well as Aboriginal leaders being tapped?
   - How does NIC develop communications so that the work continues despite changes in staffing, curriculum, etc.?

- Respect of use of indigenous intellectual property – who owns that knowledge?
- How do we build trust as an institution?

The following points will also be considered:

- A building bridges sort of workshop with all groups participating and have an open dialogue around policy development and best practices around indigenization;
- Adopt the four Rs of ethical framework in developing policy: relationality, respect, responsibility and reciprocity;
- Strengthen links between BOG, EdCo and AEC;
- Ensure that indigenous knowledge and representation are articulated in services and supported for positions involved in curriculum development and EdCo;
- Consider replicating Yukon First Nation 101 for a course on First Nations within the NIC catchment area;
- Continue to advocate for more Provincial government funding for ASP and other programming initiatives;
- Consider advocacy with the Federal government through MPs.

Board Planning/Education Retreat

November 22-23

Preliminary Program/Agenda Topics

Provincial Board Governance Workshop Highlights/Review
- September 20, October 22-23

Board Education re College Programs/Service
- focus areas to be determined

Board Objectives
- Review existing for 2017/18
- Develop new for 2018/19

President's Objectives 2018/19

Strategic Planning Process 2019

- Discussion of Process Elements and Timeline
- Board of Governors' Roles

Team Building Activities and Social

- To be determined

Venue?

Facilitator?

DRAFT

NORTH ISLAND COLLEGE

OFFICE OF THE PRESIDENT

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

Prepared by John Bowman

This report covers the time period from August 15 to September 27, 2018. It is intended to provide an overview (not an exhaustive list) of the activities and events that the President has participated in during the time period. Other information notes are also provided under the related NIC Plan 2020 Strategic Priority headings. In some cases, items may be related to more than one strategic priority.

On August 28, a President's Newsletter was emailed to college employees and members of the Board of Governors. That newsletter contains additional information regarding current topics of interest and is available at this link.

Student Experiences and Success

Student Fall Semester Orientations

On September 4, I had the pleasure of participating in the student orientation and welcome events at the Comox Valley and Campbell River Campuses. Events at both campuses were well attended by students and featured presentations regarding college services, program specific orientations and community information market places.

Student Financial Awards Receptions

The annual North Island College Foundation (NICF) Awards receptions were held in Campbell River and Port Alberni on September 19 and 26 respectively. In Campbell River 77 students received awards valued at over $95,000 and in Port Alberni 38 students received awards totaling over $36,000. The Comox Valley Awards reception will be held on October 16, when 171 students will be presented with over $200,000 in scholarships and bursaries.

High Quality, Relevant, Responsive Curriculum and Programs

School of Trades and Technical Programs

On August 28, I attended a portion of the School of Trades and Technical Programs annual meeting. The agenda for the meeting included: program and service highlights; faculty led sessions regarding instructional strategies and curriculum; supporting students; and, the future of trades programming. I had the pleasure of joining the faculty and staff for dinner after the meeting which afforded me the opportunity to visit informally with members of the group and to connect on more of a personal level with them.

Aboriginal Education and Indigenization

Campbell River Campus Gathering Place

On September 6, I met with other members of the administrative team to discuss preparations for the next meeting of the Campbell River Campus Gathering Place Committee which was held on September 20. The Committee includes members of the Aboriginal Education Council, local First Nations and Aboriginal organizations. The agenda for the committee meeting included: re-visioning the Gathering Place; possible locations; community/student consultation; Indigenization of the campus as a whole; and, the campus operational committee.

International Education

Student Welcome and Orientation

On August 27 and 30, I participated in the International Student Welcome and Orientation events at the Comox Valley and Campbell River Campuses by sharing a few words of welcome and encouragement. Both sessions were very well attended by new International students.

A detailed update on International Education at NIC was provided by Lisa Domae to all college employees via email on August 17.

On September 9, the Immigrant Welcome Centre, College and School District #71 hosted a welcome event at the Native Sons' Hall in Courtenay for international students and new immigrants in the Comox Valley community. It was my pleasure to represent and speak on behalf of NIC. More information regarding the event is available here.

People, Organization, Culture

New Employee Welcome and Orientation

On August 28, the Human Resources Department hosted a morning long event to welcome new employees to the College. The agenda included a social meet and greet with members of the Senior Leadership Team, CUPE and NICFA leaders, introductions, information regarding the College's programs and services, Human Resources supports and a Comox Valley campus tour.

Approximately 25 new faculty, staff and administrators attended. It was a pleasure to meet and interact with this group of new NIC colleagues and to feel their excitement over becoming a part of the College.

Diversity Matters

On September 26, I chaired a meeting of the Diversity Matters Working Group. The agenda for the meeting included: the final report on Campus Conversations; terms of reference for the new Diversity Matters Steering Committee and re-launch of the Diversity Matters@NIC portal page.

Resources, Investment, Sustainability

NIC Foundation (NICF) Board

On September 25, I attended the NICF Annual General Meeting and Board of Directors meeting. The agendas for the meetings included: Financial Statements for 2017/18; Foundation activities for the past year (e.g. awards program, secondary schools ceremonies, governance); as well as, NIC and Executive Director reports.

Active Connections to Community

Courtenay Mayoral Breakfast

On September 26, I attended the Courtenay Mayoral Breakfast hosted by the Comox Valley Chamber of Commerce. The meeting was an opportunity to learn about the mayoral candidates views on business and economic issues in the community.

Mayors Golf Tournament

On September 7, I had the pleasure to participate in the 10th Annual Mayors' Golf Tournament at the Crown Isle Golf Club. The NIC Foundation is one of the beneficiaries of the funds raised at the event.

Other Topics

Trades Training British Columbia (TTBC)

On September 10, I attended the Board of Directors meeting of Trades Training BC. The meeting agenda included: Industry Training Authority (ITA) Update; Labour Market Trends (BC Labour Market Outlook 2018); MAEST Update; Harmonization Project Status; Training Plan System Update; and Student Learning Resources Initiative.

BC Colleges (BCC) Council of Presidents (COP) Planning Meeting

On September 5, I chaired the BCC Executive Committee teleconference meeting in preparation for the face-to-face meeting of the Council of Presidents held in Vancouver on September 11. The COP meeting agenda highlights included: BC's Approach to Innovation (Alan Winter, Innovation Commissioner); BCC's Integrated Case for Support; Ministry of AEST Update (DM Shannon Baskerville); BC Applied Research and Innovation Network (BCARIN); Indigenous Leadership In Post-secondary Institutions (I-LEAD).

Post-Secondary Employers' Association (PSEA)

On September 12, I attended the Annual General Meeting of the PSEA in Vancouver. Highlights from the meeting agenda included reports from: the Board Chair, PSEA CEO and COO; Sectoral Collective Bargaining Plan; Ministry of AEST Report; PSEC Report; and, amendments to the PSEA By-laws.

Irving K Barber BC (IKBBC) Scholarship Society

On September 13, I participated in a teleconference meeting of the Transfer Scholarship Committee. The purpose of the meeting was to explore new scholarship program options that could potentially provide even greater support for student transitions and success in post-secondary education.

Board Executive Committee

On September 13, I facilitated the meeting of the Board Executive Committee. The meeting agenda included: Chair's Updates; President's Report; Meeting Agendas (September 27) and Minutes; Notes from Joint Meeting with Education Council and Aboriginal Education Council, June 15; New Member Orientation; Board Retreat Agenda; and, Board Committees.

New Board Member Orientation

On September 13, I participated in the initial orientation session for new Board members, Barry Minaker and Ross Hunt. I presented a short briefing on the latest NIC Fast Facts information, and reviewed some of the key contents in the Board Orientation and Information Manual.

Public Sector Board Governance Workshop

On September 20, I attended (along with Jane Murphy, Barry Minaker, Ross Hunt) the Public Sector Board Governance session hosted by the Ministry of AEST. The workshop program included sessions on effective post-secondary education governance, a government update on collective bargaining, the board appointment process and governance initiatives; crisis management, Indigenization in post-secondary education, enterprise risk management, and strategic planning.

Annual Campagnolo Lecture on Restorative Justice

On September 27, the Community Justice Centre in partnership with NIC will present the Annual Campagnolo Lecture on Restorative Justice. This year's speaker is the Honorable Jody Wilson-Raybould, federal Minister of Justice and Attorney General. More information regarding the event is available at this link.

NORTH ISLAND COLLEGE

College *Plan20-25*
Preliminary Notes on Planning Process

Introduction

The North Island College Strategic Plan, 2016-2020 (Plan2020) was approved by the College Board of Governors in June 2015. It was developed through a year-long collaborative process lead by a college-wide committee comprised of employees, students and community members.

The planning process included development and discussion of a comprehensive Environmental Scan, Appreciative and Critical Reflection/Analysis regarding the achievement of the College's 2011-2015 Strategic Plan goals, development of draft Priorities and Goals, Campus Meetings and Community Forums to review and obtain feedback on the draft plan, as well as on-line review and inputs. The final draft College Plan2020 was reviewed and approved by the College Plan Committee, Senior Leadership Team, Education Council and Board of Governors. The nine overall college priorities and 44 related goals established in Plan2020 (including the Multi-Year Program Planning process) have guided the College's annual educational and operational plans and budgeting.

As we are now entering the fourth year of the five-year plan, and given that a comprehensive planning process typically requires a year to complete, it is appropriate that the College begin the process of "planning for planning" in the Fall 2018 semester. It is proposed that the process to complete development of a new strategic plan for the College will occur over the course of the 2019 calendar year.

These notes have been prepared to assist in beginning preliminary discussions regarding what the next strategic plan development process may entail.

What is Strategic Planning?

Strategic planning is an organizational activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Core Values / Guiding Ideas

The College articulates those things that are fundamentally important about what it does (its Mission) and how it does them, through its statement of values. As part of the College Plan20-25 process, it will be timely to engage employees, students, Board members, and the community in an appreciative inquiry regarding the guiding ideas that are most important for the College, about what we do, and how we do it.

The appreciative inquiry will seek to assess

1. *What is most important about what NIC does*?
2. *What is most important about how NIC does, what it does*?

The appreciative inquiry will also help inform how the College has been "living" and supporting its existing values statements though its operations and decision-making, identify opportunities for improvement as well as new or revised guiding ideas that college stakeholders feel warrant greater emphasis and attention in the future.

Draft

Key Issues and Trends – Environmental Scan

Environmental scanning is a process undertaken by an organization to systematically gather and interpret relevant data to identify external and internal conditions, forces and trends that could impact its ability to fulfill its mission. In order to plan effectively for the next five years, it is imperative to be aware of, and understand, how key issues and trends in both the external and internal operating environments have changed in recent years, as well how those and other variables are projected to change into the future. Preparing an up-to-date environmental scan is therefore an important component of the strategic planning process.

The environmental scan created in 2014 to support the development of *NIC Plan 2020* is available at this link and summary of highlights from the scan is available at this link. NIC's most current environmental scan is a "mini" scan created in 2018 to support development of the College's *2017/18 Institutional Accountability Plan & Report* and is available at this link.

Critical Insights Analysis (CIA) – Plan2020 Priorities

For each of NIC's nine Plan2020 Priorities, a 3-4 page Critical Insights Analysis (CIA) paper will be developed, drawing on information contained in the previous three year's IAPRs and supplemented by new information provided in the Environmental Scan (2019). Each CIA paper will provide context information, a summary of progress related to the priority, as well as identify gaps and areas for potential further goal development and action. These papers will serve as resources for strategic thinking and dialogue sessions involving the Board of Governors, Senior Leadership Team, College Plan Committee, Senior Education Team, Education Council as well as college faculty, staff and students.

College Plan20-25 Committee (CPC)

The CPC will be established by the College President to coordinate the process for developing the College Plan20-25, for approval by the Board of Governors.

As such, the CPC will have responsibility for and will be directly and actively engaged in:

- reviewing and providing input on the Planning Process Framework (PPF) to be used in the development of College Plan20-25;
- participating in the planning process activities;
- reviewing and providing feedback on drafts of College Plan20-25; and,
- recommending the final draft Plan20-25 for approval by the Board of Governors.

The committee composition will be broadly representative including faculty, staff, administrators, Board members, and community members. Most participants will be appointed by the President to ensure diverse perspectives, roles and campus participation. The NICFA, CUPE, NISU, ElderCollege and Aboriginal Education Council will be invited to designate a member to serve as a liaison to the CPC. Committee meetings will be open to all employees, students and Board members.

Plan20-25 Structure Format

It is anticipated that the format and structure of Plan20-25 will have both some similarities and differences from College Plan2020. Similarities are likely to include the identification of major college "priorities" or directions, related multi-year college-wide goals and a summary of key issues in the planning context. Some differences may include revisions to and greater elaboration regarding the college values, as well as additional reference to performance assessment, reporting and integration of other college planning processes (e.g. Multi-year Program Planning, Campus Plans, Facilities Plans, Annual Operating Budget).

Draft

Plan20-25 Coordinator

Given the significant amount of work associated with the development of the next College strategic plan, a temporary staff position will be established with responsibility to support and coordinate the various activities involved. A position description will be developed. The position is expected to involve full-time work from January 2, 2019 to June 30, 2019 (six months) and approximately half-time work from September 1 2019 to December 31, 2019 (four months).

Planning Principles

The following eight principles will guide the development of NIC's College Plan20-25.

Engagement

Broadly-based faculty, staff, student, administrative, Board and community involvement in the planning process will encourage better decisions and will strengthen individual and group ownership of the resulting systems, activities and initiatives required to achieve the priorities and goals established in College Plan20-25.

Focus

The focus of the College and its multi-year planning processes will be on meeting the broad educational needs of students and other stakeholders as expressed in its Mission, Vision and Values.

Learning

Planning is synonymous with learning when integrated with action and assessment of results. The planning process will support both organizational and individual learning through the collection and analysis of both quantitative and qualitative information.

Leadership

Leadership and responsibility for the planning process will be shared across the College governance and management structures. Relevant statutory and institutional administrative roles, authority and accountability (management, Board, Education Council) will be followed.

Sustainability

The planning process will require the College to think with foresight into the future and attempt to predict how conditions will change, and how changes may affect students, stakeholders and the College as a whole.

Systems Integration

The strategic planning process will reflect that the College operates through and creates value for students and other stakeholders through many interdependent institutional systems, planning processes, programs and services.

Enterprising

The planning process and resulting plan will help the College become even more agile, flexible and responsive in the face of rapid development of knowledge and technologies, increasing competition, rising expectations of students and changing requirements of external stakeholders.

Accountability

The College is accountable to its external and internal communities for achieving its mission, goals and intended results, as well as making the most effective and efficient use of resources. The provincial government (Ministry of Advanced Education and Skills Training) establishes specific requirements that the College must follow.

Draft

College ***Plan20-25*** Process Timeline

September 2018 to January 2020

Month	**Activity/Focus**	**Notes**
September 2018	Preliminary discussion re process – SLT, Board	
October	Discussions re process – SET, DCWG, CUPE, NISU, NICFA, Campus Town Hall Meetings	
November	Draft Process Outline – consultation/feedback Board of Governors Retreat (22-23) Plan20-25 Committee draft Terms of Reference and Membership Recruitment for Project Coordinator (staff)	
December	Education Council Meeting Plan20-25 Committee established Board Meeting, December 6 Plan20-25 Committee 1st Meeting (18th)	
January 2019	Plan20-25 Committee 2nd Meeting (21-23rd) Project Coordinator Appointed Board Meeting 24th – Plan20-25 Process Framework Approval	
February	College Values – Appreciative Inquiry begins (Engagement possibly thru *ThoughtExchange*?)	
March	Environmental Scan Completed – Issues/Trends Critical Insights Analysis re Plan2020 Priorities	
April	Campus, Department Meetings	
May	College Community Conference Days (Regional) Re: Plan20-25 (May 13-17)	
June / July / August	Analysis, Writing	
September	Draft Plan20-25 Priorities and Goals	
October	Campus and Community Forums, + On-line Community Stakeholder Engagement	
November	Campus and Community Forums, + On-line Community Stakeholder Engagement	
December	Final Draft Plan20-25	
January 2020	Board Approval Plan20-25	

Draft

Performance Assessment - Institutional Accountability Plan and Reports (IAPR)

The annual Institutional Accountability Plan and Report (IAPR) is the primary mechanism through which the College reports to the provincial Ministry of Advanced Education and Skills Training (AEST) and the community regarding its performance in relation to College's priorities and goals as well as the government's policy and programming directions and requirements.

Draft

Education Council
Report for the Board
September 2018

Education Council was established in 1996 in response to the then new College and Institute Act. Clauses 14, 15 and 18 of the Act define the role and composition of an Education Council. The mandate of the Education Council at North Island College is to ensure educational quality. Education Council extends a standing invitation for members of the Board to attend Council meetings. This report is provided to update the Board on work done by the Council.

Policy and Standards

The following revised policy was approved: 3-30 Student Appeals.

Approved Curriculum

The following new and revised curriculum were approved at the May and June meetings:

Program Revisions:

- Electronics Technician Core Certificate

New Courses:

- KWA 098

Course Revisions:

- BUS 100, 132, 150, 152, 162, 170
- ECO 110, 111
- ELC 090, 105, 106, 108, 109, 110, 120, 130, 140
- MAT 210

Note that an omnibus motion was also passed to approve updating program admission requirements for the new high school curriculum. A similar omnibus motion to update course prerequisites is in the works.

Education Council also revised their bylaws to allow for two additional elected faculty seats for the Curriculum Committee chair and the Planning and Standards chair. These positions are currently appointed by council from among its members.

The next Education Council meeting will be October 12. The October meeting will include election of Education Council chair and vice-chair for 2019.

Dennis Lightfoot
Chair, Education Council

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**

4.3.1 FALL 2018 Stable Credit Enrolment Report ***(attachment)***

Relationship to values: **Accountability**

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

Reason:

Separate reports have been provided for domestic and international student data:

- Domestic students
  - Fall 2018 Stable Credit Enrolment Report - Instructional Area
  - Fall 2018 Stable Credit Enrolment Report - Campus/Location
- International students
  - Fall 2018 Stable Credit Enrolment Report - Instructional Area
  - Fall 2018 Stable Credit Enrolment Report - Campus/Location
  - Fall 2018 International Student Citizenship

Stable enrolment is defined as the last date a student can withdraw from a course and receive a refund of tuition; for classes beginning in September, this date is typically ten days after the first day of classes. Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC.

The fall 2018 stable enrolment reports provide a comparison of student headcount on this year's fall term stable enrolment date of September 13, 2018 with last year's fall term stable enrolment date of September 14, 2017.

With 2,169 domestic students and 446 international students enrolled at the reporting date, domestic student headcount is lower by 4% (102 students) and international student headcount is higher by 55% (159 students).

It is important to note that this comparison is based on a point-in-time snapshot of the data at an early stage in the annual enrolment cycle. Enrolment will continue to grow throughout the remainder of the year as students register in continuous intake programs as well as programs with start dates later in the fall, winter, spring and summer terms, including community and industry responsive programming.

Action: For the Board's information.

Suggested Resolution:
NONE REQUIRED.

DOMESTIC ENROLMENT

Fall 2018 Stable Credit Enrolment Report

Student Headcount by Instructional Area - All Locations

At September 14, 2018 with Comparison Data at September 15, 2017

Instructional Area	Fall 2018	Fall 2017	Change	% Change
University Studies & Applied Programs	1,185	1,275	-90	-7 %
Aboriginal Leadership	15		15	
Applied Business Technology	124	163	-39	-24 %
Business Administration	206	238	-32	-13 %
Electronics Technician: Core	6	11	-5	-45 %
Electronics Technician: Industrial Automation Technician	14	10	4	40 %
Fine Arts	100	105	-5	-5 %
Information Technology & Computer Science	41	41	0	0 %
Interactive Media & Graphic Design	38	52	-14	-27 %
Tourism & Hospitality Management	27	30	-3	-10 %
Tourism: Adventure Guiding	24	13	11	85 %
Tourism: Hospitality Distance Learning	4	2	2	100 %
University Studies	833	855	-22	-3 %
Health & Community Care	**455**	**415**	**40**	**10 %**
Community Mental Health Worker		10	-10	-100 %
Early Childhood Care & Education	110	93	17	18 %
Health Care Assistant	66	49	17	35 %
Human Services	81	84	-3	-4 %
Nursing: Bachelor of Science	160	142	18	13 %
Practical Nursing Diploma	38	38	0	0 %
Trades & Technology	**131**	**136**	**-5**	**-4 %**
Aircraft Structures Mechanic	12	11	1	9 %
Automotive Service Technician Foundation	25	29	-4	-14 %
Carpentry Foundation	9	13	-4	-31 %
Electrical Foundation	23	16	7	44 %
Heavy Mechanical Foundation	24	15	9	60 %
Joinery/Cabinetmaking Foundation	11	14	-3	-21 %
Occupational Skills		7	-7	-100 %
Plumbing & Piping Foundation		14	-14	-100 %
Welding	27	17	10	59 %
Apprenticeship Training	**172**	**121**	**51**	**42 %**
Apprenticeship: Carpentry	54	29	25	86 %
Apprenticeship: Construction Electrician	42	30	12	40 %
Apprenticeship: Heavy Duty Mechanic	31	16	15	94 %
Apprenticeship: Plumbing	44	26	18	69 %
Apprenticeship: Professional Cook		16	-16	-100 %
Apprenticeship: Welding	1	4	-3	-75 %
Adult Upgrading	**426**	**518**	**-92**	**-18 %**
Access for Students with Disabilities (ASD)	80	98	-18	-18 %
Adult Basic Education	351	417	-66	-16 %
English as a Second Language	1	14	-13	-93 %
Continuing Education & Training	41	48	-7	-15 %
Activity Assistant		8	-8	-100 %
Animal Care Aide	17	20	-3	-15 %
Hospital Unit Clerk	13	12	1	8 %
Metal Jewellery Design	11	8	3	38 %

Total Unduplicated Headcount	2,169	2,271	-102	-4 %

Domestic Enrolment

Notes:

- International Education student enrolments are excluded.
- 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 ENROLMENT

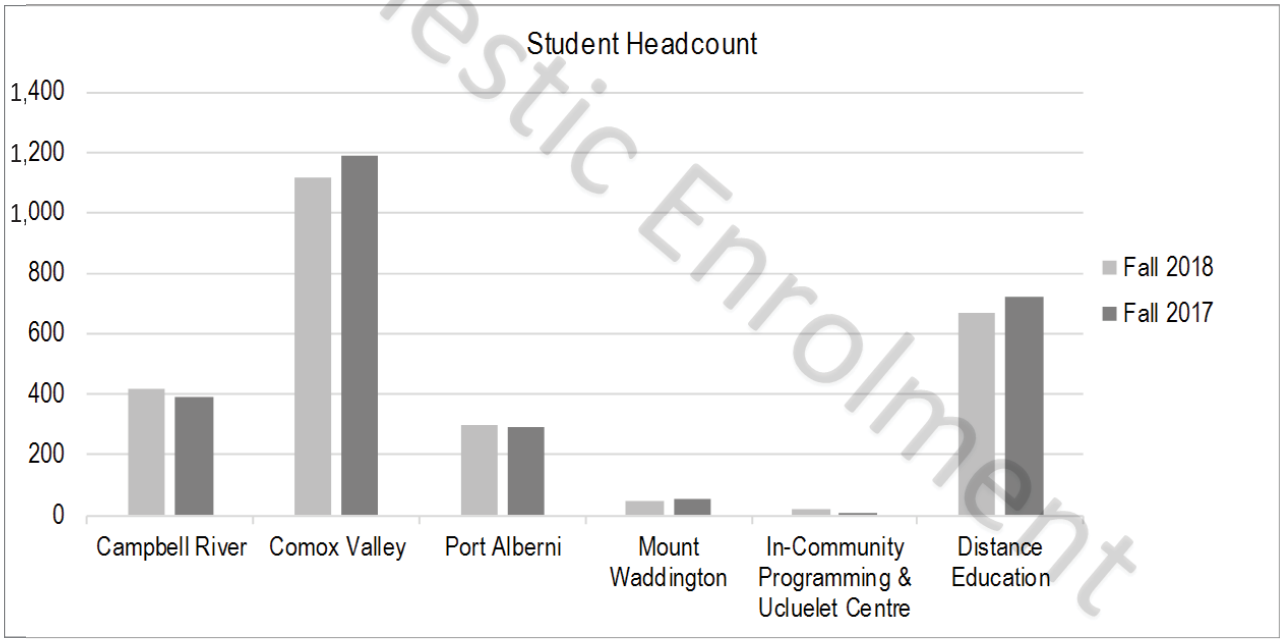
Fall 2018 Stable Credit Enrolment Report

Student Headcount by Location

At September 14, 2018 with Comparison Data at September 15, 2017

Location	Fall 2018	Fall 2017	Change	% Change
Campbell River	417	394	23	6 %
Comox Valley	1,117	1,190	-73	-6 %
Port Alberni	300	292	8	3 %
Mount Waddington	46	57	-11	-19 %
In-Community Programming & Ucluelet Centre	20	2	18	900 %
Distance Education	668	719	-51	-7 %
Total Unduplicated Headcount	**2,169**	**2,271**	**-102**	**-4 %**

Domestic Enrolment



Notes:

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- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total Unduplicated Headcount is the count of unique students enrolled; it will not equal the sum of headcounts by location since students may be taking activity in more than one location.

INTERNATIONAL EDUCATION ENROLMENT
Fall 2018 Stable Credit Enrolment Report
Student Headcount by Instructional Area - All Locations
At September 14, 2018 with Comparison Data at September 15, 2017

NORTH ISLAND COLLEGE
NIC

Instructional Area	Fall 2018	Fall 2017	Change	% Change
University Studies & Applied Programs	**418**	**250**	**168**	**67 %**
Business Administration	276	162	114	70 %
Electronics Technician: Core	1		1	
Fine Arts	15	9	6	67 %
Information Technology & Computer Science	30	26	4	15 %
Interactive Media & Graphic Design	23	22	1	5 %
Tourism & Hospitality Management	70	38	32	84 %
Tourism: Adventure Guiding	1		1	
University Studies	265	143	122	85 %
Health & Community Care	**4**	**3**	**1**	**33 %**
Early Childhood Care & Education	1	2	-1	-50 %
Human Services	3	1	2	200 %
Trades & Technology	**2**	**3**	**-1**	**-33 %**
Heavy Mechanical Foundation		1	-1	-100 %
Joinery/Cabinetmaking Foundation	2	2	0	0 %
Adult Upgrading	**69**	**60**	**9**	**15 %**
Adult Basic Education	44	20	24	120 %
English as a Second Language	26	40	-14	-35 %
Continuing Education & Training		**1**	**-1**	**-100 %**
Metal Jewellery Design		1	-1	-100 %
Total Unduplicated Headcount	**446**	**287**	**159**	**55 %**

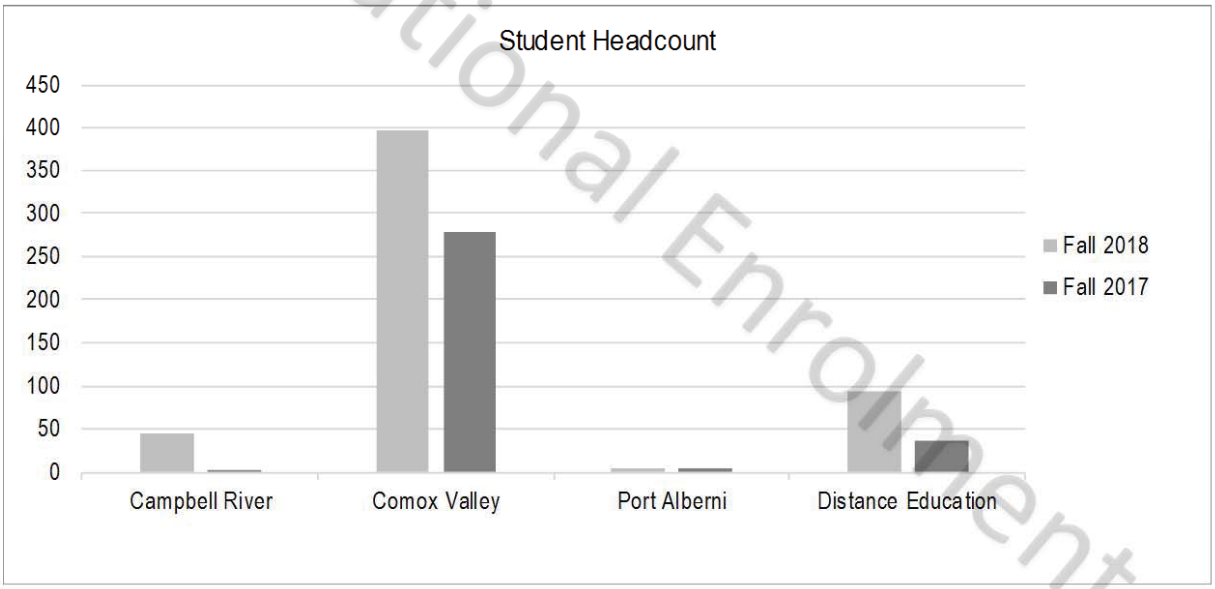
International Enrolment

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 EDUCATION ENROLMENT
Fall 2018 Stable Credit Enrolment Report
Student Headcount by Location
At September 14, 2018 with Comparison Data at September 15, 2017

NORTH ISLAND COLLEGE NIC

Location	Fall 2018	Fall 2017	Change	% Change
Campbell River	46	2	44	2200 %
Comox Valley	397	279	118	42 %
Port Alberni	4	4	0	0 %
Distance Education	94	36	58	161 %
Total Unduplicated Headcount	**446**	**287**	**159**	**55 %**



International Enrolment

Notes:
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total Unduplicated Headcount is the count of unique students enrolled; it will not equal the sum of headcounts by location since students may be taking activity in more than one location.

INTERNATIONAL EDUCATION CITIZENSHIP
Fall 2018 Stable Credit Enrolment Report
At September 14, 2018 with Comparison Data at September 15, 2017

NORTH ISLAND COLLEGE
NIC

Student Citizenship	Fall 2018	Fall 2017	Change	% Change
Bangladesh	2		2	
Belgium	2		2	
Brazil	1		1	
Burundi	1	2	-1	-50 %
Cayman Islands		1	-1	-100 %
China	17	35	-18	-51 %
Denmark	1	2	-1	-50 %
France		1	-1	-100 %
Germany	1	2	-1	-50 %
Ghana		1	-1	-100 %
Hong Kong	1	1	0	0 %
India	331	158	173	109 %
Indonesia	1		1	
Iran (Islamic Republic Of)	3	2	1	50 %
Israel	1		1	
Italy	1	1	0	0 %
Japan	11	22	-11	-50 %
Kenya	1	2	-1	-50 %
Mauritius	2	1	1	100 %
Mexico	3	2	1	50 %
Netherlands		1	-1	-100 %
Nigeria	5	4	1	25 %
Norway		1	-1	-100 %
Pakistan	1	1	0	0 %
Philippines	13	11	2	18 %
Rwanda	1	3	-2	-67 %
Singapore		1	-1	-100 %
South Africa	1	1	0	0 %
South Korea	5	4	1	25 %
Spain	1	1	0	0 %
Sri Lanka	2		2	
Thailand	1		1	
Uganda	2	2	0	0 %
Ukraine	1	1	0	0 %
United Kingdom	2	2	0	0 %
United States	2		2	
Viet Nam	26	8	18	225 %
Zambia		1	-1	-100 %
Zimbabwe	3	12	-9	-75 %
Total Unduplicated Headcount	446	287	159	55 %

International Enrolment

OFFICE OF THE EXECUTIVE VICE PRESIDENT ACADEMIC
AND CHIEF OPERATING OFFICER

NORTH ISLAND COLLEGE
NIC

International Education and Internationalization
Fall 2018 Update

In the six months that have passed since the administrative restructuring of the Office of Global Engagement as part of the Academic division, efforts to advance the objectives in the 2018/2019 Action Plan for International Education and Internationalization (Plan 2020, Strategic Priority #5) have centred on four main areas:

1. Integrating the Office of Global Engagement (OGE) into the Academic Division
2. Achieving sustainable growth in international student enrolment
3. Increasing international student readiness to study and to succeed
4. Building capacity in the College and communities to meet the needs of international students

As a follow-up to the March 7, 2018 special meeting of the Board of Governors on International Education, the purpose of this report is to summarize these achievements.

1. Alignment of the OGE into the Academic Division

Our first and overarching priority has been to establish an administrative team to lead the integration of the Office of Global Engagement into the Academic Division. Following a short and successful recruitment period, NIC has a new administrative team for the Office of Global Engagement. Since April, Interim Dean, Bill Parkinson has been engaged in dialogue within the College community to better connect instruction, Student Services, and students. Since July and over the long term, advancing the goals set in Plan 2020 will be led by Mark Herringer, Executive Director, International Education who is working to implement immediate changes while beginning the process of developing NIC's overall strategy for International Education. Preliminary thinking envisions an umbrella Internationalization and Global Engagement Plan with three sub plans:

- an international enrolment plan (Bill Parkinson, Interim Dean)
- an international recruitment plan (Lisa Jaster, Manager of Recruitment) and
- an international operations and retention plan (Jennifer Barth, Interim Manager, I.E. Operations).

These leaders will collaborate with faculty and support staff to determine a thoughtful, measured approach that is clearly communicated and inclusive in nature. This is their primary goal for the 18/19 academic year.

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2. Achieving Sustainable Growth in International Student Enrolment

Following five years of significant year-over-year growth, NIC experienced peak international student demand in January 2018 which saw the College admit 184 students for the Winter term. A confluence of factors including announced changes to federal immigration requirements and the diminished attractiveness of the US and the UK as international student study destinations led to this record high enrolment, stressing many Canadian post-secondary institutions', including NIC's educational operations. As we can expect continued high interest in NIC as a study destination in the short-term, balancing international student enrolment and achieving sustainable growth required that we implement new measures to slow, but not stop, the flow of international student admissions. Implemented measures include: increasing the required deposit for all new international students to mirror new regulations established by federal governments in India, Vietnam, China and the Philippines; linking study permit approval (visa) notification to registration; and most importantly closing international applications early to manage both program capacity and student expectations.

As a result of these steps, we reduced the size of the fall intake of new international students and for the first time, admitted international students to the Campbell River campus as well as to the Comox Valley campus. This smaller, two campus intake gives NIC much needed breathing room after a sustained period of rapid growth and allows us to stabilize our operational capacity while we serve a large number of continuing international students. So while NIC's Fall intake of new international students (45 in Campbell River and 53 in Comox Valley) was substantially smaller than initially projected, our total enrolment of 446 is a 55% increase (159 students) over the previous Fall and represents record high international student enrolment. Accordingly, we are on track to meet revenue targets outlined in Budget 2018/2019.

To continue to achieve greater stability over the long term, our immediate efforts are concentrated on improving our ability to predict international student enrolment by better planning for it. This includes planning our semester intakes a year in advance in order to achieve our twin goal of diversifying the student body. To this end, we have embarked on the following initiatives:

- Establishing an NIC enrolment assessment and planning process for both domestic and international enrolments that engages all academic areas, Institutional Research, Finance, the Registrar's office and OGE.
- Enhancing our data driven information admissions processes to more effectively predict rates of conversion at each stage of the international application process and subsequently react to capacity issues as early as possible in the applicant cycle to meet planned results.
- Developing an English language pathway to facilitate the enrolment of students from a wider array of countries.

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3. Increasing International Student Readiness to Study and to Succeed

The importance of increasing international student readiness to study and ultimately, their academic, social and employment success has been a topic of on-going discussion at NIC. The record number of international students now attending NIC has magnified this need and we are responding to student and faculty feedback by:

- Reviewing admissions criteria, including language requirements, against current student success rates.
- Requiring international students to complete prerequisite testing prior to arrival.
- Considering selective admissions criteria for programs with high demand.
- Developing new curriculum, such as English 104, that meets the needs of international student and other learners.
- Developing an Academic Standing and Progression policy to ensure students advance in the completion of their studies.
- Using new incoming scholarships to enhance NIC's reputation for excellence and to attract top students.
- Considering new international tuition models that align better with domestic approaches to allow international students some flexibility in their course load. This would allow students much needed time to balance settlement, academic, cultural, and language challenges as well as support retention.
- Augmenting the orientation process for new students.
- Reintroducing the Intercultural Ambassadors (ICA) program.
- Reviewing, examining and enhancing the settlement and support services that NIC provides to international students, including housing, health and wellness, employment and learning supports.

4. Building Capacity in the College and Communities to Meet the Needs of International Students

International students arrive with a different set of needs than domestic students who are already familiar with Canadian educational expectations and cultures. In turn, it is also important to support faculty, staff and the wider communities in meeting international student needs. All of these efforts to increase our services and skills enhance the domestic student experience, our first and foremost mandate. The following increases in capacity have been made:

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5272 FAX: 250.334.5274
WWW.NIC.BC.CA
LISA.DOMAE@NIC.BC.CA

For all students:

- Enhanced program offerings in the Fall, Winter and Intersessions, including the first offering of a full 14 week Summer 2018 semester at the Comox Valley campus with some offerings in Campbell River as well as the introduction of the full business certificate in Campbell River beginning Fall 2018. Since January, 2018 over 75 new sections have been added as a result of international student enrolment and revenue. As a result, over 650 domestic student registrations in courses and programs occurred that would otherwise not be offered.
- Expanded hours for the library, counselling, cafeteria and security at the Campbell River and Comox Valley campuses.
- Increased availability of peerstays and homestays through the International Accommodations Officer.
- Additional faculty in the Library & Learning Commons at the Campbell River, Comox Valley and Port Alberni campuses for writing support and providing students with formative feedback on classwork.
- Additional faculty in the Library & Learning Commons at Campbell River, Comox Valley and Port Alberni campuses for Math support.
- Peer tutoring is available at all campuses and can be booked by students on-line.
- Enhanced Student Employment Services – an additional Student Employment Advisor is available at the Campbell River and Comox Valley campuses.
- Student Technical Services are available to support students with technology such as Blackboard LEARN, myNIC and more.

For faculty:

- Instructional Assistants (IAs) at the Comox Valley and Campbell River campuses. IAs are available inside and outside of class time to assist faculty with non-instructional elements of class delivery (helping students understand academic expectations, learning objectives, assignment instructions, group work etc.).
- Proctors for final exam invigilation.
- Increased availability of the Global Learning Facilitator (GLF). The GLF's role is to support faculty with the major aspects of intercultural competencies and class delivery. They are available to co-teach on learning objectives related to intercultural topics, review assignment and exam wording, and to assist in the addition of intercultural content into curriculum.

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NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**
4.3.3 CAM-Plan

Background/History

CAM-Plan, NIC's first integrated multi-year program and campus plan for Campbell River outlines our commitment to strengthening the Campbell River community through enhanced education and training. We are pleased to present the Board and the community with our first five-year plan for diversifying and expanding programming for the people of Campbell River region and beyond.

Working with our communities to enhance and promote NIC's mandate in the Campbell River community has been enabled by College Plan 2020 which directs the consultative development of a number of educational plans. These planning processes are referenced in the following strategic priorities:

- #2, High Quality, Relevant, Responsive, Curriculum and Programs speaks to NIC's commitment to "develop and implement the College's Multi-Year Program Planning Process (MYPP)
- #4, Aboriginal Education and Indigenization indicates that NIC will "develop and implement an Aboriginal Education Policy and action plans" and
- #5, International Education and Internationalization references that NIC will "achieve sustainable growth in international enrolment" through the development of target based enrolment planning for campuses and programs.

All of these planning processes have come together to form CAM-Plan, which sets living plans to offer new and additional programming for more students in six inter-connected educational neighborhoods in the rejuvenated campus. Expansion and renovation of the campus is necessary to accommodate the 375 new domestic and international students (15% increase) and new program areas that NIC hopes to welcome to Campbell River campus in the next five years.

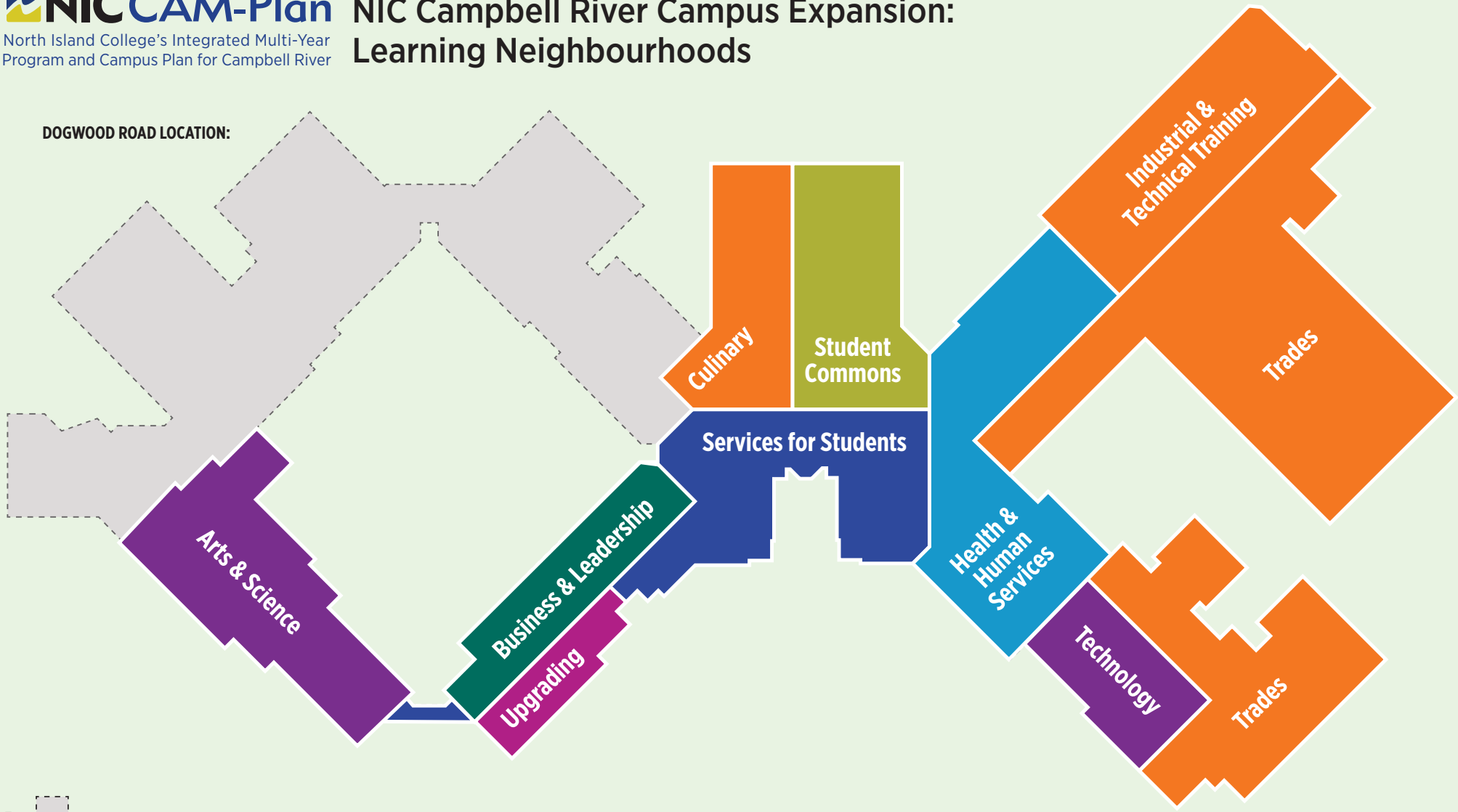
One-time provincial government program and capital funding has made CAM-Plan possible until 2020. Continuing to realize its vision beyond that will require their continued support as well as the support of the people, organizations and industries that comprise Campbell River. To that end, CAM-Plan serves as a blueprint for the future around which NIC will continue to advocate.

Action:

For the Board's information.

NIC CAM-Plan
North Island College's Integrated Multi-Year Program and Campus Plan for Campbell River

NIC Campbell River Campus Expansion: Learning Neighbourhoods

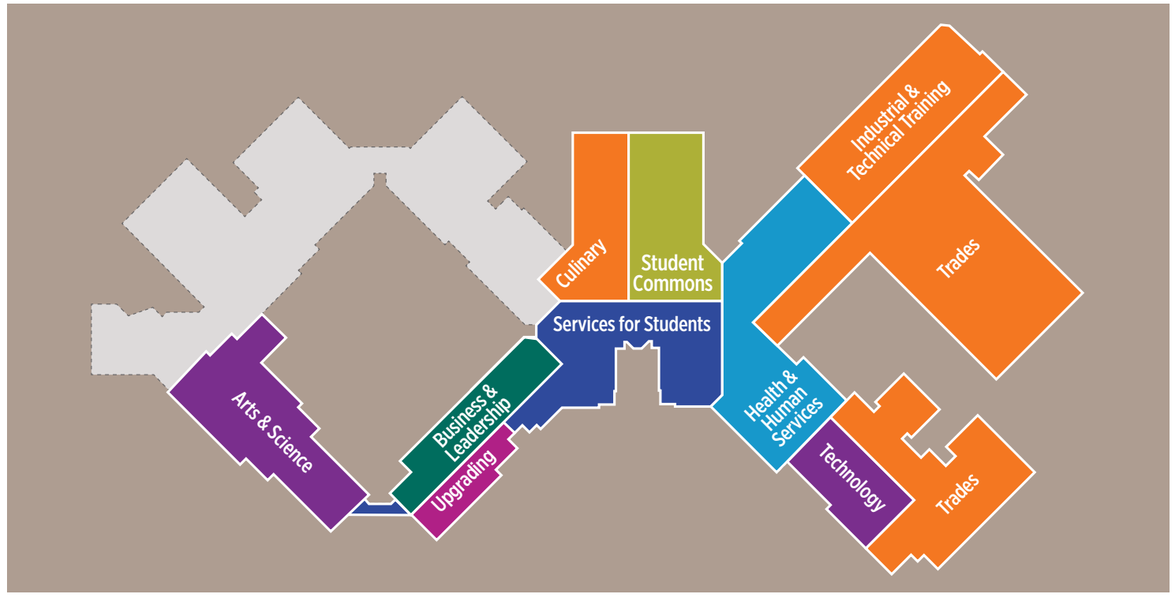


July 30, 2018 9:39 AM

The New Expanded Campbell River Campus: Educational Neighbourhoods

Intended to mirror the friendly small-town character that is the City, NIC's new Campbell River campus will feature six inter-connected educational neighbourhoods radiating from a vibrant Student Commons housing an array of services for students. Designed to enhance student learning and exchange, these neighbourhoods will give every student a place to call home within a cluster of related programs. Campbell River's new campus is also a space for community to gather in the glass paneled new library or to enjoy tasty food in the cafeteria and Bistro.

The expansion and renovation project brings instructional space currently located at the Vigar Vocational Centre to the Dogwood campus, improving on all of it in the process. The amalgamated campus features 105,000 sq. feet of new and renovated instructional and student space that is specifically designed to promote the success of adult learners. Now adjacent to, rather than inter-twined with, Timberline secondary school, the campus rejuvenation and expansion sets the stage for NIC to realize its ambitious five-year plan for expanded programming.



Cam-Plan: Developing a campus designed to promote success of the adult learner

HIGHLIGHTS:

- **a 5 year plan for new and expanded programming**
- **2,806 student spaces by 2023 including 125 international student spaces (annualized)**
- **a rejuvenated Campbell River campus**
  - consolidation of NIC's Vigar road programs at the Dogwood Street site with 105,000 sq ft of new space
  - separation of NIC and Timberline Secondary School facilities
  - 132,175 sq ft of teaching space organized into 6 educational neighbourhoods
- **a new Student Commons featuring:**
  - a Library and Learning Commons with individual and group study space
  - a new Cafeteria, Teaching kitchen, Bistro
  - informal student space
  - expansion of student services

How can I get involved?

- Co-operative education placements
- Workplace internship opportunities
- Homestay placements for students
- Supporting campus equipment needs

To learn more or get involved contact:

Lisa Domae

Executive Vice-President,
Academic and COO.
North Island College

lisa.domae@nic.bc.ca | 250-334-5272

NORTH ISLAND COLLEGE
NIC

July 30, 2018 9:33 AM

NIC CAM-Plan

North Island College's Integrated Multi-Year Program and Campus Plan for Campbell River

NIC CAM-Plan

North Island College's Integrated Multi-Year
Program and Campus Plan for Campbell River

Introduction

North Island College is embarking on a new beginning at its Campbell River campus and setting a new horizon for its programming. Shaped by the input from the Campbell River community and guided by College Plan 2020, CAM-Plan speaks to NIC's aspirations to meet the education and training needs of the people, organizations and industries that comprise the city. CAM-Plan sets out a five-year vision for on-campus programming which is supported by the College's $17.6 million Campbell River campus renovation and expansion project.

CAM-Plan sees the annual on-campus student population to grow from 2,431 in 2017/18 to 2,806 by 2023, an increase of 15%, through the offering of regular and rotating program offerings that will draw students from across the North Island and from across the globe. CAM-Plan envisions a city and campus invigorated by a balanced international student body that allows the College to strengthen and diversify its array of program offerings. Joining the Red Seal Trades and Technology programming that have anchored Campbell River campus since its first opening in 1997, CAM-Plan lays out extensive growth in the high demand areas of Health and Human Services, University Arts and Science, Business, and Industry and Technical Training while retaining the access and upgrading programming that provides many adult learners with a gateway to future educational success. In envisioning the campus as a regional learning hub for the North Island, CAM-Plan also sees programming at the Campbell River campus extend outward through technology-enabled modes of instructional delivery as well through regional in-community offerings.

Developing CAM-Plan

CAM-Plan is the regional outcome of annual multi-year planning (MYPP) processes for each instructional department. Every year, instructional areas develop three-year rolling plans that outline their strategies to deliver healthy and sustainable programming across the North Island. These plans draw upon demographic information from NIC's Institutional Accountability and Reporting Plan (IAPR) as well from feedback from students, alumni, program advisory groups, community and industry. This combination of information creates the platform for instructional departments to set out plans to meet the student and labour market needs of each of NIC's service areas.

Departmental MYPPs are informed by consultations with key leaders in the Campbell River community including the City of Campbell River. CAM-Plan expresses NIC's commitment to supporting the City's plans to diversify its economy. As the City furthers its transition from a rural, resource based economy so too does NIC's Campbell River campus continue to expand beyond the Trades programming that has traditionally formed its base. By supporting the pillars of the City's Sustainable Community Plan, CAM-Plan is NIC's contribution to realizing the City's envisioned future.

North Island College operates within the traditional territories of 35 First Nations from the Coast Salish, Kwakwaka'wakw, and Nuu-chah-nulth traditions, on whose traditional and unceded territories the College's campuses are situated. CAM-Plan reflects NIC's engagement with the Central Aboriginal Advisory Committee, which is inclusive of First Nations, Metis, Inuit and urban Indigenous organizations in Campbell River and surrounding areas. This regional committee is represented on the Aboriginal Education Council, which meets regularly to give voice to the educational goals of Aboriginal people in the College region and provides guidance and direction to NIC in the development of the Aboriginal Service Plan (ASP).

Like any good plan, CAM-Plan is not a static blueprint for the future. In keeping with the fast-paced world that we live in, as the needs of students and communities change, so will CAM-Plan. Today's plan reflects the educational and training needs, as well as the funding realities of the foreseeable future. At NIC, responsiveness is a hallmark of our programming so change, determined in consultation with our partners and funders, can be expected.

5-Year Plan for Expanded Programming at NIC Campbell River

EDUCATIONAL NEIGHBOURHOODS: PROGRAMS – 2018	PLANNED GROWTH BY 2020	PLANNED GROWTH BY 2023
ARTS, SCIENCE & TECHNOLOGY Electronics Technician Core Certificate • Industrial Automation Technician Diploma University Transfer Courses Associate of Arts Degree • Associate of Science Degree	**25%** University Transfer courses	**10%** Computer Information Systems Certificate
BUSINESS AND LEADERSHIP TRAINING Applied Business Technology *(online with on-campus support)* Business *(two first year courses each term)*	**20%** ABORIGINAL LEADERSHIP CERTIFICATE * • Business Certificate Global Business Management - Post-degree diploma	
HEALTH & HUMAN SERVICES Practical Nursing Diploma • Hospital Unit Clerk Certificate Early Childhood Care & Education Certificate and Diploma	**250%** EARLY CHILDHOOD CARE & EDUCATION CERTIFICATE * HEALTH CARE ASSISTANT CERTIFICATE * PRACTICAL NURSING TO BACHELOR OF SCIENCE IN NURSING *	**30%** EARLY CHILDHOOD CARE & EDUCATION PART-TIME CERTIFICATE *
TRADES Aircraft Sheet Metal Manufacturing Technician • Automotive Service Technician Foundation Electrical Foundation and Electrician Apprenticeship, Levels 1 - 4 Heavy Mechanical Foundation & Heavy Duty Apprenticeship, Levels 1 - 4 Welder Foundation and Apprenticeship Harmonized, Levels 1 - 3	**10%** Metal Fabrication Foundation and Apprenticeship Trades Sampler • PREP COOK CERTIFICATE * Professional Cook Apprenticeship Certificate and Diploma	
INDUSTRY & TECHNICAL TRAINING COASTAL FOREST RESOURCE CERTIFICATE * • Coastal Log Scaling • First Aid Training Marine Training • Metal Jewellery Design Certificate • UNDERGROUND MINING ESSENTIALS CERTIFICATE * Wildfire Crew Training • TV and Film Crew Training	**5%** MARINE MECHANIC CERTIFICATE * AQUACULTURE TECHNICIAN CERTIFICATE & DIPLOMA *	
UPGRADING Accessible Learning • All levels up to Grade 12 and BC Adult Graduation Diploma Courses in Math, English, and Sciences	**5%** EMPLOYMENT TRANSITIONS *	
CONTINUING EDUCATION General Interest Eldercollege		

* Courses which will require ongoing funding to offer

ANNUAL PROGRAMMING	Annual Students from 2018	Annual Students from 2020	Annual Students from 2023
Canadian Students	2,427	+ 210	+ 40
International Students	4	+ 75	+ 50
TOTAL	**2,431**	+ 285 = **2,716**	+ 90 = **2,806**

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**
4.4.1 Financial Information Act report *(attachment)*

Background:

Each year the College prepares a series of financial disclosures required under the *Financial Information Act* for submission to the Ministry of Advanced Education, Skills and Training. The deadline for submission is September 28th, 2018.

A copy of the disclosure report for FY 17/18 is attached for approval by the Board. The documents include the audited financial statements which the Board approved in June. The report was circulated to the Finance Committee members for their review and comment in early September.

Action:

For the Board's review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2018 AS REQUIRED UNDER THE *FINANCIAL INFORMATION ACT*.

NORTH ISLAND COLLEGE

STATEMENT OF FINANCIAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2018

Financial Information Regulation (FIR) Schedule 1

NORTH ISLAND COLLEGE
APPROVAL OF FINANCIAL INFORMATION
FIR SCHEDULE 1, SECTION 9(1)
FOR THE YEAR ENDED MARCH 31, 2018

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

On behalf of North Island College:

_____
Chair
Board of Governors

_____
Date

NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9(3)
FOR THE YEAR ENDED MARCH 31, 2018

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with generally accepted accounting principles and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

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

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises this responsibility. The Board meets with management and the external auditors once a year or as needed.

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

On behalf of North Island College:

_____	_____
Colin Fowler	Derek Lamb
Vice President, Finance & Facilities	Chair,Board of Governors
_____	_____
Date	Date

NORTH ISLAND COLLEGE
SCHEDULE OF DEBTS
FIR SCHEDULE 1, SECTION 4
FOR THE YEAR ENDED MARCH 31, 2018

The outstanding amount of debt secured by debt instruments is NIL.

NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2018

North Island College has given the following indemnities under the Guarantees and Indemnities Regulation:

	Issue Date	Indemnity Number	Indemnitee	Description
1.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
2.	05/02/2016	20175364	BC Salmon Farmers Association (BCSFA)	Marine Environmental Research Program
3.	03/20/2018	20188627	British Columbia Innovation Council	BC Tech Summit
4.	04/04/2006	070002	Bow Valley College	License for Skills Course
5.	10/13/2010	110962	Canadian Red Cross Society	First Aid Courses
6.	02/16/2016	20164996	City of Port Alberni	2016-2018 Lease 4751 Tebo Avenue
7.	09/07/2017	20187747	Comox Valley Regional District Sports & Aquatic Centers	Sports and Aquatic Center use.
8.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
9.	05/17/2017	20187173	Frosst Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
10.	09/18/2013	20140898	Minister of Children and Family Development	Practicum Experience for students in Health and Human Services at NIC.
11.	11/01/2016	20176184	Minister of Indian Affairs and Northern Development	DIAND initiatives
12.	02/08/2017	20176579	Minister of Jobs, Tourism and Skills Training	Advanced Aquaculture training programs

NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2018

13.	01/09/2018	20188279	Minister of Advanced Education, Skills and Training	Carpentry Career Pathways Program
14.	03/23/2017	20176850	Minister of Jobs, Tourism and Skills Training	Training programs to transition students Trades skills to Film and TV industry skills.
15.	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
16.	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
17.	06/18/2009	100349	Performance Objects Inc.	Master subscription agreement for Software
18.	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
19.	01/08/2014	20141314	SirsiDynix	Library Catalogue software
20.	08/18/2016	20175860	Strathcona Regional District	Use of Strathcona Gardens Recreation Complex for courses

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2018

A. Board of Governors

Name	Position	Remuneration	Expenses
Atherton, Jane	Board Member	500	1,634
Bell, Bruce	Board Member	2,000	2,950
Everson, Robert	Board Member	2,000	2,190
Grant, Roy	Board Member	2,000	3,576
Kortlever, Jennifer	Board Member	1,000	695
Lamb, Derek	Board Chair	2,500	3,734
Mosley, Eric	Board Member	2,000	4,324
Mundi, Jagroop	Board Member	1,000	108
Murphy, Jane	Board Member	2,000	2,025
Phelps, Gregory	Board Member	1,500	1,137
Schofield, Nicolas	Board Member	1,000	2,395
Whitehead, Justin	Board Member	1,000	
		18,500	**24,769**

B. Other Employees > $75,000

Name		Remuneration	Expenses
Ackland, Shirley	Inst, Appld Bus Tech	92,017	
Almond, Janis	Fac, Students w/Disabil	99,757	
Anderson, James	Inst, Human/Social Sciences	91,830	4,331
Batch, Cory	Inst, Electronics	92,130	1,245
Batho, Catherine	Inst, Early Child Education	91,380	1,213
Bauby, Xavier	Inst, Professional Cook,Trades	78,972	1,236
Beggs, Janet	Counsellor, Student Services	91,380	2,629
Bellavia, Antonio	Assoc VP, Access & Regions	122,455	9,132
Bellham, Darin	Assistant Registrar	75,529	2,988
Bemister, Geri	Inst, Human/Social Sciences	82,704	5,091
Bendle, Norman	Inst, Eng Second Language	92,130	2,500
Bird, Laurie	Dept Chair, Health Care Asst	91,380	1,668
Bowman, John	President	180,930	16,915
Brady, Aisling	Inst, Math & Sciences	89,297	5,073
Budisa-Bonneau, Anita	Coordinator, Student Services	78,179	5,105
Burton, Pamela	Inst, Nursing	92,130	1,591
Cameron, Debra	Inst, Adult Basic Education	83,951	2,986
Caraballo Acosta, Pedro	Inst, Tourism	78,627	13,004
Carrel, Alix	Dept. Chair, Human/Soc Sciences	92,130	5,154

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2018

B. Other Employees > $75,000 (continued)

Name		Remuneration	Expenses
Catchpole, Michael	Inst, Human/Social Sciences	91,988	6,102
Charette, Nick	Inst, Plumbing/Electrical/Piping	92,130	183
Chow, Yiling	Inst,Human/Social Sciences	92,130	3,478
Crewe, Ken	Dir, Human Resources	125,273	4,823
Cumming, Caryl	Inst, English	92,130	1,090
Davis, Ronald	Inst, Business Admin	87,791	
Deagle, Heidi	Inst, Nursing	75,394	42
Deagle, Sarah	Assistant Registrar, Enrollment	75,802	6,967
Diemer, Jason	Inst, Math/Science	92,130	
Domae, Lisa	VP, Learning & Students	155,688	10,611
Ducharme, Marie	Fac, Co-Chair, ASD	91,203	9,234
Elias, Harley	Inst, Business Admin	99,338	
Erickson, Murray	Inst, Business Admin	111,855	976
Faust, Sandra	Inst, Adult Basic Ed	92,130	2,809
Fleck, Susan	Director, Finance	87,404	4,383
Forsyth, Deborah	Dept Chair, Tourism	79,566	3,183
Fowler, Colin	VP Finance & Facilities	131,473	7,058
Fraser, Joanna	Inst, Nursing	91,980	5,299
Gallant, Lynette	Librarian, Public Services	90,630	4,386
Gardiner-Hynds, Richelle	Dept Chair, ABT/Online Coordinator	79,228	1,235
George, Darren	Inst, Math/Science	92,130	1,800
Gereluk, Theresa	Dept Chair, ECCE	92,130	5,289
Germaine, Daren	Ins, Heavy Duty/Commercial	88,501	
Gibson, Kimberley	Inst, Business Admin	103,868	1,981
Gingras, Jeannette	Inst, Appld Bus Tech	89,691	287
Goodliffe, Rachel	Inst, Nursing	89,277	404
Graham, David	Dir, Facilities Management	101,657	5,532
Guenther, Mary Anne	Coord, Library Services	91,166	7,752
Gus, Wilma	Faculty, Assessment ABE	81,532	3,622
Haggith, Kathleen	Dean, Health/Human Services	113,011	9,567
Hardin, Erik	Inst, Carpentry Apprentice	92,202	2,043
Harris, Wendy	Fac, Co-Chair Human Services	92,130	3,367
Harrison, Donna	Inst, Math/Science	92,130	502
Harsell, Bradley	Inst, Industrial Automation	92,202	7,016
Hartman, RaeAnn	Dept Chair, Nursing	92,144	1,905
Hartnett, Caitlin	Inst, Adult Basic Ed	89,028	9,853
Heidt, Randall	VP, Strategic Initiatives	133,939	23,976
Hinman-Smith, Daniel	Inst, Human/Social Sciences	91,530	

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2018

B. Other Employees > $75,000 (continued)

Name		Remuneration	Expenses
Holden, Ross	Inst, Welding/Trades	89,815	
Hughes, Robert	Inst, Plumbing/Heating	95,990	1,215
Hunter, William	Inst, Math/Sciences	91,380	2,500
Irving, Alan	Inst, Culinary Arts	75,543	
Jay, Linda	Inst, Business Admin	91,380	715
Jesson, Candace	Manager, International	89,006	25,197
Jones, Miriam	Asst Registrar, Records	75,829	4,240
Kantor, Shelagh	Inst, Nursing	90,630	177
Khan, Alexandra	Dir, Marketing & Communications	101,580	4,378
Kuhnert, Kathleen	Assoc. VP, Student Services	111,910	13,954
Laird, Danean	Manager, Human Resources	84,935	7,519
Laird, Robert	Inst, Carpentry	89,070	1,254
Lawrence, Jeffrey	Inst, Human/Social Sciences	92,130	154
Lightfoot, Dennis	Inst, Math/Sciences	92,130	3,472
Lu, Frank	Inst, Business Admin	96,628	
MacFadgen, Lynne	Regional Dir, CE & Ind.Training	104,111	10,392
Madarasz, Christian	Inst, Appld Bus Tech	89,713	
Mason, Karen	Inst, Nursing	92,130	6,145
Mayboudi, Ali	Dept Chair, Business Admin	99,973	1,335
McCaffrey, Noreen	Inst, Adult Basic Ed	91,380	3,252
McConnell, Bill	Inst, Human/Social Sciences	92,130	1,969
McIntosh, Stephen	Inst, Joinery/Cabinetry	95,099	2,028
Meiers, Janice	Inst, Nursing	92,130	2,804
Michaud, Laurie	Inst, Nursing	99,689	287
Milligan, Sandra	Inst, Math/Sciences	98,448	1,698
Morrison, William	Inst, Math/Sciences	92,130	230
Mutis, Cathy	Assoc Dir, Global Engagement	93,393	16,345
Naugler, Diane	Dean, Business & Applied	111,240	5,972
Neel, Lou-ann	Director, Aboriginal Ed.	76,143	9,201
Nelson, Peggy	Admin. Mgr. VP Learning	75,079	1,418
Newton, Sean	Inst, Adult Basic Ed	92,130	1,238
Nicklin, Janice	Inst, Adult Basic Ed	92,130	2,500
Oberik, Lynne	Inst, Nursing	92,130	796
O'Connell, Cheryl	Dean, Trades & Technical	113,011	15,956
Parkinson, William	Interim Dean, IE	101,094	3,831
Pather, Thevigahn	Exec. Dir, Global Engagement	124,366	73,099
Pelletier, Norma	Inst, Business Admin	99,339	
Perron, Linda	Dept Chair, Fine Arts	92,130	1,006

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2018

B. Other Employees > $75,000 (continued)

Name		Remuneration	Expenses
Peterson, Ivan	Inst, Welding	92,231	256
Petr, Trevor	Inst, Electrical, Piping, Wood	84,040	1,805
Pollack, Walter	Inst, Electrical Apprentice	91,916	
Pruyser, Mary Ann	Inst, Adult Basic Ed	80,005	7,500
Richardson, Angela	Inst, Practical Nursing	75,396	762
Roelants, Janie	Divisional Practice Placement	77,936	874
Russell, Elizabeth	Inst, Fine Arts	77,774	2,325
Schiller, Suzanne	Faculty, English Language	77,106	
Shantz, Susan	Dept Chair, HSW	82,281	6,272
Simpson, Nadine	Dept Chair, Adult Basic Ed	86,938	1,686
Skulmoski, Wes	Mgr, Inst. Research & Planning	76,579	2,862
Stuart, Leslie	Dept. Chair, Nursing	84,785	2,212
Tabata, Naomi	Mgr, CARTI	83,623	11,546
Taylor, Jason	Inst, Electrical, Piping, Wood	81,836	
Thomas, Andrew	Mgr, Reg Oper/Facil Mgmt	82,513	1,272
Tulloch, Laurie	Inst, Early Child Care Ed	88,962	3,235
Twynam, Nancy	Asst Dir, Std Affairs & PA Admin	100,080	13,063
Udy, Christopher	Dir, Trades & Tech Progams	100,080	1,835
Walters, Kevin	Dir, IT - Infr & Educ Tech	101,580	3,639
Wang, Sherrie	Inst, Math/Sciences	90,630	2,717
Waters, Terry	Inst, Welding/Trades	92,130	
Watts, Lesley-Anne	Inst, English	92,130	2,500
Willers, Michael	Dept.Chair, Math/Sciences	92,130	778
Wilson, Megan	Instructor, Fine Arts	78,478	1,800
Wrye, Jennifer	Inst, English Second Language	92,130	11,932
Yells, Bryan	Mgr, Capital Projects, Facilities	75,964	2,558
Zhao, Chunxiao	Inst, Human/Social Sciences	92,130	2,300
		11,358,883	**550,618**

C. Other Employees < $75,000

Consolidated Remuneration / Expenses < $75,000	**13,750,089**	**390,185**

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2018

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Remuneration & Expenses (per above)	**Remuneration**	**Expenses**
A. Board of Governors	18,500	24,769
B. Employees > $75,000	11,358,883	550,618
C. Employees < $75,000	13,750,089	390,185
	25,127,472	**965,572**
Adjustments:		
Board of Governors	(18,500)	
MSP & Life included in remuneration	(448,142)	
Taxable and non-taxable employee benefits	5,704,119	
Other timing/accrual differences	115,302	
Adjusted Remuneration	**30,480,251**	
Per Financial Statements	**30,480,251**	

NORTH ISLAND COLLEGE
STATEMENT OF SEVERANCE AGREEMENTS
FIR SCHEDULE 1, SECTION 6(7)
FOR THE YEAR ENDED MARCH 31, 2018

There were four severance agreements made between North Island College and its non-unionized employees during fiscal year 2017-2018.

These agreements represent a total of 28 months of compensation*

***"Compensation" means that the severance agreement was determined based on salary plus benefits.**

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2018

A. Payments >$25,000

Name	Payment
1065110 BC Ltd	44,934
1072638 BC Ltd	114,919
4IMPRINT	35,569
AFC Construction	37,873
Agnel Egidor Worth	78,126
Alberni Valley Refrigeration	48,106
Andrew Sheret Ltd	25,745
Aresi Pillay Thylamay	33,057
Aries Security Ltd	28,103
ARPAC Storage Systems	57,682
At the Helme Productions Limited	34,539
BC Electronic Library Network	73,161
BC Hydro	372,642
BCNET	216,718
Bee-Clean Building Maintenance	338,372
Bekins Moving & Storage	25,290
Bella Coola Valley Learning	28,968
Black Press Group Ltd	108,144
C R Community Literacy Assoc	85,182
Canadian Woodworker	85,675
Canam Consultants Ltd	29,186
Cantrust Consulting Inc	52,684
CDW Canada, Inc	118,276
Central Purchasing Visa	36,424
Charter Telecom	116,049
Chase Moneris	139,266
Chernoff Thompson Architects	632,677
Circle Dairy Ltd	30,602
City of Campbell River	184,460
City of Courtenay	76,313
City of Port Alberni	130,094
College Pension Plan	1,554,155
Comox Valley Regional District	81,227
Consulab Educatech Inc	41,664
Courtenay Glass Ltd	28,510
Custom Gourmet	34,863

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2018

A. Payments >$25,000 (continued)

Name	Payment
Dale's Plumbing And Mechanical Ltd	55,940
Daryl Wear Contracting Ltd	66,150
Digitel Systems Inc	49,861
DKI Services Ltd	106,299
Edwise International	28,045
ESC Automation	175,647
Festo Didactic Ltd	90,637
Footprints Security Patrol Inc	124,157
FortisBC-Natural Gas	74,319
Frosst Financial Corp	103,732
Genus Management Fees	78,490
Grant Illuminated Signs	34,658
Grow Tree Care	33,141
Harris & Company	56,314
Hitec Screen Printing	29,486
Houle Electric Limited	327,472
ICEF	33,841
Idp Education Ltd	40,777
Inline Marketing	73,969
Innov8 Digital Solutions	36,221
Island West Coast Development Ltd	5,494,022
Leavitt Machinery	56,537
Login Canada	72,595.07
Long View Systems Corporation	106,762.62
Manulife Financial	1,680,986.76
McElhanney Associates Land Surveying Ltd	32,582.55
McGraw-Hill Ryerson	80,715.11
McQueen Construction Ltd	241,372.81
Medical Services Plan of BC	377,221.00
Microserve V8205	192,289.97
Monk Office Supply Ltd	169,593.97
MPS	50,481.22
Municipal Pension Plan	706,741.05
Nelson Education Ltd	229,837.75
Neopost Canada Ltd	33,708.83

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2018

A. Payments >$25,000 (continued)

Name	Payment
OnDeck Systems Inc	111,157
Oxford University Press	54,943
Pacific Wood Waste	32,874
Peak Landscaping	27,981
Pearson Education Canada	308,077
Phoenix Star Power	26,954
Praxair Canada Inc	31,853
Purolator Inc	30,547
Queens Printer	125,737
Receiver General of Canada	1,277,646
Safety Net Security	37,161
Santa Monica Study Abroad Pvt Ltd	25,768
School District #72	394,247
Servitech Training Ltd	37,099
Shell Energy North America (Canada) Inc	57,797
Staples Business Advantage	162,477
Sysco Victoria	51,916
TELUS Mobility	100,216
The Scion Group Services Ulc	36,500
Thuy Duong Ngoc	26,914
Tianxiang Liu (Victor)	46,692
TLD Computers	28,328
Travel Healthcare Insurance Solutions Inc	55,768
Trumpeter Landscaping	65,603
Tyco Integrated Fire And Security	41,050
University of Victoria	67,068
Water Ops Inc	53,253
Westburne West	26,728
Wilf Schlitt	43,475
Woodform Interiors	53,450
Workers Compensation	83,789
WSP Canada Inc	35,336
Total Payments > $25,000	**$ 19,862,262**

B. Consolidated Payments <$25,000 **$ 3,292,540**

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2018

C. Grants & Contributions

Consolidated Payments for Grants & Contributions > $25,000		347,944
Consolidated Payments for Grants & Contributions < $25,000		-
Total Grants & Contributions	**$**	**347,944**

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Payments (per above)		
A. Payments > $25,000		19,862,262
B. Payments < $25,000		3,292,540
C. Grants & Contributions		347,944
	$	**23,502,746**
Adjustments:		
Capital purchases		(9,643,884)
Employee expenses - reported in FIR Sched 1 (6)		963,376
Increase in Accounts Payable and accruals in F/S		2,668,265
Other timing/accrual differences		31,651
Adjusted Payments	**$**	**17,522,154.3**
Per Financial Statements - Schedule of Expenses		45,465,805
Less:		
Salaries and wages		(25,127,472)
Amortization of capital assets		(2,816,179)
	$	**17,522,154.2**
Unreconciled Difference		0

NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the year ended March 31, 2018

North Island College
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For the year ended March 31, 2018

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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of North Island College and the Minister of Advanced Education, Skills and Training, Province of British Columbia

We have audited the accompanying financial statements of North Island College, which comprise the statement of financial position as at March 31, 2018, the statements of operations and accumulated surplus, change in net financial assets (net debt), remeasurement gains and losses and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information, including the schedule of expenses by object.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements of North Island College, as at March 31, 2018, and for the year then ended, are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to note 2(a) to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
June 14, 2018

STATEMENT OF MANAGEMENT RESPONSIBILITY

The College is responsible for the preparation of the financial statements as at March 31, 2018 and for the year then ended in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the College has developed and maintains a system of internal controls designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

The Board of Governors carries out its responsibility for review of the financial statements. The Board of Governors, through the Finance and Audit Committee, meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Board of Governors with and without the presence of management.

The financial statements for the year ended March 31, 2018 have been reported on by KPMG LLP, Chartered Accountants. The accompanying auditors' report outlines the scope of their examination and provides their opinion on the financial statements.

Derek Lamb
Chair of the Board of Governors

Colin Fowler
Vice President, Finance and Facilities

June 14, 2018

North Island College

Statement of Financial Position

As at March 31, 2018 with comparative information for 2017

	Note	2018	2017
Financial assets			
Cash and cash equivalents		$ 9,856,583	$ 7,522,590
Accounts receivable		714,487	667,700
Due from government organizations	3	123,151	533,922
Inventories held for resale		298,275	197,536
Portfolio investments	4	19,397,753	18,590,369
		30,390,249	27,512,117
Liabilities			
Accounts payable and accrued liabilities	5	9,787,850	7,119,585
Due to government organizations	3	450,834	495,274
Employee future benefits	6	628,846	381,902
Leasehold Inducements		500,000	-
Deferred revenue		2,257,485	1,914,773
Deferred contributions	7	11,228,310	10,651,682
Deferred capital contributions	8	28,817,855	23,287,981
		53,671,180	43,851,197
Net debt		(23,280,931)	(16,339,080)
Non-financial assets			
Tangible capital assets	9	32,648,362	25,820,657
Prepaid expenses		97,120	90,816
		32,745,482	25,911,473
Accumulated surplus		$ 9,464,551	$ 9,572,393
Accumulated surplus is comprised of:			
Accumulated surplus		$ 7,895,458	$ 7,879,742
Accumulated remeasurement gains		1,569,093	1,692,651
		$ 9,464,551	$ 9,572,393

Commitments and contingencies (notes 11 & 12)
See accompanying notes to the financial statements

Approved on behalf of the Board of Governors

Derek Lamb,
Chair of the Board of Governors

Colin Fowler,
Vice President, Finance and Facilities

North Island College
Statement of Operations and Accumulated Surplus
For the year ended March 31, 2018 with comparative information for 2017

	Note	Budget 2018	2018	2017
Revenue				
Province of British Columbia		$ 28,635,194	$ 28,918,262	$ 27,672,338
Government of Canada grants		473,583	463,295	434,646
Tuition and student fees		9,169,938	10,214,478	9,176,662
Contract services		292,950	320,795	825,649
Sales of goods and services		1,624,500	1,560,694	1,657,657
Investment income		595,350	1,091,480	686,889
Other income		651,014	606,434	639,128
Revenue recognized from deferred capital contributions	8	1,993,721	2,306,083	2,073,203
		43,436,250	45,481,521	43,166,172
Expenses (Schedule 1)				
Instructional and non-sponsored research		39,976,135	42,639,503	39,812,977
Ancillary services		1,632,633	1,563,083	1,741,331
Sponsored research		1,010,582	440,008	683,044
Special purpose		816,900	823,211	921,667
		43,436,250	45,465,805	43,159,019
Surplus for the year		-	15,716	7,153
Accumulated surplus, beginning of year		7,879,742	7,879,742	7,872,589
Accumulated surplus, end of year		$ 7,879,742	$ 7,895,458	$ 7,879,742

See accompanying notes to the financial statements

North Island College
Statement of Change in Net Financial Assets (Net Debt)
For the year ended March 31, 2018 with comparative information for 2017

	Budget 2018	2018	2017
Surplus for the year	$ -	$ 15,716	$ 7,153
Acquisition of tangible capital assets	-	(9,643,884)	(1,837,356)
Amortization of tangible capital assets	2,736,595	2,816,179	2,794,159
Gain on sale of tangible capital assets	-	(28,249)	(1,534)
Proceeds on sale of tangible capital assets	-	28,249	6,317
	2,736,595	(6,827,705)	961,586
Acquisition of prepaid expenses	-	(83,723)	(59,214)
Use of prepaid expenses	-	77,419	133,759
	-	(6,304)	74,545
Net remeasurement (losses) gains	-	(123,558)	901,744
Change in net debt	2,736,595	(6,941,851)	1,945,028
Net debt, beginning of year	(16,339,080)	(16,339,080)	(18,284,108)
Net debt, end of year	$ (13,602,485)	$ (23,280,931)	$ (16,339,080)

See accompanying notes to the financial statements

North Island College
Statement of Remeasurement Gains and Losses
For the year ended March 31, 2018 with comparative information for 2017

	2018	2017
Accumulated remeasurement gains, beginning of year	$ 1,692,651	$ 790,907
Unrealized gains attributed to:		
Portfolio investments	367,419	1,011,192
Amounts reclassified to the statement of operations:		
Realized gains on pooled funds	(490,977)	(109,448)
Net remeasurement (losses) gains for the year	(123,558)	901,744
Accumulated remeasurement gains, end of year	**$ 1,569,093**	**$ 1,692,651**

See accompanying notes to the financial statements

North Island College
Statement of Cash Flows
For the year ended March 31, 2018 with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations		
Surplus for the year	$ 15,716	$ 7,153
Items not involving cash:		
Amortization of tangible capital assets	2,816,179	2,794,159
Revenue recognized from deferred capital contributions	(2,306,083)	(2,073,203)
Change in employee future benefits	246,944	114,435
Gain on sale of tangible capital assets	(28,249)	(1,534)
Change in non-cash operating working capital:		
Increase in accounts receivable	(46,787)	(252,970)
Decrease (increase) in due from government organizations	410,771	(137,069)
(Increase) decrease in prepaid expenses	(6,304)	74,543
(Increase) decrease in inventories held for resale	(100,739)	18,932
Increase (decrease) in accounts payable and accrued liabilities	2,668,265	(369,375)
(Decrease) increase in due to government organizations	(44,440)	105,811
Increase in deferred revenue	342,712	421,378
Increase (decrease) in deferred contributions	576,628	(94,075)
Net change in cash from operating activities	4,544,613	608,185
Capital activities		
Cash used to acquire tangible capital assets	(9,643,884)	(1,837,356)
Increase in deferred capital contributions	8,335,957	2,597,694
Proceeds on disposal of tangible capital assets	28,249	6,317
Net change in cash from capital activities	(1,279,678)	766,655
Investing activities		
Increase in investments	(930,942)	(60,891)
Net change in cash from investing activities	(930,942)	(60,891)
Net change in cash and cash equivalents	**2,333,993**	**1,313,949**
Cash and cash equivalents, beginning of year	7,522,590	6,208,641
Cash and cash equivalents, end of year	$ 9,856,583	$ 7,522,590

See accompanying notes to the financial statements

North Island College
Notes to the Financial Statements
Year ended March 31, 2018

1 Authority and purpose

North Island College operates under the authority of the College and Institute Act of British Columbia. The College is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The College is a registered charity and is exempt from income taxes under section 149 of the Income Tax Act.

2 Summary of significant accounting policies

The financial statements of the College are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the College are as follows:

(a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections related to accounting standards for not for profit organizations.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

(i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

(ii) Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

2 Summary of significant accounting policies (continued)

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which require that government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410.

As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards.

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: all portfolio investments are quoted in an active market and therefore reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statements of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses.

(ii) Cost category: financial assets and liabilities are recorded at cost or amortized cost. Gains and losses are recognized in the Statements of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of financial assets are included in the cost of the related instrument.

(d) Inventories held for resale

Inventories held for resale, including books and merchandise for sale in campus bookstores are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

2 Summary of significant accounting policies (continued)

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives shown below. The College prorates amortization on a monthly basis in the year of acquisition. Land is not amortized as it is deemed to have a permanent value.

Buildings and site improvements	
Concrete and steel buildings	10-40 years
Wood-framed buildings	10-20 years
Site improvements	10 years
Furniture and equipment	
Library books	10 years
Furniture, equipment, and vehicles	5 years
Computer servers	3-5 years
Computer equipment	3-5 years
Leasehold improvements	Remaining term of the lease

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art and historic assets
Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased tangible capital assets
Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

2 Summary of significant accounting policies (continued)

(f) Employee future benefits

The College and its employees make contributions to the College Pension Plan and the Municipal Pension Plan which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plan is accounted for as a defined contribution plan and any contributions of the College to the plan are expensed as incurred.

Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(g) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as set out in note 2(a).

The College leases certain land properties to third parties for a period of 99 years. Cash received from land leases is deferred and amortized to revenue on a straight-line basis over the term of the lease.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and writedowns on investments where the loss in value is determined to be other-than-temporary.

(h) Use of estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the fair value of financial instruments, useful life of tangible capital assets and the present value of employee future benefits and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

2 Summary of significant accounting policies (continued)

(i) Foreign currency translation

The College's functional currency is the Canadian dollar. There are no significant foreign currency transactions.

(j) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the North Island College 2017-2018 Budget approved by the Board of Governors of North Island College on April 20, 2017.

Budget figures are presented only for information purposes.

(k) New accounting standards:

The College adopted the following accounting standards in this fiscal year:

(i)PS 2200, *Related Party Disclosures*, defines a related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when the transactions have occurred at a value different from that which would have been arrived at if the parties were unrelated, and the transactions have, or could have, a material financial effect on the financial statements. Note 13 provides these disclosures.

(ii)PS 3420, *Inter-entity Transactions*, established standards of how to account for and report transactions between public sector entities that comprise of a government reporting entity from both a provider and a recipient perspective. The main features of the standards are as follows:

- Under a policy of cost allocation, revenues and expenses are recognized on a gross basis;
- Transactions are measured at the carrying amount, except in specific circumstances;
- A recipient may choose to recognize unallocated costs for the provision of goods and services and measure them at the carrying amount, fair value or other amount dictated by policy, accountability structure or budget practice; and
- The transfer of an asset or liability for nominal or no consideration is measured by the provider at the carrying amount and by the recipient at the carrying amount or fair value.

Requirements of this standard are considered in conjunction with requirements of PS 2200. Note 13 provides these disclosures.

2 Summary of significant accounting policies (continued)

(iii)PS 3210, *Assets*, provides guidance for applying the definition of assets set out in PS 1000, *Financial Statement Concepts*, and establishes general disclosure standards for assets. Disclosure of information about the major categories of assets that are not recognized is required. When an asset is not recognized because a reasonable estimate of the amount involved cannot be made, a disclosure should be provided. Management has determined that there is no impact of adoption of PS 3210 on the financial statements of the College.

(iv)PS 3320, *Contingent Assets*, defines and establishes disclosure standards for contingent assets. Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. Disclosure of information about contingent assets is required when the occurrence of the confirming future event is likely. Management has determined that there is no impact of adoption of PS 3210 on the financial statements of the College.

(v)PS 3380, *Contractual Rights*, defines and establishes disclosure standards for contractual rights. Contingent rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future. Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right. Disclosure of information about contractual rights is required including a description of their nature and extent, and the timing. Note 15 provides these disclosures.

3 Due from and to government organizations

Due from:	**2018**	**2017**
Federal government	$ 641	$ 1,063
Provincial government	114,649	524,747
Other government organizations	7,861	8,112
	$ 123,151	$ 533,922

Due to:	**2018**	**2017**
Federal government	$ 358,792	$ 337,043
Provincial government	25,361	22,963
Other government organizations	66,681	135,268
	$ 450,834	$ 495,274

4 Portfolio investments

Portfolio investments are recorded at fair value and are comprised of the following:

	2018	2017
Fixed income	$ 1,397,531	$ 403,020
Pooled bond funds	8,888,504	9,081,763
Pooled equity funds	9,111,718	9,105,586
	$ 19,397,753	$ 18,590,369

5 Accounts payable and accrued liabilities

	2018	2017
Trade payables	$ 1,250,569	$ 1,297,906
Salaries and benefits payable	906,265	1,049,361
Accrued leaves payable	3,037,302	2,795,769
Other payables and accrued liabilities	4,593,714	1,976,549
	$ 9,787,850	$ 7,119,585

6 Employee future benefits

(a) Pension benefits:

The College and its employees contribute to the College Pension Plan and the Municipal Pension Plan (jointly trusteed pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2017, the College Pension Plan has about 14,000 active members, and approximately 7,500 retired members. As at December 31, 2016, the Municipal Pension Plan has about 193,000 active members, including approximately 5,800 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2015, indicated a $67 million surplus for basic pension benefits on a going concern basis.

6 Employee future benefits (continued)

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a $2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, $1,927 million was transferred to the rate stabilization account and $297 million of the surplus ensured the required contribution rates remained unchanged.

The College paid $2,234,775 for employer contributions to the plans in fiscal 2018 (2017: $2,162,592).

The next valuation for the College Pension Plan will be as at August 31, 2018 with results available in 2019. The next valuation for the Municipal Pension Plan will be December 31, 2018, with results available in 2019.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

(b) Other benefits:

	2018	2017
Severance	$ 560,846	$ 318,902
Accumulated sick leave benefit	68,000	63,000
	$ 628,846	$ 381,902

(i) The College provides severance benefits to eligible employees based on eligibility, years of service, and final salary.

(ii) Employees of the College are entitled to sick leave in accordance with the terms and conditions of their employment contracts. Sick leave credits accumulate for employees of the College, as they render services they earn the right to the sick leave benefit. The College recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation.

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation are as follows:

	2018	2017
Discount rates	2.00%	2.00%
Expected wage and salary increases	2.75%	2.75%

7 Deferred contributions

Deferred contributions are comprised of funds for restricted uses including special programs, facilities and research. Changes in the deferred contribution balances are as follows:

	2018		
	Land Sale	**Other**	**Total**
Balance, beginning of year	$ 3,961,144	$ 6,690,538	$ 10,651,682
Contributions received	-	6,330,750	6,330,750
Revenue recognized	-	(5,754,122)	(5,754,122)
Balance, end of year	$ 3,961,144	$ 7,267,166	$ 11,228,310

	2017		
	Land Sale	**Other**	**Total**
Balance, beginning of year	$ 3,961,144	$ 6,784,613	$ 10,745,757
Contributions received	-	4,318,746	4,318,746
Revenue recognized	-	(4,412,821)	(4,412,821)
Balance, end of year	$ 3,961,144	$ 6,690,538	$ 10,651,682

In 2012/13, the College sold 11.164 acres of land to the Vancouver Island Health Authority for $4,030,114. Use of the sale proceeds is restricted under the College and Institute Act. The proceeds, net of land costs of $68,970, have been recorded as deferred contributions until permission to use the funds for acquisition of specific capital assets is granted.

8 Deferred capital contributions

Funding contributions for tangible capital assets are referred to as deferred capital contributions. Amounts are recognized into revenue as the asset is amortized over the useful life of the asset. Treasury Board specifies this accounting treatment as disclosed in note 2(a). Changes in the deferred capital contributions balance are as follows:

	2018	**2017**
Balance, beginning of year	$ 23,287,981	$ 22,763,490
Contributions received and expended on tangible capital assets	7,835,957	2,597,694
Revenue recognized from deferred capital contributions	(2,306,083)	(2,073,203)
Balance, end of year	$ 28,817,855	$ 23,287,981

North Island College
Notes to the Financial Statements
Year ended March 31, 2018

9 Tangible capital assets

Cost	Mar 31, 2017	Additions	Transfers	Disposals	Mar 31, 2018
Land	$ 457,919	$ -	$ -	$ -	$ 457,919
Site improvements	2,404,933	-	-	-	2,404,933
Buildings	57,839,126	77,301	357,589	-	58,274,016
Furniture & equipment	4,252,472	339,400	-	(428,085)	4,163,787
Software & licences	54,942	16,830	-	(23,572)	48,200
Computer equipment	1,112,172	182,198	-	(180,852)	1,113,518
Leasehold improvements	77,169	220,655	1,333,183	-	1,631,007
Vehicles	363,955	190,545	-	-	554,500
Library books	495,217	31,483	-	(55,134)	471,566
Assets under construction	191,674	8,585,472	(1,690,772)	-	7,086,374
Total	$ 67,249,579	$ 9,643,884	$ -	$ (687,643)	$ 76,205,820

Accumulated amortization	Mar 31, 2017	Amortization	Disposals	Mar 31, 2018
Site improvements	$ 2,021,991	$ 107,277	$ -	$ 2,129,268
Buildings	35,899,681	1,640,329	-	37,540,010
Furniture & equipment	2,489,781	672,714	(428,085)	2,734,410
Software & licences	42,777	9,260	(23,572)	28,465
Computer equipment	552,444	193,318	(180,852)	564,910
Leasehold improvements	16,017	69,244	-	85,261
Vehicles	132,645	80,897	-	213,542
Library books	273,586	43,140	(55,134)	261,592
Total	$ 41,428,922	$ 2,816,179	$ (687,643)	$ 43,557,458

	Net Book Value Mar 31, 2017	Net Book Value Mar 31, 2018
Land	$ 457,919	$ 457,919
Site improvements	382,942	275,665
Buildings	21,939,445	20,734,006
Furniture & equipment	1,762,691	1,429,377
Software & licences	12,165	19,735
Computer equipment	559,728	548,608
Leasehold improvements	61,152	1,545,746
Vehicles	231,310	340,958
Library books	221,631	209,974
Assets under construction	191,674	7,086,374
Total	$ 25,820,657	$ 32,648,362

9 Tangible capital assets (continued)

Cost	Mar 31, 2016	Additions	Transfers	Disposals	Mar 31, 2017
Land	$ 457,919	$ -	$ -	$ -	$ 457,919
Site improvements	2,306,379	98,554	-	-	2,404,933
Buildings	57,133,104	706,022	-	-	57,839,126
Furniture & equipment	4,215,698	560,029	-	(523,255)	4,252,472
Software & licences	59,636	-	-	(4,694)	54,942
Computer equipment	1,130,776	173,446	-	(192,050)	1,112,172
Leasehold improvements	19,674	-	57,495	-	77,169
Vehicles	335,333	35,909	-	(7,287)	363,955
Library books	504,514	41,849	-	(51,146)	495,217
Assets under construction	27,622	221,547	(57,495)	-	191,674
Total	$ 66,190,655	1,837,356	$ -	$ (778,432)	$ 67,249,579

Accumulated amortization	Mar 31, 2016	Amortization	Disposals	Mar 31, 2017
Site improvements	$ 1,857,733	$ 164,258	$ -	$ 2,021,991
Buildings	34,322,034	1,577,647	-	35,899,681
Furniture & equipment	2,271,611	736,642	(518,472)	2,489,781
Software & licences	39,265	8,206	(4,694)	42,777
Computer equipment	560,907	183,587	(192,050)	552,444
Leasehold improvements	2,388	13,629	-	16,017
Vehicles	73,724	66,208	(7,287)	132,645
Library books	280,750	43,982	(51,146)	273,586
Total	$ 39,408,412	2,794,159	(773,649)	$ 41,428,922

	Net Book Value Mar 31, 2016	Net Book Value Mar 31, 2017
Land	$ 457,919	$ 457,919
Site improvements	448,646	382,942
Buildings	22,811,070	21,939,445
Furniture & equipment	1,944,087	1,762,691
Software & licences	20,371	12,165
Computer equipment	569,869	559,728
Leasehold improvements	17,286	61,152
Vehicles	261,609	231,310
Library books	223,764	221,631
Assets under construction	27,622	191,674
Total	$ 26,782,243	$ 25,820,657

9 Tangible capital assets (continued)

(a) Assets under construction

Assets under construction having a value of $7,086,374 (2017: $191,674) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

10 Financial risk management

The College is potentially exposed to credit risk, liquidity risk, foreign exchange risk and interest rate risk from the entity's financial instruments. Qualitative and quantitative analysis of the significant risks from the College's financial instruments is provided below by type of risk.

(a) Credit risk

Credit risk primarily arises from the College's cash and cash equivalents, accounts receivable and portfolio investments. The risk exposure is limited to their varying amounts at the date of the statement of financial position.

Accounts receivable primarily consist of amounts receivable from government organizations, students, clients and sponsors. To reduce the risk, the College regularly reviews the collectability of its accounts receivable and establishes an allowance based on its best estimate of potentially uncollectible amounts. As at March 31, 2018 the amount of allowance for doubtful debts was $135,601 (2017: $135,451), as these accounts receivable are deemed by management not to be collectible. The College historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

(b) Market and interest rate risk

Market risk is the risk that changes in market prices and inputs, such as interest rates, will affect the College's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

The College manages market risk by holding cash balances with a top rated Canadian Schedule I financial institution. The portfolio investments are professionally managed following the investment program which is approved by the College's Board of Governors and consistent with the requirements of the College and Institute Act. The College periodically reviews its investments and is satisfied that the portfolio investments are being managed in accordance with the investment program.

10 Financial risk management (continued)

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the College is not exposed to significant market or interest rate risk arising from its financial instruments.

(c) Liquidity risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages liquidity risk by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financial activities to ensure that its financial obligations are met.

(d) Foreign exchange risk

The College has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The foreign currency financial instruments are short-term in nature and do not give rise to significant foreign currency risk.

11 Contractual obligations

The nature of the College's activities can result in multiyear contracts and obligations whereby the College will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	Port Alberni Campus	Port Hardy Campus	Total
2019	$ 114,894	$ 118,752	$ 233,646
2020	114,894	118,752	233,646
2021	114,894	118,752	233,646
2022	-	49,480	49,480
Total lease obligations	$ 344,682	$ 405,736	$ 750,418

12 Contingent liabilities

The College may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. In the event that any such claims or litigation are resolved against the College, such outcomes or resolutions could have a material effect on the business, financial condition, or results of operations of the College. At March 31, 2018 there are no outstanding claims.

13 Related parties

North Island College is related through common ownership to all Province of British Columbia ministries, agencies, crown corporations, school districts, health authorities, hospital societies, universities and colleges that are included in the provincial government reporting entity. Transactions with these entities, unless disclosed otherwise, are recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

North Island College Foundation is a not-for-profit organization and a registered charity under the Income Tax Act. The Foundation was created to enhance the delivery of North Island College's programs and services by raising funds to provide scholarships and bursaries, and to support various College projects. Although there is no common control of the organizations through the Board appointment or other forms of control, the Foundation is related to the College by virtue of holding resources which are to be used to provide support to students attending the College. Transactions with the Foundation were recorded at the exchange amount.

At March 31, 2018, accounts payable of the College included $35,007 (2017: $132,036) due to the Foundation.

	2018	2017
Bursaries	$ 347,980	$ 291,037
Donations and other	49,794	86,547
Gifts-in-kind	65,048	19,409
Foundation contributions to the College	$ 462,822	$ 396,993
College contributions to the Foundation	$ 74,900	$ 170,500

14 Comparative Information

Certain comparative information has been reclassified to conform with the current year's financial statement presentation.

15 Contractual rights

The College has entered into multi-year contracts with the Province of British Columbia that entitles the College to receive the following amounts:

	Port Alberni Campus	Port Hardy Campus	Total
2019	$ 114,894	$ 118,752	$ 233,646
2020	114,894	118,752	233,646
2021	114,894	118,752	233,646
2022	-	49,480	49,480
Total contractual rights	$ 344,682	$ 405,736	$ 750,418

North Island College
Schedule 1 - Schedule of Expenses by Object
For the year ended March 31, 2018 with comparative information for 2017

	Budget 2018	2018	2017
Expenses			
Salaries and benefits	$ 30,618,476	$ 30,480,251	$ 28,905,816
Other personnel costs	702,357	954,806	823,713
Advertising and promotion	531,013	730,072	611,550
Books and periodicals	248,283	267,359	255,792
Cost of goods sold	1,006,350	998,217	1,128,570
Equipment costs	1,006,746	1,610,023	1,708,259
Facility costs	2,423,142	3,125,750	2,740,941
Financial service charges	182,561	228,088	208,764
General fees and services	1,541,310	1,763,049	1,384,243
Student awards	607,180	593,952	684,575
Supplies and general expenses	840,922	864,266	861,972
Travel	791,315	745,744	667,016
Grant transfers	200,000	213,149	213,149
Donations to NIC Foundation	-	74,900	170,500
Amortization of tangible capital assets	2,736,595	2,816,179	2,794,159
	$ 43,436,250	$ 45,465,805	$ 43,159,019

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**
4.4.2 F18/19 Q1 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 June 30th, 2018. These statements form part of a quarterly reporting package that the College sends to the Ministry of Advanced Education, Skills and Training.

The financial statements were presented to the Finance Committee at their meeting on September 11th, along with an analysis of the statements. Both of those documents are included in the Board package.

Action:

For information only

North Island College

1Q 2018/19 Financial Statement Analysis

The financial statements for the 3 months ended June 30, 2018 are attached. Below I have provided explanations for the significant changes year-to-year or compared to budget.

Statement of Financial Position

NIC's Statement of Financial Position includes a new liability account this year – Leasehold inducements – with a balance of $500,000. This relates to tenant improvements on the leased space in Port Hardy. The lease inducement relates a loan from the landlord in Port Hardy that is being paid back through the monthly lease payments that are funded by the Ministry. We have a funding letter from the Ministry confirming this. It shows up as a lease inducement liability because NIC is the tenant of the facility, not the Ministry.

Long-term Investments

	June 2018	June 2017
Balance - April 1	19,397,753	18,590,369
Income	122,185	114,294
Fees	(20,605)	(19,434)
Realized gains	334,604	62,858
Balance before withdrawls and market value adj	19,833,937	18,748,087
Withdrawls	0	0
Market value adjustment	24,424	(58,920)
Balance - June 30	19,858,361	18,689,167

The table above shows the year-to-date activity and final balance of the College's long-term investment account at June 30th. The portfolio returns are on course to meet budget expectations, and there has been significant realized gains so far this year, which can be earmarked for NIC's contribution to the Campbell River project.

The balances for both Deferred Capital Contributions and Tangible Capital Assets have increased significantly since June 2017. This is due to the funding received and work done to date on the Campbell River campus consolidation project. We can go through this in detail at the Finance committee meeting.

Statement of Operations

The Statement of Operations at June 30th shows a loss of $217K compared to $303K for the same period in FY 17/18. A deficit in this range is the norm for the Q1 College statements due to the fact that some of the College's main sources of revenue (E.g. Tuition, Contract training) are earned between September and April each year. The College is on track to achieve a balanced budget for the fiscal year. The following are explanations of the significant variances to budget and to the 1Q results from FY 17/18:

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

- The Province of BC contract funding appears low when compared to budget, however the majority was either just getting underway or won't begin until later in the year. The revenue is recognized as expenditures occur.

Tuition and Student Fees

	June 2018	FY 18/19 Budget	% of Budget	June 2017
Base funded	804,341	4,635,361	17.35%	917,301
Continuing Ed & Training	333,652	1,213,494	27.49%	313,304
International	1,269,891	6,191,840	20.51%	657,092
Total	2,407,884	12,040,695	20.00%	1,887,697

The 1st Quarter tuition revenue reflects 20% of the total budget for the year, as indicated in the chart above. This is about where the College expects to be 3 months into the fiscal year, and at this point we are projecting to be on budget for Tuition and Student fee revenue.

Expenses

Salaries and Benefits

Salaries and Benefit costs have increased in 1Q 2018/19 over the same period in 2017/18 by 6.96%. The table below breaks out salary and benefit costs by "fund", which provides more context. It isn't surprising that the largest percentage increase was in the International fund – which accounted for roughly half of the overall increase. Salaries and benefit costs in this fund reflect the costs of additional course sections added using International student revenues, and the costs of salaries for staff in Global Engagement.

Fund	Description	F19 Q1	F18 Q1	Variance	% Change
10	Base Funded	6,381,811	6,232,251	149,560	2.40%
11 & 19	Contract and Continuing Education	265,335	285,407	(20,072)	-7.03%
15	Special Projects	407,660	291,857	115,803	39.68%
18	Research	64,449	48,821	15,628	32.01%
23	International	621,732	375,790	245,942	65.45%
31 & 32	Capital	55,574	48,630	6,944	14.28%
51 &56	Ancillary	68,440	70,234	(1,794)	-2.55%
Total		**7,865,001**	**7,352,990**	**512,011**	**6.96%**

Other Personnel Costs

Other personnel costs appear high for this period but it is due to a carpentry career pathway program that ran in Port Alberni this year. The Tla-O-Qui-Aht First Nation provided the training and it appears in our statements as a sub-contracted cost (roughly $110K).

NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the three months ended June 30, 2018 and 2017

North Island College
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For the three months ended June 30, 2018 and 2017

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North Island College
Statement of Financial Position
As at June 30, 2018 and 2017

	June 2018	June 2017
Financial assets		
Cash and cash equivalents	$ 6,634,409	$ 5,689,700
Accounts receivable	483,058	384,860
Due from government organizations	436,890	372,101
Inventories held for resale	496,631	291,596
Portfolio investments	19,858,361	18,689,167
	27,909,349	25,427,424
Liabilities		
Accounts payable and accrued liabilities	7,468,114	5,691,628
Due to government organizations	393,380	358,618
Employee future benefits	531,534	381,902
Leasehold inducements	500,000	-
Deferred revenue	1,395,130	1,604,550
Deferred contributions	12,481,317	10,917,528
Deferred capital contributions	30,839,612	22,749,435
	53,609,087	41,703,661
Net financial assets (net debt)	(25,699,738)	(16,276,237)
Non-financial assets		
Tangible capital assets	34,853,692	25,266,357
Prepaid expenses	118,102	220,247
	34,971,794	25,486,604
Accumulated surplus	**$ 9,272,056**	**$ 9,210,367**
Accumulated surplus is comprised of:		
Accumulated surplus	$ 7,678,539	$ 7,576,636
Accumulated remeasurement gains (losses)	1,593,517	1,633,731
	$ 9,272,056	$ 9,210,367

North Island College
Statement of Operations and Accumulated Surplus
For the three months ended June 30, 2018 and 2017

	Budget 2019	% of Budget	June 2018	June 2017
Revenue				
Province of British Columbia				
Base Operating grant	$ 23,972,007	24	$ 5,867,027	$ 5,679,539
Industry Training Authority grant	2,866,420	28	792,846	927,441
Routine capital	160,592		-	-
Leases	227,604	26	58,890	54,501
Aboriginal service plan	424,087	13	57,226	33,539
Literacy grants	202,500		-	-
Student aid	306,000	1	4,476	22,215
Educational partnerships	789,000	15	114,903	97,540
Province of BC contracts	953,781	8	74,684	245,493
	29,901,991	23	6,970,052	7,060,268
Government of Canada	890,627	8	73,434	80,166
Tuition and student fees	12,040,695	20	2,407,884	1,887,697
Contract services	316,500	18	55,723	60,078
Sales of goods and services	1,412,500	11	149,674	151,177
Investment income	613,350	25	153,104	130,758
Realized gain(loss) from investments	-		334,604	62,858
Other income	567,831	16	90,624	116,293
Revenue recognized from deferred capital contributions	2,025,872	29	588,242	538,547
	47,769,366	23	10,823,341	10,087,842
Expenses (Schedule 1)				
Instructional and non-sponsored research	44,794,039	24	10,724,830	10,031,109
Ancillary services	1,440,442	13	185,614	187,680
Sponsored research	680,985	13	91,693	86,436
Special purpose	853,900	4	38,123	85,720
	47,769,366	23	11,040,260	10,390,945
Surplus for the year	**-**		**(216,919)**	**(303,103)**
Accumulated surplus, beginning of period	7,895,458		7,895,458	7,879,739
Accumulated surplus, end of period	**$ 7,895,458**		**$ 7,678,539**	**$ 7,576,636**

North Island College
Statement of Remeasurement Gains and Losses
For the three months ended June 30, 2018 and 2017

	June 2018	June 2017
Accumulated remeasurement gains, beginning of period	$ 1,569,093	$ 1,692,651
Unrealized gains (losses) attributed to:		
Pooled funds	359,028	3,938
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	(334,604)	(62,858)
Remeasurement gains(losses) for the period	24,424	(58,920)
Accumulated remeasurement gains (losses), end of period	**$ 1,593,517**	**$ 1,633,731**

North Island College
Statement of Cash Flows
For the three months ended June 30, 2018 and 2017

	June 2018	June 2017
Cash provided by (used in):		
Operations		
Surplus for the period	$ (216,919)	$ (303,103)
Items not involving cash:		
Amortization of tangible capital assets	688,956	715,739
Revenue recognized from deferred capital contributions	(588,242)	(538,547)
Change in employee future benefits	(97,312)	-
Gain on sale of tangible capital assets	-	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	231,429	282,840
Decrease (increase) in due from government organizations	(313,739)	161,821
Decrease (increase) in prepaid expenses	(20,982)	(129,431)
Increase in inventories held for resale	(198,356)	(94,060)
Increase (decrease) in accounts payable and accrued liabilities	(2,319,736)	(1,427,957)
Increase (decrease) in due to government organizations	(57,454)	(136,656)
Decrease in deferred revenue	(862,355)	(310,223)
Increase in non-capital contributions	1,253,007	265,846
Net change in cash from operating activities	(2,284,784)	(1,210,628)
Capital activities		
Cash used to acquire tangible capital assets	(2,894,288)	(161,441)
Proceeds from deferred capital contributions	2,610,000	-
Proceeds on disposal of tangible capital assets	-	-
Net change in cash from capital activities	(284,288)	(161,441)
Investing activities		
Decrease (increase) in investments	(460,608)	(98,798)
Net remeasurement gains (losses)	24,424	(58,920)
Net change in cash from investing activities	(436,184)	(157,718)
Net change in cash and cash equivalents	**(3,222,175)**	**(1,832,890)**
Cash and cash equivalents, beginning of period	9,856,583	7,522,590
Cash and cash equivalents, end of period	$ 6,634,408	$ 5,689,700

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the three months ended June 30, 2018 and 2017

	Budget 2019	June 2018	June 2017
Surplus for the year	$ -	$ (216,919)	$ (303,103)
Acquisition of tangible capital assets	-	(2,894,288)	(161,441)
Amortization of tangible capital assets	2,727,000	688,957	715,739
Gain on sale of tangible capital assets		-	-
Proceeds on sale of tangible capital assets	-	-	-
	2,727,000	(2,205,331)	554,298
Acquisition of prepaid expenses	-	(80,417)	(163,006)
Use of prepaid expenses	-	59,435	33,575
	-	(20,982)	(129,431)
Net remeasurement gains (losses)	-	24,424	(58,920)
Change in net financial assets (net debt)	**2,727,000**	**(2,418,808)**	**62,843**
Net debt, beginning of period	23,280,931	(23,280,931)	(16,339,080)
Net debt, end of period	$ 26,007,931	$ (25,699,739)	$ (16,276,237)

North Island College
Schedule 1 - Schedule of Expenses by Object
For the three months ended June 30, 2018 and 2017

	Budget 2019	% of Budget	June 2018	June 2017
Expenses				
Salaries and benefits	$ 33,373,455	24	$ 7,865,001	$ 7,352,990
Other personnel costs	809,163	41	335,580	275,803
Advertising and promotion	784,295	15	116,500	122,925
Books and periodicals	249,269	28	68,898	69,776
Cost of goods sold	1,006,350	10	98,035	78,968
Equipment costs	1,332,491	26	340,527	278,955
Facility costs	2,456,349	29	701,129	642,661
Financial service charges	187,644	24	45,683	41,130
General fees and services	2,209,016	15	340,217	307,898
Student awards	644,180	6	39,373	86,170
Supplies and general expenses	962,225	20	190,870	218,382
Travel	944,029	22	209,491	199,548
Grant transfers	200,000	-	-	-
Amortization of tangible capital assets	2,610,900	26	688,956	715,739
	$ 47,769,366	23	$ 11,040,260	$ 10,390,945

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 27, 2018

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**
4.4.3 5 year capital plan *(attachment)*

Background:

On July 6, 2018 the Ministry of Advanced Education, Skills and Training requested a Five-Year Capital Plan submission from all public post-secondary institutions. The Ministry provided a specific template to be completed and sent back to the Ministry by August 17, 2018. As this work was to be done over the summer months when the Board doesn't meet, it was prepared in draft form for the Ministry. A final version of the plan will be submitted after approval by the Board.

Executive Summary:

NIC's 5 year capital plan includes 4 projects, the funding sources are summarized below:

Comox Valley campus Student Housing
Estimated Cost: $24 million
Proposed Funding Sources: Provincial Grant $12M, Debt Financing $9M, NIC $3M

Comox Valley Academic Building (to replace Village Portables)
Estimated Cost: $25M
Proposed Funding Sources: Provincial Grant $19M, NIC $6M

Port Alberni New Trades Building
Estimated Cost: $14M
Proposed Funding Sources: Provincial Grant $12M, NIC $2M

Library Learning Commons
Estimated Cost: $2.75M
Proposed Funding Sources: Provincial Grant $2.75M

A summary of each of these projects is included. NIC is moving forward on design planning for the Student Housing project this Fall, as it is the most likely project to get Ministry approval in the short term. The College hasn't done any design work on the other projects, and has estimated the cost of construction using a model and template provided by the Ministry.

Action:

For approval

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE YEAR CAPITAL PLAN FOR FINAL SUBMISSION TO THE MINISTRY.

North Island College 5 Year Capital Plan

Table of Contents:

1.) Comox Valley campus Student Housing

2.) Replacement of Portable Classrooms and Portable Office Facilities. New Academic classrooms and First Nations space

3.) Construction of New Trades Building on main Campus property, to replace Tebo Trades Training Centre

4.) Library Renovation and Learning Commons

Note: Draft version, subject to North Island College Board approval.

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority 1 of
NIC	Comox Valley	Student Residence Building	3	1 of 4

1.0 Business Case Submitted

- North Island College, has already submitted a Draft Business Case on June 22nd, 2018.
- The following pages are excerpts from that document but please reference the actual document for further information.

North Island College Student Housing

Draft Business Case

May 31, 2018

EXECUTIVE SUMMARY

PROJECT DESCRIPTION

North Island College is presenting our market and demand study as well as our financial planning model for a new student housing project that will include 148 beds for single students in a variety of unit types and 20 units for students with families. This complex would be constructed on the campus of NIC at Comox Valley and we have plans to fully integrate this complex into the curricular and co-curricular life of our campus so that it will benefit the entire campus and not just those living within it.

BACKGROUND INFORMATION

The Comox Valley has a serious housing shortage with a current vacancy rate of .5% placing a strain on the ability of our current students to find housing and placing a barrier to students from outside of the region, including those Indigenous students in the northern island area and International students.

North Island College engaged The Scion Group to conduct a study on the demand for housing at both Campbell River and Comox Valley campuses and then prepare a financial case for any campus that has enough demand to seek new construction. The study clearly shows a high demand for student housing at the Comox Valley campus even after giving consideration for the price point sensitivities of our students. Adding housing to campus will positively impact the search for housing off campus for our other non-local students as well as helping the community in general.

STRATEGIC ALIGNMENT

Adding student housing to the campus directly connects to the Strategic Plan of North Island College. An integrated student housing complex touches on all nine of our Strategic Priorities. Most notably, our first priority of "Student Experiences and Success" is directly tied to having an integrated housing program. NIC plans to have a full residence life and education program for our students in the building as well as connecting to our students that do not live in the residence. In addition, some of our faculty departments are studying areas that can connect to a housing complex directly. The new complex will become part of the heart of campus providing a sense of "home" to its residents and a gathering place for activities for all of our students.

ENVIRONMENT ANALYSIS

The addition of a student housing project to the campus at Comox Valley is directly in line with the goals of the provincial government's housing strategy. In bringing 168 students onto the campus, at least that many spaces will be created in the community. NIC has gone to great lengths to include our entire campus in the consultations and feedback around this potential project as we seek to ensure it is a key element of our campus once constructed and more than just a place for students to sleep.

CONCLUSIONS & RECOMMENDATIONS

Through this business plan report, North Island College is seeking support to construct a student housing complex containing 148 units for single students and 20 units for students with families. Our plan includes the intention of fully integrating this housing complex into the "life" of the campus through co-curricular connections and direct academic connections.

IMPLEMENTATION STRATEGY

The College plans to build the student housing over a three-year period beginning with the design work as soon as September 2018. Based on the analysis gathered during the business case development, NIC believes that the Design, Bid, Build procurement model is appropriate for student housing at the Comox Valley campus.
The College plans to operate student housing modeled after successful self-operated housing that exists in BC (e.g. University of Victoria).

North Island College Project Development				
1. Land				
Acquisition	0	n/a	n/a	$0
Demolition	0	n/a	n/a	$0
Sitework	7,155	$ 70.88	$ 507,146	$43
Sub-Total	***7,155***	***$ 70.88***	***$ 507,146***	***$43***
2. Hard Costs	-	**Cost/GSM**	**Total**	**Cost/Bed**
New Residential Construction with Gold LEED escalator (4%)	7,155	$ 2,610.60	$ 17,960,406	$102,795
Sub-Total	7,155	$ 2,610.60	$ 17,960,406	$106,907
3. Soft Costs	-	-	-	-
Residential Soft Costs **(25% of Hard Costs)**	7,155	$ 627.55	$ 4,490,102	$26,727
Residential FF&E	7,155	$ 70.44	$ 504,000	$3,000
Capitalized Interest	7,155	$ -		
Misc. (5%)	7,155	$ 34.90	$ 249,705	$1,486
Sub-Total	***7,155***	***$ 732.89***	***$ 5,243,807***	***$31,213***
Sub-Total Project Costs	***7,155***	***$3,314.36***	***$ 23,211,368***	***$138,163***
4. Financing Costs				
Capitalized Interest	7,155			
Debt Service Reserve	7,155			
Cost of Issuance	7,155	$ 27.84	$ 199,175	$4,145
Working Capital	0			
Sub-Total		***$ 27.84***	***$ 199,175***	***$4,145***
TOTAL	**7,155**	**$ 3,341.40**	**$ 23,910,535**	**$142,308**

Table 4: North Island Development Budget

**This is assuming very good quality furniture and quality finishes; 10 year warranty on furniture*

7.0 IMPLEMENTATION STRATEGY

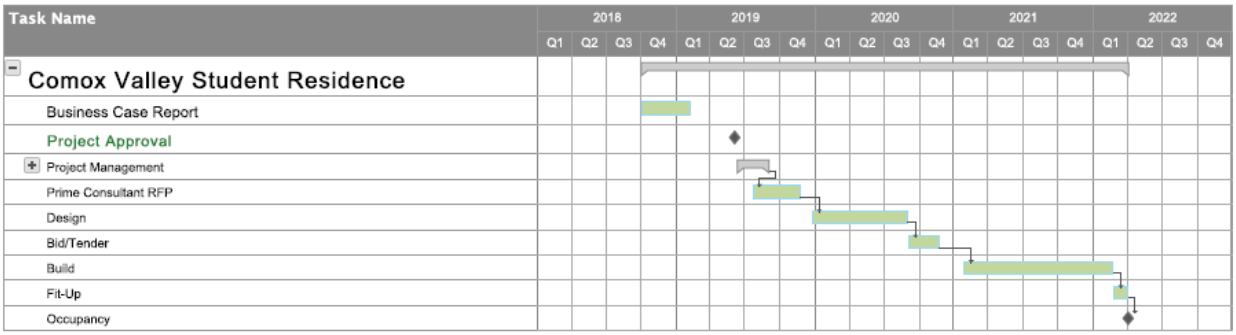
7.1 Procurement Model

Based on the analysis gathered during the business case development, NIC believes that the Design, Bid, Build procurement model is appropriate for student housing at the Comox Valley campus. It will ensure the project risks identified in this business case are addressed by spending the time up front to develop the design specifications. Using a competitive bid model will provide better value for the housing project because the design specifications will be clearly identified up front, and will provide fairness to potential vendors.

The proposed schedule timeline is provided below.

7.2 Schedule

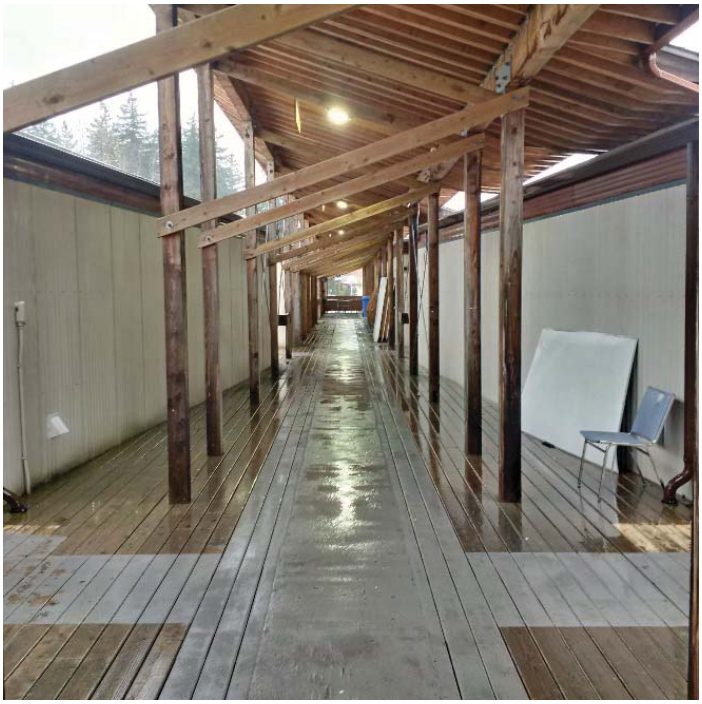
The proposed schedule for the Comox Valley campus student housing project is provided below. It assumes the project has been approved to move forward by early Fall 2018. This would provide the time required to complete the project for opening by Fall 2021. Note that the years shown below are fiscal years – 2019 represents fiscal 2018/19. As the business case identifies, opening on time and marketing the housing project effectively beginning one year in advance of opening are critical elements of any housing project.



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority 1 of
NIC	Comox Valley	Academic Building: Replacement of Portable Classroom and Office Facilities.	2	2 of 4

1.0 Current Situation

- The North Island College, Comox Valley Campus portable classrooms are more than 20 years old and are in poor condition. We receive complaints from students who have to attend classes there. They are hot in summer and cold in winter and maintenance to keep them in a reasonable state of repair is high. Students and staff have to use an external walkway, open to wind and blowing rain to access washrooms. The VFA audit gave it a FCI rating of .60 and an RI of .61. We think the rating would have been even higher if we had not just painted the portables. Maintenance costs are already rapidly increasing as major systems require replacement, such as roofs, building envelope, and HVAC systems.



- The Komoux Hall Annex is three portable units joined by a common external walkway. There are no washroom facilities for Nursing faculty, Human Resources and Facilities Departments (~20 FTE) whose offices are in this location – they need to walk to another building to access a washroom. Age and condition is similar to the Villages although they do not get as much traffic/hard wear as the classrooms. The project would also enable us to have all our nursing faculty in one location.
- This would be a Whole Asset Replacement & Renewal Project, with these portables being demolished once the new building is operational.

2.0 Project Description:

- The existing Portable buildings consist of:
  - Ten classrooms, ranging from 22 to 36 students.
  - Six office blocks
  - One washroom block.
  - Exterior access/circulation space for all buildings.

- The Replacement building would be 3,050 sqm, including 550 sqm self-funded Auditorium space. Circulation space for the portable structures is exterior to the units and is not included in the VFA measurements. It has been added in calculating the gross area of the project.
- This project will replace existing classroom and office space. Because of the poor condition of the classrooms, they are used as part of the general classroom pool only and are the last classrooms booked.
- A detailed program plan assessment is required to determine what programs would be located in a new building. However, our Health and Human Services programs have exceeded their space in the Puntledge Building and are already expanding into the Village. This new building is anticipated to hold our Health and Human Services programs. With the opening of the new Comox Valley Regional Hospital adjacent to our Campus, we are expecting our H&HS programs to continue expanding.
- The gymnasium would support the Exercise and Wellness Certificate (minimum of 20 FTEs) but would also be used for related programs and other student-focused activities.

3.0 Project Objectives

Alignment with Institutional and Government Priorities

- Jobs Plan - Currently NIC does not have space on this campus to meet the increasing need for short-term skills training that will lead to job creation. Much of this delivery is done through our Community and Industry Training department.
- International Education Strategy – this project would enable us to offer spaces to accommodate international students. Over the past three years, NIC has made steady growth of international students a priority. Strategic Directions 1 and 4 of NIC's strategic plan speak to increasing international presence on our campus as well as offering international experiences to our domestic students.
- Strong growth on this campus over the past five years has resulted in a shortage of space which is impacting access for domestic students and to increase the number of international students.
- Reduction of operating costs due to the poor condition of the Village.
- Current labs accommodate only 12 students which results in higher costs and difficulty in scheduling classes. Without additional lab space we are unable to meet increased demand for health-related and science programs.

- NIC does not have fitness/sporting facilities on our campus. We have recently launched an Exercise and Wellness Certificate that ladders into the diploma offered at Camosun College. With the focus on fitness in the Comox Valley, a gymnasium would enable us to expand programs with a fitness focus as well as provide an opportunity to offer a range of wellness activities for students. With Government approval, NIC would contribute funds from the sale of land to VIHA to the project to cover the cost of the gymnasium.

Programs Supported/FTEs Accommodated

- FTEs at this campus have increased from 735 in F07/08 to 1,280 in F16/17 – an increase of 74%.

4.0 Options Considered

- Our temporary Portable classrooms and offices have long exceeded their lifespan. A continuous maintenance cycle of repairing rotting foundations and wall sections, battling mold, heating and ventilation that no longer meets Building Codes or healthy standards, all account for the high FCI of this group of portables.
- Extensive renovations to rebuild this portable structure has been reviewed and determined to not be in the long term interest of the College or the Province. Poor insulation values, inadequate heating systems designed for portable buildings, no Air-conditioning which limits or requires classes to be relocated in the hot summers, all point to the need for the Village to be replaced.
- The College is exploring the use of vacant space at the old hospital in Comox (St. Joseph's Hospital in Comox) to address their needs but this is a short terms solution as St. Joseph Hospital will be demolished in 3 to 5 years.

5.0 Project Outcomes

- A poor learning/working environment will be replaced with a better functioning, more energy efficient facility that will address shortages of specific types of spaces.
- When the campus was built, it was primarily a distant learning institution with a limited number of small classrooms. Since that time, the population of the Comox Valley has grown substantially. Larger classrooms would allow us to meet increased student demand at lower cost by aligning class size with the faculty collective

agreement. When replacing the existing portable classroom space, we would address this issue and increase the number of classes that can hold 30 – 40 students. Enrollment at this campus has increased 74% since F07/08 and we would be able to achieve savings through use of larger classrooms.

- Increasing the number of larger classrooms would also increase capacity for international students. With so few large classrooms, we have programs that are at capacity and cannot accommodate international students.
- Our utilization rate for Classrooms is 97% and Faculty/Admin offices is 128% indicating we are over capacity. There is a high risk in recruitment of both domestic and international students that if we are successful at increasing enrollment, we may have no classrooms available to accommodate increased FTE's.

6.0 Project Cost/Funding

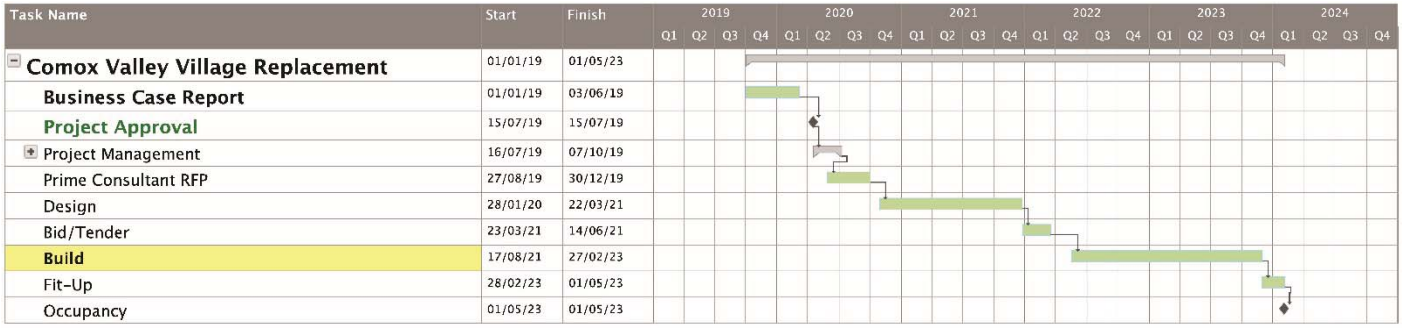
- Estimated Capital Costs are $25,000,000. Province: $19,000,000; NIC: $6,000,000;

7.0 Key Risks

- Maintaining the portable facilities will become more costly with each year
- The construction is not energy efficient and cost for heating and cooling will rise at a faster rate than for other buildings.
- Without additional laboratory space, our ability to meet the need for health-related and science programs – areas where there are significant skill shortages expected – will be limited.
- Without larger classrooms for popular classes/programs, our costs of delivery are higher and our ability to accommodate international students is reduced.

8.0 Project Schedule

- Start date: August 2021, Completion: May 2023
- Gant Chart:



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority 1 of
NIC	Comox Valley	Construction of New Trades Building on main Campus property, to replace Tebo Trades Training Centre	2	3 of 4

1.0 Current Situation

- In Port Alberni all academic programs and student supports (counselling, advising, assessments, etc) are offered at our Roger Street Campus while all Trades programs are offered at the Tebo Trades Training Centre which is almost six klms from the main campus. This leaves Trades students at a disadvantage for supports and a college community.

- This facility, owned by the City of Port Alberni, has been leased by the College for a number of years. Prior to F10/11, the lease cost was a nominal amount. Effective July 1, 2010, the lease rate changed to a market rate of $115,000 per year. The lease costs are funded by the Ministry.
- The Tebo building is an old industrial building built in the early 1980's and is in poor condition and does not provide an adequate facility for most of the programming scheduled there.
- Rather than spending the significant funding needed to purchase and bring this leased building to an acceptable functional level, it would be better to resolve both the building condition and the location issue by building a replacement facility at the main campus on existing College lands.
- As this is a leased building, no Facilities Condition Index is available. However the building was assessed for the first time on July 30th, 2018 and the preliminary FCI is 0.75.
- FTE's currently accommodated: 67.29.

2.0 Project Description.

- The College owns a large area of land behind the existing building and consistent with the Port Alberni Campus Master Plan, this location is suited for a future Trades Training Building.

- This is a replacement of an old off site leased building. New Construction area is estimated at 3400sqm to be built on an un-serviced, Greenfield site.

- *Programs Supported/FTEs Accommodated*
  - Automotive Service Technician
  - Carpentry Foundation
  - Joinery/Cabinetry Foundation
  - Welding Foundation
  - Welding A, B
  - Welding Upgrading and Testing
  - Electrical Foundation
  - Construction Labourer
  - Trades Introduction/Sampler

3.0 Project Objectives

- This facility, owned by the City of Port Alberni, has been leased by the College for a number of years. Prior to F10/11, the lease cost was a nominal amount. Effective July 1, 2010, the lease rate changed to a market rate of $115,000 per year. The lease costs are funded by the Ministry.

- The Tebo building is an old industrial building built in the early 1980's and is in poor condition and does not provide an adequate facility for most of the programming scheduled there.
- This project will deliver three key outcomes:
  - Provide appropriate learning space for a number of important trades and job skill programs
  - Reduce maintenance and operating costs by replacing an old building in poor condition with a new, more efficient facility
  - Address the long-standing problems at the Tebo facility to address Student Services, Advising, and Counselling. Moving the Tebo Trades Facility adjacent to the main campus on existing NIC property will co-locate services and provide more cost effective and higher quality education.

4.0 Project Outcomes

- Owning the facility will reduce lease costs funded by the Ministry

5.0 Project Funding

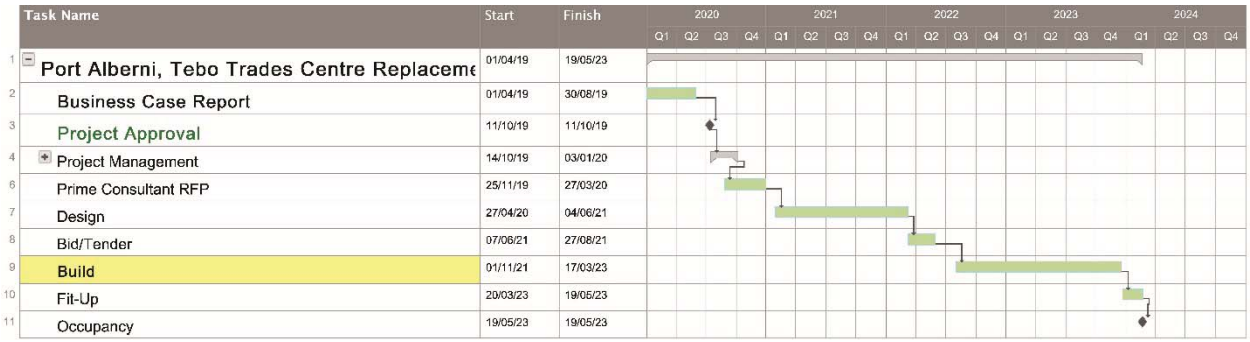
- Estimated Capital Costs are $14,000,000. Province: $12,000,000; NIC: $2,000,000;

6.0 Key Risks

- The City of Port Alberni could decide that they do not want to manage this property or want to repurpose it for another use at the end of our lease forcing us to find another location for trades training in Port Alberni.

7.0 Project Schedule

- Start date: November 2021, Completion: May 2023
- Gant Chart:



1.0 Project Description Library Learning Commons

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority 1 of
NIC	Comox Valley	Library Learning Commons	1	4 of 4

2.0 Project Category

- New Priority Projects

3.0 Project Priority Number: 4 of 4

4.0 Project Objectives

Alignment with Institutional and Government Priorities

- Strategic Direction #2 of the 2011-2015 Strategic Plan states that North Island College will improve our ability to support the diverse needs of our students and their engagement in learning. Since the existing library was built, the way students use libraries and resources has changed dramatically. Students need to do more than study quietly and find information. They come to the library to engage in group work, collaboration and peer-to-peer interaction.
- High Quality Education

Needs Assessment

- The current library in the Comox Valley does not have space to accommodate the types of central services that form a learning commons – academic computing, research and writing assistance for students.
- Space for enhanced technology and space for structured and unstructured group and individual learning.
- While we continue to grow and enhance on-line library services, the blended learning models we use require an appropriate balance of on-line support and physical resources.
- Increasing enrollments at Comox Valley has seriously strained library space. FTEs at this campus have increased from 735 in F07/08 to 1,280 in F16/17 – an increase of 74%.

Programs Supported/FTEs Accommodated

- This would primarily support students studying at the Comox Valley Campus but would also provide support College-wide.
- F16/17 FTEs Comox Valley Campus: 1,280

Gross area of project

- 500 sqm - the project also includes significant renovations to the existing library space.

5.0 Project Outcomes

- By expanding and renovating the existing library space, students will have access to more effective learning support.

6.0 Project Funding

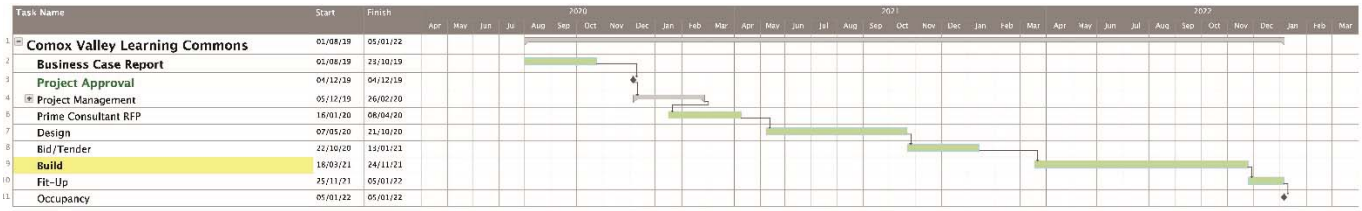
- Estimated Capital Costs are $2,750,000. Province: $2,750,000

7.0 Key Risks

- More focus on team projects is not accommodated in our current library space. Students will look for institutions that support the ways students are learning now.
- When support resources are fragmented, students may not seek out the support they need to be successful.

8.0 Project Schedule

- November 2021 to January 2022
- Gantt Chart:



NORTH ISLAND COLLEGE NIC

OFFICE OF THE VICE PRESIDENT
STRATEGIC INITIATIVES

Vice President Strategic Initiatives Report to the Board of Governors

September 27, 2018
Prepared by Randall Heidt

This report covers the time period from June 15 to September 27, 2018. It is an overview of the activities and events of the Strategic Initiatives Division during this time period. The information is provided under the related NIC Plan 2020 Strategic Priority headings and may fall under more than one priority.

Strategic Priority #7: Resources, Investment, Sustainability

NIC Foundation Report

Student awards increased for 5th consecutive year
Students at all four campuses will see an increase in awards handed out this fall thanks to our generous donors and excellent work by the Office of Advancement team and the NIC Foundation. Each campus will give out a record number of awards this year, for the 5th consecutive year. Please note below the dramatic increase in Mount Waddington thanks to the generosity of the Pieter de Reuver Foundation.

NIC Foundation Awards - Distribution Growth by Community

	2015	2016	2017	2018
Port Alberni	$17,825 to 30 students	$25,170 to 44 students	$26,070 to 47 students	$36,250 to 38 students
Campbell River	$60,000 to 60 students	$67,220 to 88 students	$84,700 to 83 students	$95,415 to 77 students
Comox Valley	$152,000 to 163 students	$163,000 to 195 students	$183,240 to 150 students	$200,596 to 171 students
Mt. Waddington	$5,703 to 9 students	$3,375 to 4 students	$3,130 to 2 students	$16,080 to16 students

The remainder of the $375,000 in funds will be distributed to students in January 2019.

Nanwakolas Council sets new high in funds raised
The Nanwakolas Council raised a record amount for the second year in a row during its Corporate Golf Challenge in Campbell River in July. Nearly 150 golfers took part in the tournament this year, raising more than $34,000 for Aboriginal students who are starting or continuing their studies at NIC. The funds bring the TL'axsam Memorial Bursary Endowment, held by the NIC Foundation, to more than $113,000 thanks to organizer Dallas Smith and many generous sponsors. In 2017, the tournament raised a record $23,000 for the endowment. Prior to the past two years, a total of only $23,000 was raised during the first four years combined of the tournament. The TL'axsam Bursary was established in honour of the late Comox Valley MLA Stan Hagen, who was given the name TL'axsam by the K'ómoks First Nation. The Nanwakolas Council is made of six member First Nations with traditional territories on Northern Vancouver Island and BC's Central Coast. It supports member

First Nations in land and marine resource management and resource-based economic development activities.

Mayor's Golf Charity Classic raises $5K
I participated in the 10th annual Mayor's Golf Charity Classic at Crown Isle, which raised $5,000 for NIC students this year. A total of $100,000 has been raised over the last decade thanks to organizer Roger McKinnon and many generous sponsors as well as the work of the Office of Advancement team and NIC Foundation board members.

New NICF plan being developed
I am working with the NIC Foundation board to develop the NIC Foundation Board of Directors Plan 2018-2020. Plans include: an improved investment strategy and policy, an agreement in principle, improved donor stewardship strategies and plans and an enhanced planned giving strategy. In the coming months the NICF will be recruiting new board members and electing new executive officers.

Campbell River Campaign Update
We had several positive meetings with leadership donor prospects over the course of the summer. We will continue with more meetings, presentations and donor stewardship with key prospects and current donors over the fall and winter as we continue in the quiet phase of the campaign.

Strategic Priority #8: Active Connections to Community

Presented at CICAN Leadership Institute
College and Institutes Canada (CICAN) invited me to present at its Leadership Institute on Applied Research. There were 25 leaders and emerging leaders in applied research from across Canada and New Zealand at the event. Leaders from the Tri-Agency council, which includes the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), were also in attendance.

Re-elected to CR Chamber of Commerce
I was re-elected to the Campbell River Chamber of Commerce this summer after completing my first two-year term on the board. I participated in several events for the Chamber this summer including: the business walk survey of local business owners and the annual BBQ, which saw record participation. I have also been asked to emcee the 2018 Business Awards of Distinction.

Lego Robots and New Tech Explorers Camps 2018
NICBot camps were offered at NIC again this summer, which also saw the addition to two new technology camps. A total of 197 students, of which 30 were female and 14 self-identified as having First Nations Ancestry, learned valuable science, technology, engineering and math (STEM) skills in the Lego Robotics camp and the new Tech Explorers camps. A total of 530 students have participated in the camps. Along with having camps in Port Alberni, Port Hardy, Ucluelet, Campbell River and Comox, this year a camp was added in Gold River. The Lego Robotics camps taught children how to build, program and control Lego Robotics while the Tech Explorers camps saw children learn coding, Lego Robots, and programming micro bits. Micro bits are tiny programmable computers, designed to make learning and teaching easy and fun. Funding was received for these

camps from Navigate, Natural Sciences and Engineering Research Council (NSERC) of Canada's PromoScience, Engineers & Geoscientists British Columbia, Campbell River Creative Industries Council, Yuu-thlu-ilth-aht First Nations and the Government of Canada.

Camps at a Glance

	Boys	Girls	Total Number of participants
2016			
NICBot Camps	116	23	**139**
2017			
NICBot Camps	112	37	**149**
Navigate Workshop	9	6	**15**
Science Week	26	4	**30**
2018			
NICBot Camps	132	25	**157**
Tech Explorers	35	5	**40**

Strategic Priority #6: People, Organization, Culture

Enhance support for faculty, staff and administrative professional development.

Fundraising education complete

I completed my Professional Fundraising Certificate from Boston University this summer. The online program focused on the latest trends in Annual Giving, Capital Campaigns, how to obtain funding from Corporations and Foundations, obtaining Major and Leadership Gifts, Management & Accountability, Planned and Estate Giving, Prospect Research, Special Events, Stewardship, Strategic Planning, Technology-enabled Fundraising and Volunteer Leadership Management. I have been utilizing my 10 years of fundraising experience in conjunction with the education and lessons learned to formulate new plans and strategies, which continue to be executed in collaboration with the Office of Advancement Team and the NIC Foundation board over the coming years to benefit NIC students.

Two former Executive Directors join Office of Advancement

I am delighted to tell you that we have had two former executive directors join the Office of Advancement team to fill in for Erin Petersen's maternity leave. Jessica Aldred, former ED of the Capilano University Foundation, and Marcie Dumais, former ED of YANA joined the team this summer. Jessica has worked in fund development for more than 14 years, with 9 years fundraising experience in post-secondary education. Marcie led YANA to a 40% increase in funds raised while providing a very valuable service to families during challenging times.

Board of Governors Calendar 2018/19

Month/Date	Event	Time	Location
September 2018			
27th	Board Meeting	1:00 pm	Port Alberni Campus
October 2018			
16th	NIC Foundation Awards Reception		Crown Isle Resort, Courtenay
20th	Local Government Elections (for information only)		
22/23	AGB/BC Colleges Governance Workshop		Victoria
24/25	Vancouver Island Economic Alliance Summit		Vancouver Island Conference Centre, Nanaimo
November 2018			
1st	Campbell River Information Night	6:30 pm	Campbell River Campus
14th	Parents Info Night	6:30 pm	Comox Valley Campus
22-23	Board Retreat		Coast Discovery Hotel, Campbell River
30th	NIC Employee Recognition Event	1:00 pm	Crown Isle, Courtenay
December 2018			
6th	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus
January 2019			
24th	Board Meeting	1:00 pm	Komoux Hall Boardroom, Comox Valley Campus
February 2019			
20th	High School Open House	9:00 am	Port Alberni Campus

21st	High School Open House	9:00 am	Comox Valley Campus
26th	BC Colleges Day (for information only)		
March 2018			
21st	Board Meeting		Campbell River Campus
April 2019			
25th	Board Meeting		Komoux Hall Boardroom, Comox Valley Campus
June 2019			
13th	Board Meeting		Komoux Hall Boardroom, Comox Valley Campus
17th	Campbell River Graduation Ceremony		Campbell River Campus
18th	Port Alberni Graduation Ceremony		TBC
20th	Comox Valley Graduation Ceremony		Comox Valley Sports Centre

AGB CONSULTING

BC Governance Workshop for Post-Secondary Institution Presidents and Governing Boards

October 21-23, 2018
Union Club of British Columbia, Victoria BC

Draft Program

(revised August 15, 2018)

Sunday, October 21, 2018

2:00 – 7:00p	CHECK IN (for Day 1 Participants at Hotel)
Evening	FREE

Monday, October 22, 2018

Day 1: Governance Essentials for New Board Members

8:15 – 9:00a	BREAKFAST
9:00 – 9:30a	OPENING SESSION Welcoming Remarks - Tony Loughran, ADM AEST (5 minutes) - Colin Ewart, President BC Colleges (5 minutes) - Sherri Bell, President Camosun College (5 minutes) - Merrill Schwartz, AGB Senior Vice President (5 minutes) Agenda Overview and Objectives (Joseph Burke, AGB Senior Fellow) (5 minutes)
9:30 – 10:00a	MINISTRY PRESENTATION: "Welcome to BC Post-Secondary Institution Governance" (Tony Loughran, ADM) • Mandate Letter • Bargaining • Public Sector Board Governance Orientation Guide
10:00 – 10:15a	BREAK

10:15 – 11:00a PRESENTATION: "BC Post-Secondary Institution Board Member Fiduciary Roles, Responsibilities, Expectations and Key Relationships" (Dr. Burke/Dr. Schwartz/Both)

Dr. Burke/Dr. Schwartz will identify the basic fiduciary roles, responsibilities, expectations and principles of governing board members. They will outline key relationships and basic characteristics of high performance boards. Finally, they will introduce the concept of consequential boards.

11:00 – 11:45a SMALL GROUP DISCUSSION

Participants will be divided into 10 groups/tables lead by Presidents. Each group will have new and experienced board member participants from various institutions and at least one president/group. The group will discuss how the previous presentations apply to their specific responsibilities.

Focus Questions:
1. What lessons did we learn from the presentations that we can take home to our institution?
2. What questions or concerns do we have about our new governorship responsibilities or expectations?

11:45a – 12:15p SMALL GROUP REPORTS

Each group will be provided the opportunity to provide additional cross feed concerning lessons learned during the afternoon activities as well as any additional best practices that were brought up within the small group discussion.

12:15 – 1:30p LUNCH

2:00 – 7:00p CHECK IN (for Day 2 Participants at Hotel)

1:30 – 2:30p PRESIDENTS PANEL: "How does a post-secondary institution board member relate to the President, the Administration, the Faculty, Staff, Students, Alumni, and Supporters?"

Dr. Burke/Dr. Schwartz will facilitate a panel of three Presidents to discuss the relationship of board members with institution administration members and other campus constituents. Each panelist will be asked to make brief introductory remarks of no longer than 10 minutes highlighting one or two examples of how their own

institution has handled this topic. After the introductory comments the moderator will lead the panelists through the focus questions listed below. The panel will then respond to general questions from the audience as time allows.

Panelists: Presidents Alan Davis, Jim Hamilton, Angus Graeme

Focus Questions:

1. How should the board and administration integrate their roles and collaborate to lead the institution in a most consequential way?
2. How can a board member best assist the administration in carrying out the strategic goals and objectives of the institution?
3. What tips and words of advice does each president have to give to new board members?

2:30 – 2:45p BREAK

2:45 – 3:30p PRESENTATION: "How Board Members Can Best Add Value to the Institution, the Ministry, and the Province" (Dr. Burke/Dr. Schwartz/Both)

Dr. Burke/Dr. Schwartz will identify the formal and informal ways that a board member can add value and collaborate with the administration to achieve strategic goals and objectives.

Focus Question:

1. How can a board member add value by participating in strategic thinking, assisting in partner formation with the local community, and participating in strategic thinking and dialogues with the administration?
2. What are some informal ways that this can occur?

3:30 – 4:00p SMALL GROUP DISCUSSION

Participants will be divided into small groups representing various institutions. Each group will have new and experienced board member participants from various institutions and at least one president. The group will discuss how the previous presentation applies to their specific responsibilities.

Focus Questions:

1. What lessons did we learn from the presentation and panel that we can take home to our institution?

2. What questions do we have about both the formal and informal roles played by board members?

4:00 – 4:20p SMALL GROUP REPORTS (Dr. Burke/Dr. Schwartz)

Each small group will provide additional cross feed concerning lessons learned during the afternoon activities as well as any additional best practices that were brought up within the small group discussion.

4:20 – 4:30p END OF DAY 1 AND OVERVIEW OF DAY 2 (Dr. Burke/Dr. Schwartz)

4:30p ADJOURN

7:00 – 9:00p RECEPTION (for all participants—Day 1 and Day 2)

Tuesday, October 23, 2018

Day 2: Governance Best Practices Workshop

NOTE: Timing for today's activities presentations, panels, and small group discussions will be somewhat flexible, and dependent upon availability of Minister Mark.

8:15 – 9:00a BREAKFAST AND NETWORKING CONVERSATIONS

A special networking breakfast will be convened during which all participants will be encouraged to sit together at tables. Each table group will address the topic: "What I wish I knew when I was appointed—tips for new and experienced board members."

9:00 – 9:30a PRESENTATION: Best Governance Practices in Engaging Indigenous peoples/communities

Jeff Vasey, ADM will provide an update of the current state of higher education for Indigenous peoples in BC communities and a summary of Ministry goals in this area, especially focused on TRC and UNDRIP support.

Focus Questions:
1. What are the current concerns for Indigenous learners BC?
2. What are the current Ministry goals and strategies to use higher education to achieve effective Indigenous community outreach and engagement?

9:30 – 10:45a PRESIDENTS PANEL: "What are Institutions doing to engage Indigenous peoples and communities and what are some best practices regarding the role of the Board in encouraging these efforts?"

Dr. Burke/Dr. Schwartz will facilitate a panel of Board Chairs/Presidents to discuss engagement with indigenous peoples and communities. Each panelist will be asked to make brief introductory remarks of no longer than 10 minutes highlighting one or two examples of how their own institution collaborated. After the introductory comments, the moderator will lead the panelists through the focus questions listed below. The panel will then respond to general questions from the audience as time allows.

Panelists: Presidents Ralph Nilson, Sherri Bell, Ken Tourand and John Bowman; Board Chairs Okanagan College & College of the Rockies

Focus Questions:

1. What unique approaches have your board members used to collaborate with the administration in addressing this topic?
2. What were the positive and negative results of these approaches?
3. What lessons can your pass along to your colleagues based upon your own institution's experiences?

10:45 – 11:00a BREAK

11:00a – 12:00p PRESIDENTS PANEL: "Best Practices in the Role of the Board in Encouraging Institution Innovation"

Dr. Burke/Dr. Schwartz will moderate a panel of three Board Chairs/Presidents to discuss how their boards encourage innovation both within their institution and through programs the institutions provide to support innovation and the emerging economy. Each panelist will be asked to make brief introductory remarks of no longer than 10 minutes highlighting one or two examples of how their own institution's governing board and/or administration has been involved in encouraging and sustaining innovation across campus and in their communities. After the introductory comments, the moderator will lead the panelists through the three focus questions listed below.

Panelists: Presidents Peter Nunoda, Angus Graeme and Board Chair Camosun College

Focus Questions:

1. Do you have a specific example at your institution where the board and administration collaborated successfully to encourage innovation?
2. Do you have any negative examples where collaboration was not successfully achieved in encouraging innovation?
3. What, in your opinion, is the key to successful collaboration between the board and the administration in encouraging innovation?

12:15 – 1:30p LUNCH

1:30 – 2:00p QUESTION AND ANSWER SESSION

Panelists from Presidents Panel on innovation will respond to general questions on the role of the board in encouraging innovation. As time allows, there will be an opportunity for any interested participants to share additional ideas and best practices regarding innovation.

2:00 – 2:45p PRESENTATION: "Best Practices: Building Productive and Engaged Boards"

Dr. Burke/Dr. Schwartz will outline a list of best practices of highly productive Boards and identify several successful strategies that Boards have used to increase productivity, engagement, and effectiveness.

Focus Questions:

1. What are some of the best practices of highly productive, engaged, and effective Boards?
2. What strategies have been particularly effective in improving board engagement and effectiveness?

2:45 – 3:00p BREAK

3:00 – 3:30p SMALL GROUP DISCUSSION

Participants will be divided into small groups representing various institutions. Each group will have new and experienced board participants from various institutions and at least one president. The group will discuss how the previous presentation applies to their specific responsibilities

3:30 – 4:00p GROUP REPORTS

Each small group will be provided the opportunity to provide additional cross feed concerning lessons learned during the afternoon activities as well as any additional best practices that were brought up within the small group discussion.

4:00 – 4:30p PLENARY SESSION: Wrap-up Activities and Closure

At the end of the conference, Dr. Burke, Dr. Schwartz, Ruth Wittenberg, President representative, and possibly BC ministry representative Tony Loughran will facilitate a general discussion for all workshop attendees which will address the following items/questions:

1. Tips for how boards should operate in the current social, political, and economic climates.
2. Are there further questions that are on participants minds that were not addressed during the workshop but would be productive to all if raised now?
3. What did the workshop participants most enjoy and benefit from during this workshop?
4. What could we have done differently to make this a better workshop?
5. What topics would you like to see in a similar workshop next year?

4:30p ADJOURN

Fall 2018 Timeline for Election Contacts

Election for Board of Governors and Education Council

Date	Action
Aug 27	Posters, nomination papers & Rules & Regs about Board of Governors and Education Council available to campuses/centre
Sept 21	Nominations close by 4 pm. These must have **arrived** at Registrar's Office by 4 pm Deadline for requesting mail-in ballots
Sept 24	Nominees ratified; candidates declared, campaigning period begins Nominees may review their biographies at Registrar's Office
Sept 26	Biographies and election materials available to all campuses/centres
Sept 24-28	Designation of scrutineers
Oct 1	**Election period begins**
Oct 4	**Election period ends**
Oct 5	Ballots counted and results announced
Oct 8	Thanksgiving Day Stat (college closed)
Oct 9 - 12	Appeal period
Oct 12	Education Council meets
Nov 9	Education Council meets
Nov 22-23	Board of Governors retreat

Note: a copy of the official meeting schedule(s) will be provided to the elected members (along with additional documents) by Rachel Reid for the Board of Governor and by Kara Foreman for Education Council.

Indigenous Services Canada / Services aux Autochtones Canada

August 3, 2018

FAST 30-0005-16.17 PRA

Board of Governors
North Island College
2300 Ryan Road,
Courtenay British Columbia V9N 8N6

Dear Governors,

RE: 2016-2017 FINANCIAL STATEMENT REVIEW

The enclosed Financial Statement Review Report outlines the results of the Indigenous Services Canada (ISC) review of your 2016-2017 financial statement submission.

The purpose of our annual financial statement review is to:

- calculate your financial position as at March 31, 2017,
- determine whether or not all programs, services and activities were delivered in accordance with the terms and conditions of your funding agreement, and
- determine any program reimbursements, recoveries and ongoing unexpended funding balances.

Highlights of the enclosed report are as follows:

1. Your adjusted financial ratios have been deemed overall favourable by ISC. Please see the attached report for an explanation of your financial ratios.

2. The details of retained Unexpended Funding are included – if applicable - in the Detailed Financial Statement Review Report.

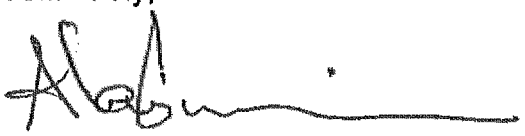
3. Your funding agreement specifies that the Recipient deliver funded programs and services in accordance with the delivery requirements set out in the funding arrangement.

4. Confirmation that the Recipient has met a particular program's delivery and reporting requirements is a decision made by that program's manager at ISC after review of your program and project reports, review of your financial statements, and program and compliance reviews conducted by ISC staff.

The Financial Statement Review Committee's review of your financial statement submission is just one part of an overall annual review process, and is not determinative of program compliance. As a result, further decisions that could affect your retention of Federal funding, including FTP capital project surpluses, and unexpended Fixed, Flexible and Block Contribution funding may be forthcoming upon completion of detailed program and compliance reviews by program staff and managers at ISC.

I am available to discuss the contents of this letter and the enclosed 2016-2017 Detailed Financial Statement Review Report. Please do not hesitate to telephone me at 604.360.1203 to arrange a meeting.

Yours truly,



Alain Grenier, Funding Services Officer
Funding Services Directorate
Indigenous Services Canada – BC Region
600 – 1138 Melville Street
Vancouver, BC V6E 4S3

Encl. 2016-2017 Detailed Financial Statement Review Report

c.c. Auditor

NORTH ISLAND COLLEGE

Recipient # **8635**

2016-2017
DETAILED FINANCIAL STATEMENT REVIEW REPORT

Indigenous Services Canada
BC REGION

PRESENTATION OF FINANCIAL STATEMENTS

The department notes your auditor issued an unqualified opinion on your 2016-2017 audited financial statements.

You may wish to provide copies of the attached worksheets to your program staff for further clarification.

FINANCIAL POSITION

The funding agreement requires Indigenous Services Canada (ISC) to assess your financial position.

Overall, your adjusted financial ratios have been deemed favourable by ISC.[1]

Cumulative Deficit = 0.18 (Less than -0.08 is considered Unfavourable)

The adjustments to your financial statements, as determined by ISC from the detailed financial statement review, are attached to this report, for your information.

Set Contribution Funding

Set Contribution funding must be expended within the fiscal year for which it is funded. Funding not expended within the fiscal year for which it was funded will be recovered by ISC.

For details of each program/service/activity or project recovery and/or reimbursement, please review the attached Recovery/Reimbursement sheet (Worksheet 2) and this report's DIRECTORATE COMMENTS section.

The net recovery or reimbursement of **$0** will be scheduled 45 days from the date of this letter.

If, after reviewing the recovery details set out in this report's DIRECTORATE COMMENTS section and the attached Annexes, you believe the recovery is in error, please submit the relevant information to DISC for consideration and possible adjustment **within 30 days of the date of this letter**.

[1] The financial ratio calculations herein are for ISC internal purposes only. They are based on assumptions that may or may not be appropriate for other users or purposes, and should not be relied upon by any third party for any other purposes whatsoever. Where the interests of the Band or any third party involved in transactions may be at stake, it is recommended that all parties obtain independent professional advice.

Fixed Contribution Funding

For details of Unexpended Fixed Funding by program, please see attached Grants and Contributions Information Management System (GCIMS) report entitled, "Summary of Contributions and Surpluses and Deficits for Fiscal Year 2016-2017" as well as this report's Directorate Comments section.

For a list of capital projects with unexpended Fixed Contribution funding, please see attached Capital Sheet (Worksheet 1):

Unexpended 2016-2017 Fixed Funding can be retained (carried forward) to the end of 2017-2018 fiscal year. These funds must be spent in the program/service/activity/project that is similar or has the same purpose as the one that was originally funded. Otherwise, the recipient must submit a plan within 120 days of the 2016-2017 fiscal year to use the funding for another program/service/activity which plan must be accepted by ISC in writing.

Unexpended 2016-2017 Fixed Funding not expended by the end of March 31, 2018 or not expended according to your plan as accepted by ISC will be recovered by ISC.

For details, please review the attached report from GCIMS entitled, "Summary of Contributions and Surpluses and Deficits for Fiscal year (2016-2017)".

Attachments:

1. GCIMS: "Summary of Contributions and Surpluses and Deficits for Fiscal Year 2016-2017"

Audit Committee Report

for General Reporting Model
As Of 2018/06/26

Recipient: 8635 - NORTH ISLAND COLLEGE **Fiscal Year: 2016-2017**

I) Audit Information

Requirement Type: No DCI - (F-0190) - Annual Audited Financial Statement (General Reporting Model)

Status History	Status Date	Changed On	Number of Days
Report is due	2017/07/29	2016/10/21	-
Report is due	2017/07/29	2018/06/19	0
Report is received	2017/07/07	2017/09/07	-22
Report is under initial review	2017/09/07	2018/02/21	62
Report is received	2017/07/07	2018/02/21	-62
Report is under initial review	2018/02/21	2018/02/21	229
Report is under detailed analysis	2018/02/21	2018/02/21	0
Submitted Revision Required (Detailed)	2018/06/19	2018/06/19	118
Report is under initial review	2018/06/19	2018/06/19	0
Report is under detailed analysis	2018/06/19	2018/06/19	0

Correspondence Dates

General - Email	2017/02/15
General - Report	2017/07/07
General - Report	2017/09/15
General - Letter	2018/02/21
Audit Receipt Acknowledgement Letter - Letter	2018/02/21

General Audit Comments:

Auditor: KPMG LLP - CHARTERED ACCOUNTANTS
Audit Opinion: Unqualified
Auditor's Opinion Reasons:

Auditor Details Comments:

Audit Committee Report

for General Reporting Model
As Of 2018/06/26

Recipient: 8635 - NORTH ISLAND COLLEGE **Fiscal Year: 2016-2017**

III) Detailed Financial Indicators

Audit Committee Report

for General Reporting Model
As Of 2018/06/26

Recipient: 8635 - NORTH ISLAND COLLEGE **Fiscal Year: 2016-2017**

V) Reporting Requirements

Reporting Requirements	**2**	
DAYS	RECEIVED	OUTSTANDING
On Time:	2	0
1-30 days:	0	0
31-60 days:	0	0
61-120 days:	0	0
121+ days:	0	0
No Received Date:	0	
Total:	**2**	**0**

Audit Committee Report

for General Reporting Model
As Of 2018/06/26

Recipient: 8635 - NORTH ISLAND COLLEGE **Fiscal Year: 2016-2017**

*Please note that the information for previous fiscal year is only displayed when the same reporting model was used and the exact same element of that model is available otherwise "N/A" for not available is displayed.

**This includes any INAC adjustments done for this Fiscal Year.

Adjustment Comments

Account	Entered By	Date	
ASSETS, Current, Account Receivable	Afzal, Fahim	2018/06/19	Accounts Receivable = $667,700 Due from Government = $533,922
ASSETS, Other	Afzal, Fahim	2018/06/19	Inventory held for sale = $197,536 Due from Government = $18,590,369
LIABILITIES, Current, Deferred Revenue	Afzal, Fahim	2018/06/19	2016-2017 Unexpended Fixed funds = $132,000
LIABILITIES, Current, Other	Grenier, Alain	2018/06/20	Due to government organizations: $495,274 + Employee future benefits $381,902
LIABILITIES, Other	Afzal, Fahim	2018/06/19	Deferred Contributions (restricted) = $10,651,682 Deferred Capital Contributions = $23,287,981
EQUITY, Cumulative Surplus (Deficit)	Afzal, Fahim	2018/06/19	Adjusting out of the cumulative surplus: 2016-2017 Unexpended Fixed funds = $132,000

Audit Committee Report

for General Reporting Model
As Of 2018/06/26

Recipient: 8635 - NORTH ISLAND COLLEGE **Fiscal Year: 2016-2017**

Adjustment Comments

Account	Entered By	Date	
REVENUE, Other Government Departments	Afzal, Fahim	2018/06/19	Province of BC = $27,672,338 Government of Canada - Grant = $265,001 ($434,646 Total Grant - $169,645 ISC funding)
REVENUE, Deferred Revenue End of year (Department)	Afzal, Fahim	2018/06/19	2016-2017 Unexpended Fixed funds = $132,000

Summary of Contributions Surpluses and Deficits for Fiscal Year 2016-2017

NORTH ISLAND COLLEGE (8635)

As Of 2018/06/20

FROM ARRANGEMENT(S)		FROM THE FINANCIAL REPORT				DEPARTMENT'S AUDIT REVIEW & DECISION											
						From review of expenses as per program authorities			Adjustments			Decisions					
A1 Carried Over from Previous Year	A2 Funding Amount	Page Ref. #	B Revenues	C Expenditures	D = B - C Surplus (Deficit)	E Eligible Expenses	Comment	F = (A1 + A2) - E Surplus (Deficit) as per Funding & Eligible Expenses	G Amount	Comment	H = F + G Net Surplus (Deficit)	Consolidate	Carry Over Next Year	Recover (Reimburse)	Comment	Debt Management	Note/Additional Comment
CURRENT YEAR FUNDING																	
FIXED (Funding Approach)																	
Education																	
Functional Area (Funding Approach): NP5J - PSPP design and delivery (2016/17 Aboriginal Leadership Certificate - DEFAULT ACCOUNT) (FIXED)																	
	$169,645	AnnexA	$169,645	$37,645	$132,000	$37,645		$132,000			$132,000		$132,000				
Sub-Total FIXED (Funding Approach):																	
$0	$169,645					$37,645		$132,000	$0		$132,000	$0	$132,000	$0			
Grand Total:																	
$0	$169,645					$37,645		$132,000	$0		$132,000	$0	$132,000	$0			

July 12, 2018

BRITISH COLUMBIA

Our Ref. 113409

June 28, 2018

Mr. Ross Eugene Hunt
100 Tsakis Way
Port Hardy, BC V0N 2P0

Dear Mr. Hunt:

I am pleased to confirm your appointment as a member of the Board of North Island College, effective July 31, 2018, for a term ending July 31, 2019.

The Board has a leadership role in our post-secondary education institutions that is integral to the success of the British Columbia post-secondary education system. In agreeing to serve, you will be performing a valuable service to your Province.

For information to assist you in your new role as a board member, please review the *Orientation for B.C. Public Post-Secondary Institution Board Members* document on the Ministry of Advanced Education, Skills and Training website at: www.gov.bc.ca.

Additional resources on the appointment process are available on the Crown Agencies and Board Resourcing Office website at: www.cabro.gov.bc.ca.

In addition to your formal duties, I hope that you will occasionally take advantage of opportunities to meet with faculty, staff and students on a less formal basis. The Chair of the Board is Mr. Derek Lamb and your contact at the North Island College is Ms. Rachel Reid, Executive Assistant to the Board. Ms. Reid can be contacted at (250) 334-5275.

I am also enclosing a copy of the Order in Council making the appointment. Best wishes for a successful term.

Sincerely,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

Enclosure

pc: Distribution List Follows

… /2

Ministry of Advanced Education, Skills and Training

Office of the Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

pc. Ms. Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Mr. Derek Lamb, Chair of the Board
North Island College

Mr. John Bowman, President
North Island College

Mr. Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education, Skills and Training

Mr. Jeff Vasey, Assistant Deputy Minister
Post-Secondary and Programs Division
Ministry of Advanced Education, Skills and Training

Ms. Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 344 *, Approved and Ordered* June 28, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2018, the following appointments to the board of North Island College are made:

(a) Jane N. Murphy is reappointed as a member for a term ending July 31, 2021;

(b) Ross Eugene Hunt is appointed as a member for a term ending July 31, 2019.

Minister of Advanced Education, Skills and Training

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *College and Institute Act*, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 099/2016; OIC 2965/1978

O10238718

BRITISH COLUMBIA

Our Ref. 113409

June 28, 2018

Ms. Jane N. Murphy
1077 Ash St
Campbell River BC V9W 1G6

Dear Ms. Murphy:

I am pleased to confirm your re-appointment as a member of the Board of North Island College, effective July 31, 2018, for a term ending July 31, 2021.

By continuing to serve as a member of the Board, you are playing an important role in governing the affairs of the North Island College. I am also enclosing a copy of the Order in Council for your information.

Thank you for your contribution to post-secondary education in British Columbia and best wishes for a successful term.

Sincerely,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

Enclosure

pc: Distribution List Follows

… /2

Ministry of Advanced Education, Skills and Training

Office of the Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

pc: Ms. Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Mr. Derek Lamb, Chair of the Board
North Island College

Mr. John Bowman, President
North Island College

Mr. Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education, Skills and Training

Mr. Jeff Vasey, Assistant Deputy Minister
Post-Secondary and Programs Division
Ministry of Advanced Education, Skills and Training

Ms. Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 344 *, Approved and Ordered* June 28, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2018, the following appointments to the board of North Island College are made:

(a) Jane N. Murphy is reappointed as a member for a term ending July 31, 2021;

(b) Ross Eugene Hunt is appointed as a member for a term ending July 31, 2019.

Minister of Advanced Education, Skills and Training

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *College and Institute Act*, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 099/2016; OIC 2965/1978

O10238718

BRITISH COLUMBIA

Our Ref. 113409

June 28, 2018

Mr. Barry A. Minaker
6381 Dunboyne Rd
Courtenay BC V9J 1N1

Dear Mr. Minaker:

I am pleased to confirm your appointment as a member of the Board of North Island College, effective July 31, 2018, for a term ending July 31, 2019.

The Board has a leadership role in our post-secondary education institutions that is integral to the success of the British Columbia post-secondary education system. In agreeing to serve, you will be performing a valuable service to your Province.

For information to assist you in your new role as a board member, please review the *Orientation for B.C. Public Post-Secondary Institution Board Members* document on the Ministry of Advanced Education, Skills and Training website at: www.gov.bc.ca.

Additional resources on the appointment process are available on the Crown Agencies and Board Resourcing Office website at: www.cabro.gov.bc.ca.

In addition to your formal duties, I hope that you will occasionally take advantage of opportunities to meet with faculty, staff and students on a less formal basis. The Chair of the Board is Mr. Derek Lamb and your contact at the North Island College is Ms. Rachel Reid, Executive Assistant to the Board. Ms. Reid can be contacted at (250) 334-5275.

I am also enclosing a copy of the Order in Council making the appointment. Best wishes for a successful term.

Sincerely,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

Enclosure

pc: Distribution List Follows

… /2

Ministry of Advanced Education, Skills and Training

Office of the Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

pc. Ms. Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Mr. Derek Lamb, Chair of the Board
North Island College

Mr. John Bowman, President
North Island College

Mr. Tony Loughran, Executive Lead
Governance, Legislation and Corporate Planning Division
Ministry of Advanced Education, Skills and Training

Mr. Jeff Vasey, Assistant Deputy Minister
Post-Secondary and Programs Division
Ministry of Advanced Education, Skills and Training

Ms. Rachel Reid, Executive Assistant to the Board
North Island College

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 345 *, Approved and Ordered* June 28, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2018, Barry A. Minaker is appointed as a member of the board of North Island College for a term ending July 31, 2019.

Minister of Advanced Education, Skills and Training

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *College and Institute Act*, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other: OIC 2965/1978

O10238818

NORTH ISLAND COLLEGE
NIC

President's Newsletter

AUGUST 28, 2018

Hello everyone! I hope you had a wonderful summer and enjoyed some well-deserved vacation time. As we are about to begin the fall 2018 semester, it is timely to provide an update on some important recent developments and activities at the College. As you can see from the following notes, the coming year promises to be an exciting and positive one for the College.

Summer Session 2018

In response to student and faculty interest, the College offered for the first time, a full 14-week summer semester at the Comox Valley campus. Some courses were also delivered simultaneously via ITV to Campbell River. In addition to regular intersession course offerings, 17 full sections scheduled once per week in three-hour time blocks were offered with over 300 students enrolled. Students showed strong interest in the summer courses and based on its success, another full 14-week semester will be planned again for next year

Campbell River Campus Project

The Campbell River Campus Expansion and Renovation project is progressing very well, with some key milestones completed in preparation for September. The campus has welcomed the Office of Global Engagement to Campbell River – you can visit them in their new (albeit temporary) offices located in the NIC Administration area (Office A222).

The new **Heavy Duty Mechanics shop** is more than 90% complete, with some final work being completed in the Tool Crib area. The space is currently being used to store some of the equipment and furniture from other areas of the campus to accommodate the series of moves taking place throughout the campus.

The new **Trades/Classroom and Aquaculture wing** is now open and will be the temporary home to the library and bookstore. Students and employees can now take advantage of the new shower facilities in this wing. Be sure to visit this great new space.

The new **Library/Student Commons space** will be the heart of the campus, and will be the new home of the Kitchen, Culinary Programs, the Bistro and more. The jackhammering required to make way for the structural columns and new washrooms is nearing completion, and we hope this has not created too much of an inconvenience for students and employees. The work on this space is well underway, and will continue through the 2018/19 academic year.

The planning and layout work for the **Aircraft Structures** building is complete. Excavation for this space will begin in the fall.

The new **Timberline School Trades Building** is undergoing the final space setup and configuration and will be ready for use by Timberline in September. This completes one of the key milestone steps in the campus project and is reason for celebration.

CAM-Plan

We are excited to introduce CAM-Plan, NIC's first five-year Integrated Multi-Year Program and Campus Plan for Campbell River. Built from departmental multi-year program plans (MYPP), CAM-Plan lays out planned programming and student growth to 2023 across instructional areas. Its purpose is to inform stakeholders in the community and in government about how we plan to meet the education and training needs of the people of Campbell River and to seek funding and

other forms of support for programming initiatives. Of special note is an extensive plan to both widen the types of Health and Human Service programs that we offer in Campbell River as well as to increase the number of seats available. These programs have been developed in conjunction with Island Health to meet their labour force needs and offer Campbell River students the opportunity to obtain their education at home.

Watch for the publication and distribution of NIC's CAM-Plan very soon.

Institutional Accountability Plan and Report (IAPR)

In June, the Board of Governors approved the Institutional Accountability Plan and Report, 2017/18 for submission to the Minister of Advanced Education, Skills and Training. The report details the College's progress in relation to the provincial government's mandate priorities and our NIC Plan 2020 goals. The report document will be posted on the college website here.

Attached, for your information, is a new summary infographic (North Island College 2017 Fast Facts) that was included in the IAPR this year for the first time.

Student Housing Comox Valley Campus

Also in June, the Board of Governors approved the draft business case for the construction of Student Housing at the Comox Valley campus, which has now been submitted to the provincial government for their support. The business case documents a strong and compelling rationale for the development and operation of on-campus student housing. The proposal calls for a total of 168 student beds to be created, including 148 for single students and 20 for students with families. The total project cost is estimated to be in the range of $23.9 million and will be financed through a combination of a government grant, government loan repayable over 30 years and a College capital contribution. We will be discussing the business case with Ministry of Advanced Education, Skills and Training officials in the coming weeks and are hopeful for receiving approval to proceed with design and construction soon.

2018/19 Programming Notes

Through Multi-Year Program Planning (MYPP) initiatives and various sources of one-time funding, the College continues to strengthen and expand programming through increased offerings as well developing new programs in response to community demand.

In the coming year, students across the college region will have access to expanded offerings in Adult Basic Education, Arts and Science, Business, Health and Human Services as well as Trades and Technical Programs. A complete list of expanded program and course offerings is too long to include here. This expansion of our regular programming comes as the College renews its curriculum through planned academic program evaluations as well as pan-Canadian harmonization in Trades.

New Trades & Technical Programming

The School of Trades & Technical Programs has expanded programming to meet demand while managing a significant curricula development:

- Coastal Forest Resources programming (under development)
- Aquaculture Technician Certificate and Diploma
- Culinary Business Operations Diploma
- Electrical Foundation program- Jan 2019 (Port Alberni)
- Electrical Foundation- Sept 2018 (2nd cohort, Campbell River)
- Electrical level 3 apprentice - October 2018
- Electrical level 2 apprentice - January 2019
- Electrical level 3 apprentice - March 2019
- Carpentry level 1 apprentice - September 2018
- Carpentry level 2 apprentice - October 2019
- Carpentry level 3 apprentice - January 2019 and April 2019
- Plumbing level 3 apprentice - Sept 2018

Continuing Education & Training New and Notable Programming

- West Coast Carpentry Career Pathway Program (in partnership with NIC Trades & Technical faculty and Tla-o-qui-aht First Nation)
- Marine Skills Training
- Cruise Line Service Training
- Mental Health First Aid
- Indigenous Environmental & Cultural Resources Certificate

Aboriginal Education and Indigenization

In keeping with Plan 2020 and our strategic priorities for Aboriginal Education and Indigenization, we are excited to announce some new programming for indigenous students including the Aboriginal Leadership Certificate that has been developed with area First Nations to meet their organizational staffing needs. Aboriginal programming highlights include:

- Aboriginal Leadership Certificate, College wide
- Aboriginal College Pathway, Port Alberni
- Tourism and Hospitality Certificate, Mount Waddington
- Nuu-chah-nulth language courses, Port Alberni

LPN to RN Bridging Program Underway

In response to community demand and with the support of Island Health, the inaugural Bachelor of Science in Nursing Option C cohort started in July at the Comox Valley campus. This 16 seat cohort provides Licensed Practical Nurses with the opportunity to complete their Bachelor of Science in Nursing by the Spring of 2020. Over the last year, students completed the required pre-requisites and pathway courses to be admitted to the program.

International Education

In July, Mark Herringer (former Executive Director, International Education) re-joined the College after a three year tenure at Durham College in Ontario. During the past month, he has been meeting with as many people as possible to start to build the foundation for a new Internationalization and Global Engagement plan at NIC. He is starting the process by assessing institutional needs and capacity and developing consultation processes.

A top priority is to work actively towards achieving sustainability in the international student program. Part of this work involves developing and implementing enrollment management processes that improve the quality of the student experience. Consideration of how we can best engage all students, employees and the community in the internationalization process will also occur. Together, Mark and Bill Parkinson, Interim Dean of International Education will work together with the college community in the development of a comprehensive plan. I know they look forward to collaborating with as many people as possible.

International Students Join Campbell River Community

This fall we are welcoming 50-60 new international students to the Comox Valley campus and 40-50 Global Business Management students to the Campbell River campus. This first significant group of international students in Campbell River is part of a plan to internationalize the learning environment there, to provide increased program offerings and services for all students and to diversify international student enrolment beyond the Comox Valley campus. Many of the new courses will be in the Business Administration Certificate Program and will be delivered as part our offering of the Global Business Management post-degree diploma. This is a great opportunity for domestic students and their employers in the Campbell River community to benefit from expanded Business, Arts and Science courses.

To support the campus with this initiative, homestay families have been identified for Campbell River-bound students. In addition, Jen Barth, Interim Manager of International Education will be on site three days a week. Also, Suzanne Jolly, Advisor, International Student Success and Lela Kulesh, Support Assistant have been hired to support students and faculty at that campus. Comox Valley support staff Angie Price, Advisor International Student Success (with immigration advising certification), Marjola Muellner, Accommodations Officer, and Nadine Biggs, Global Engagement Liaison will visit the Campbell River campus on a regular basis to offer additional support and information. I would like to thank the Office of Global Engagement (OGE) team for all of their work in preparing for this new group of students. The OGE in Campbell River will be open 9 am to 4 pm, Monday to Friday beginning August 1st.

For more details regarding the College's international education planning, please refer to the fall 2018 International Education Update from Lisa Domae, Kathleen Kuhnert, Mark Herringer and Bill Parkinson that was emailed to you on August 17, 2018.

Record Number of Student Awards

Thanks to the great work of the North Island College Foundation and Office of Advancement, there will be a record number of student scholarships and bursaries at our awards ceremonies in September and October. A total of $375,000 will be disbursed through more than 415 awards valued at up to $5,000 which is an increase of 135 awards over the past three years.

Diversity Matters

During 2017/18, the Diversity Matters Working Group (DMWG) facilitated focus group conversations with employees and students to take stock of the College's progress related to our Plan 2020 goal: "To foster an open organizational culture that supports diversity and learning". The information generated has been compiled into a report, which will serve as a resource and reference for action planning to further express and demonstrate support for diversity and inclusion across the College. The DMWG will transition into the Diversity Matters Steering Committee (DMSC) with a mandate to provide leadership, direction and coordination of diversity and inclusion related initiatives. The new DMSC will be constituted to include a strong and diverse representation of employee, student and community characteristics.

Strategic Plan Renewal 2019

This fall marks the beginning of year four of our NIC Plan 2020 five-year strategic plan. As a result, it is time to begin work on developing a process to review, update and create a new Strategic Plan for the College. During the coming semester we will be having discussions and inviting input on the planning process that will be launched in 2019 in order to develop a refreshed set of priorities and college goals. A new Strategic Plan Committee will be established later this fall to guide the planning process.

College Board of Governors

On June 15, the Board of Governors held a joint meeting with members of Education Council and the Aboriginal Education Council to learn about the Truth and Reconciliation Commission (TRC) Calls to Action related to post-secondary education and to discuss the College's Aboriginal Education programs and supports to students and communities.

Two new community representative members were appointed by the provincial government to the Board of Governors in July, and will attend their first meeting in September. Barry Minaker (Comox Valley) and Ross Hunt (Port Hardy) both bring valuable experience and skills to the Board. Elections for student and employee representatives to the Board of Governors will be held in October.

Campus Town Halls

Our first campus town hall meetings will be held on October 2 (Campbell River), October 3 (Comox Valley), and October 4 (Port Alberni) at 12:00 noon - 1:00 p.m. I look forward to discussing the topics highlighted above at these meetings, as well as any others that are of interest.

As always, I welcome your questions and feedback on any topics related to the College's plans and activities. Please do not hesitate to get in touch.

Once again, welcome back and thank you for all you do to help make NIC such a great place to learn and work.

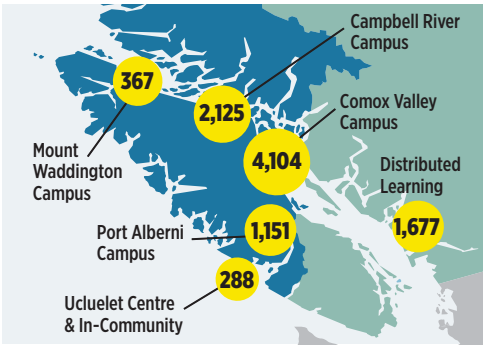
Sincerely,

John Bowman
john.bowman@nic.bc.ca

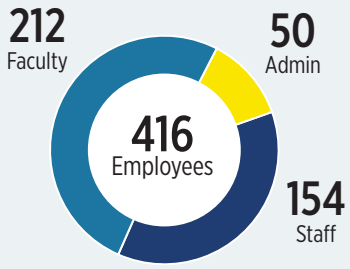
NIC North Island College 2017 Fast Facts

NIC is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories we are situated.

NIC is a publically funded community college dedicated to serving 157,000 people on northern Vancouver Island and the central BC mainland coast. Our central focus is to support student experiences and success. Programming is delivered onsite at four campuses and one learning centre, through technology-enabled distance learning, and many in-community programs developed in partnership with remote communities across our 80,000 km^2 service region.



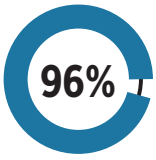
STAFF COMPOSITION



NIC STUDENTS SAY*

they are satisfied with their education

NIC's quality of instruction is high



they were well-prepared by NIC for further studies

* DACSO survey of former NIC Diploma, Associate Degree and Certificate students

STUDENTS

8,383 Students

1,249 Indigenous Students

496 International students

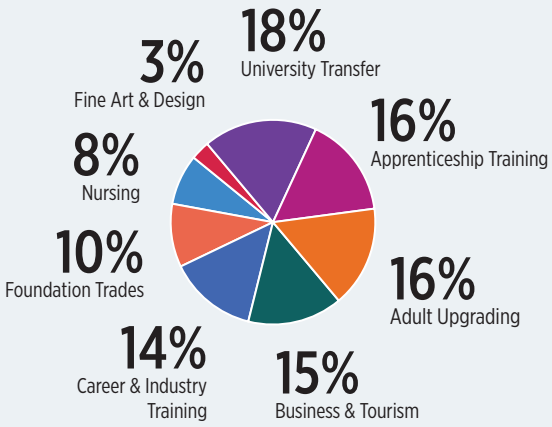
222 Dual Credit high school students

100 Dual Admissions post-secondary students

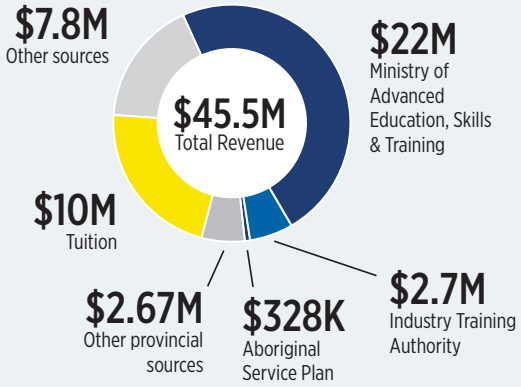
2,187 Domestic FTEs

364 International FTEs

PROGRAM MIX

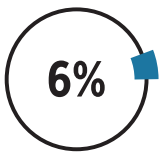


FUNDING

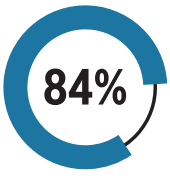


STUDENT ORIGINS

Students from mainland BC, Canada and other countries

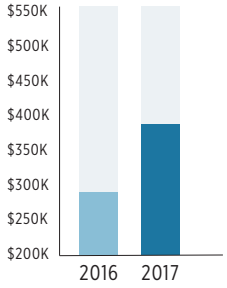


Students from southern Vancouver Island

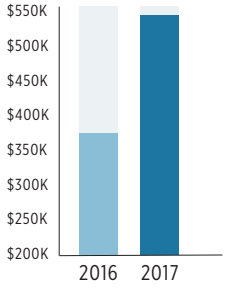


Students from within the NIC region

SCHOLARSHIPS AND BURSARIES AWARDED



APPLIED RESEARCH & INNOVATION PROJECTS



For more information, please contact **1-800-715-0914** or **questions@nic.bc.ca**

www.nic.bc.ca

NORTH ISLAND COLLEGE NIC

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Megan Lawrence
1285 Hurford Avenue
Courtenay, BC
V9N 8K9

Dear Megan:

Re: Governor General's Collegiate Bronze Academic Medal

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the Governor General's Collegiate Bronze Academic Medal for your achievements in the Social Service Diploma program. This prestigious award honours the top North Island College student who achieves the highest overall average upon graduation from a diploma-level post-secondary program.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Kathleen Haggith, Dean Health and Human Services
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Admin Support Assistant, Student Affairs

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5270 FAX: 250.334.5269

WWW.NIC.BC.CA
JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Abigail Anderson
8467 Bland Road
Port Alberni, BC
V9Y 8N6

Dear Abigail:

Re: Lieutenant Governor's Silver Medal Award

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the Lieutenant Governor's Silver Medal Award for your achievements in the Early Childhood Care and Education Certificate program. This prestigious award honours students who have been registered in a vocational or career program of less than two years in duration and have not only excelled in their studies, but have also contributed in a positive manner to the life of the College and/or their community.

The College would like to confirm your receipt of this award at the Port Alberni graduation ceremony being held on Tuesday, June 19th at 1:00 p.m. at the Alberni Athletic Hall located at 3727 Roger Street in Port Alberni. Plan to arrive and check in at the main entrance at 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Kathleen Haggith, Dean Health and Human Services
Nancy Twynam, Associate Director, Student Affairs and PA Campus Administrator
Jolean Finnerty, Manager, Office of Advancement
Cindy Greenhill, Admin Assistant to Director, Student Services and Registrar

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5270 FAX: 250.334.5269
WWW.NIC.BC.CA
JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Stephanie Masterson
4826 Helen Street
Port Alberni, BC
V9Y 6P8

Dear Stephanie:

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Health Care Assistant Certificate program. This award honours the student who has achieved a minimum average of 90% over the entire length of the program and has achieved the highest academic standing upon completion of a certificate.

The College would like to confirm your receipt of this award at the Port Alberni graduation ceremony being held on Tuesday, June 19th at 1:00 p.m. at the Alberni Athletic Hall located at 3727 Roger Street in Port Alberni. Plan to arrive and check in at the main entrance at 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Kathleen Haggith, Dean Health and Human Services
Nancy Twynam, Associate Director, Student Affairs and PA Campus Administrator
Jolean Finnerty, Manager, Office of Advancement
Cindy Greenhill, Admin Assistant to Director, Student Services and Registrar

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5270 FAX: 250.334.5269
WWW.NIC.BC.CA
JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Aristotle Intila
1011A Hemlock Street
Campbell River, BC
V9W 3E3

Dear Aristotle:

Re: President's Award for Academic Excellence – Certificate Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Aircraft Structures Technician program. This award honours the student who has achieved a minimum average of 90% over the entire length of the program and has achieved the highest academic standing upon completion of a certificate.

The College would like to confirm your receipt of this award at the Campbell River graduation ceremony being held on Wednesday, June 20th at 2:00 p.m. at the Campbell River campus. Plan to arrive and check in at the main lobby by 1:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Cheryl O'Connell, Dean, Trades and Technical Programs
Sarah Deagle, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Administrative Support Assistant, Student Affairs

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5270 FAX: 250.334.5269
WWW.NIC.BC.CA
JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Andrea Mohrmann
PO Box 715
Tofino, BC
V0R 2Z0

Dear Andrea:

Re: President's Award for Academic Excellence – Diploma Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Tourism and Hospitality Management program. This award honours the student who has achieved a GPA with a minimum average of 3.67 over the entire length of the program and has achieved the highest academic standing upon completion of a diploma.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Diane Naugler, Dean, Business and Applied Studies
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Admin Support Assistant, Student Affairs

2300 RYAN RD, COURTENAY, BC, V9N 8N6
TEL: 250.334.5270 FAX: 250.334.5269

WWW.NIC.BC.CA
JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Megan Lawrence
1285 Hurford Avenue
Courtenay, BC
V9N 8K9

Dear Megan:

Re: President's Award for Academic Excellence – Diploma Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Social Service Diploma program. This award honours the student who has achieved a minimum average of 90% over the entire final year of the program and has achieved the highest academic standing upon completion of a diploma.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Kathleen Haggith, Dean Health and Human Services
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Admin Support Assistant, Student Affairs

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NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Taylor McEachnie
5300 Island Highway N.
Courtenay, BC
V9J 1S9

Dear Taylor:

Re: President's Award for Academic Excellence – University Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your achievements in University Studies. This award honours the student who has achieved the highest academic standing, with a GPA minimum average of 3.67.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Neil Cruickshank, Dean, Arts, Science and Technology
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Admin Support Assistant, Student Affairs

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NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Sebastian Thomas
4662 Durant Street
Port Alberni, BC
V9Y 1G2

Dear Sebastian:

Re: President's Award for Academic Excellence – Adult Basic Education

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your achievements in the Adult Basic Education program. This award honours the student who has achieved a major academic accomplishment during the award period.

The College would like to confirm your receipt of this award at the Port Alberni graduation ceremony being held on Tuesday, June 19th at 1:00 p.m. at the Alberni Athletic Hall located at 3727 Roger Street in Port Alberni. Plan to arrive and check in at the main entrance at 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Tony Bellavia, Associate Vice President, Access and Regions
Nancy Twynam, Associate Director, Student Affairs and PA Campus Administrator
Jolean Finnerty, Manager, Office of Advancement
Lisa McGovern, Admin Support Assistant, Student Affairs

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NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Dan Sang
510 Spitfire Drive
Comox, BC
V9M 4A8

Dear Dan:

Re: President's Award for Academic Excellence – English Language Program

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your achievements in the English Language Program. This award honours the student who has achieved a major academic accomplishment during the award period.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Tony Bellavia, Associate Vice President, Access and Regions
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
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JOHN.BOWMAN@NIC.BC.CA

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 13, 2018

Hilary Decker
6276 King Avenue
Powell River, BC
V8A 4X4

Dear Hilary:

Re: President's Award for Academic Excellence – Bachelor Degree Programs

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your achievements in the Bachelor of Science in Nursing Degree Program. This award honours the student who has achieved the highest academic standing, with a minimum average of 90% over the entire final two years of their program to recognize excellence.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Friday, June 22nd at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Lisa McGovern at 250-724-8708 or 1-800-715-0914 or, by email at lisa.mcgovern@nic.bc.ca to confirm your attendance.

On behalf of the North Island College community, I offer you my heartfelt congratulations, and wish you continued success in your future educational and career pursuits.

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Kathleen Haggith, Dean, Health and Human Services
Darin Bellham, Assistant Registrar
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JOHN.BOWMAN@NIC.BC.CA

(R - 5.8)

BRITISH COLUMBIA

Our Ref. 113607

July 25, 2018

Mr. Bruce Colby Bell
6520 Eagles Dr
Courtenay BC V9J 1V4

Dear Mr. Bruce Bell:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service, dedication and commitment in carrying out your duties as a member of the Board of North Island College.

I appreciate the time you have invested with the Board over the last 6 years. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Again, thank you and my personal best wishes to you for the future.

Sincerely,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

pc. Ms. Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Mr. Derek Lamb, Chair of the Board
North Island College

Mr. John Bowman, President
North Island College

Ms. Rachel Reid, Executive Assistant to the Board
North Island College

Ministry of Advanced Education, Skills and Training

Office of the Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

Ministry of Advanced Education, Skills and Training

(R- 5.10)

Time	Session	Speaker
8:30am to 9:15am	**Registration, Networking and Breakfast** Room: Red Cedar Foyer	
9:15am to 9:30am	**Opening and Indigenous Welcome** Room: Red Cedar Ballroom	Host: **Shannon Baskerville**, Deputy Minister, Ministry of Advanced Education, Skills and Training Welcome: **Gail Sparrow**, Musqueam Elder
9:30am to 9:45am	**Minister's Welcoming Remarks** Room: Red Cedar Ballroom	**The Honourable Melanie Mark**, Minister of Advanced Education, Skills and Training
9:45am to 10:30am	**Keynote Session:** **Effective Post-Secondary Governance** Room: Red Cedar Ballroom	**Don Wright**, Deputy Minister to the Premier, Cabinet Secretary & Head of the BC Public Service
10:30am to 10:45am	**Morning Coffee Break** Room: Red Cedar Foyer	
10:45am to 12:15pm	**Government Updates:** **Ministry, CABRO and PSEC Secretariat** Room: Red Cedar Ballroom	**Tony Loughran**, Executive Lead, Ministry of Advanced Education, Skills and Training **Charley Beresford**, Senior Executive Lead, Crown Agencies and Board Resourcing Office **Christina Zacharuk**, President and CEO, Public Sector Employers' Council Secretariat
12:15pm to 1:15pm	**Networking Lunch** Room: Red Cedar Foyer	
1:15pm to 2:45pm	**Breakout Session:** **Indigenization in the Post-Secondary Sector** Room: Red Cedar Ballroom A	Moderator: **Dr. Peter Nunoda**, President and CEO, Vancouver Community College Panel: **Ken Tourand**, President, Nicola Valley Institute of Technology **Kory Wilson**, British Columbia Institute of Technology, Executive Director, Indigenous Initiatives and Partnerships **Dr. Carol Stuart**, VP Academic and Interim Provost, Vancouver Island University

Time	Session	Speaker
1:15pm to 2:45pm	**Breakout Session:** **Enterprise Risk Management** Room: Birch Room	Moderator: **Peter Guo**, Enterprise Risk Services Leader, Meyers Norris Penny Panel: **Mike Cordoba**, Board Member, Simon Fraser University **Dr. Kathy Denton**, President, Douglas College **Trevor Hurst**, Chief Information Officer and Executive Director for Technology and Business Transformation, Ministry of Advanced Education, Skills and Training
1:15pm to 2:45pm	**Breakout Session:** **Strategic Planning** Room: Red Cedar Ballroom C	Moderator: **Natasha Himer**, Governance Lawyer, WATSON Inc. Panel: **Dr. Joanne Curry**, VP External Relations, Simon Fraser University **Sherri Bell**, President, Camosun College **Dr. Joanne MacLean**, President and Vice-Chancellor, University of Fraser Valley
2:45pm to 3:00pm	**Afternoon Break** Room: Red Cedar Foyer	
3:00pm to 4:30pm	**Plenary:** **Crisis Management** Room: Red Cedar Ballroom	Moderator: **Kera MacArthur**, Executive Director, Office of the President, Simon Fraser University Panel: **Cheryl Rossi**, Senior Communications Advisor, Capilano University **Dr. Dan Ryan**, Provost and Vice-President, Academic, University of Northern British Columbia **Kim Peacock**, Board Chair, Emily Carr University of Art and Design **Lisa Castle**, Retired Vice-President, Human Resources, University of British Columbia
4:30pm	**Closing Remarks and Adjournment** Room: Red Cedar Ballroom	Host: **Shannon Baskerville**, Deputy Minister, Ministry of Advanced Education, Skills and Training

WiFi Password: **thedeckisopen**

App Event Password: **BOARDGW**

(R - 5.10)

Draft Principles
that Guide the
Province of British Columbia's
Relationship with
Indigenous Peoples

British Columbia

Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples

The Province wants to renew its relationship with Indigenous peoples in B.C., and affirms its desire to achieve a government-to-government relationship based on respect, recognition and exercise of Aboriginal title and rights and to the reconciliation of Aboriginal and Crown titles and jurisdictions. We agree to work with Indigenous peoples to jointly design, construct and implement principled, pragmatic and organized approaches informed by the Supreme Court of Canada Tsilhqot'in decision and other established law, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission (TRC) Calls to Action.

Indigenous people have a special constitutional relationship with the Crown. This relationship, including existing Aboriginal and treaty rights, is recognized and affirmed in section 35 of the *Constitution Act*, 1982.

The Province's draft reconciliation principles are intended as bold statements to guide this new relationship and end the denial of Indigenous rights that have led to disempowerment and assimilationist policies and practices. The principles will assure the Province conducts itself in a way that reflects a clear shift in an often troubled relationship with Indigenous peoples to a modern government-to-government relationship that is strong, sophisticated and valued. These principles create the space needed to exercise our respective jurisdictions for the benefit of all British Columbians. We will recognize success when we know Indigenous peoples believe themselves to be self-determining, self-governing, self-sufficient and can practise their Indigenous cultural traditions and customs as an important and respected part of B.C. society.

B.C.'s principles are about renewing the Crown-Indigenous relationship. They are an important starting point to move away from the status quo and to empower the Province to fundamentally change its relationship with Indigenous peoples, a process that will take time and will call for innovative thinking and action. This is necessary to ensure a modernized Crown-Indigenous relationship in B.C.

1 The Province of British Columbia recognizes that all relations with Indigenous peoples need to be based on the recognition and implementation of their right to self-determination, including the inherent right of self-government.

This opening principle affirms the priority of recognition in renewed government-to-government relationships. As set out by the courts, an Indigenous nation or rights-holding group is a group of Indigenous people sharing critical features such as language, customs, traditions, and historical experience at key moments in time like first contact, assertion of Crown sovereignty, or effective control. The Royal Commission on Aboriginal Peoples estimated that there are between 60 and 80 historical nations in Canada.

The Province's recognition of the ongoing presence and inherent rights of Indigenous peoples as a defining feature of Canada is grounded in the promise of section 35 of the *Constitution Act*, 1982, in addition to reflecting articles 3 and 4 of UNDRIP. The promise mandates the reconciliation of the prior existence of Indigenous peoples and the assertion of Crown sovereignty, as well as the fulfilment of historic treaty relationships.

This principle reflects UNDRIP's call to respect and promote the inherent rights of Indigenous peoples. This includes the rights that derive from their political, economic, and social structures and from their cultures, spiritual traditions, histories, laws, and philosophies, especially their rights to their lands, territories and resources.

The constitutional and legal order in Canada recognizes the reality that Indigenous peoples' ancestors owned and governed the lands which now constitute Canada prior to the Crown's assertion of sovereignty. All of the Crown's relationships with Indigenous peoples are based on recognition of this fact and supported by the recognition of Indigenous title and rights, as well as the negotiation and implementation of pre-Confederation, historic, and modern treaties.

It is the mutual responsibility of all governments to shift their relationships and arrangements with Indigenous peoples so that they are based on recognition and respect for the right to self-determination, including the inherent right of self-government for Indigenous nations. This responsibility includes changes in the operating practices and processes of the provincial government. For Indigenous peoples, this responsibility includes how they define and govern themselves as nations and governments and the parameters of their relationships with other orders of government.

2 The Province of British Columbia recognizes that reconciliation is a fundamental purpose of section 35 of the *Constitution Act*, 1982.

Reconciliation is an ongoing process through which Indigenous peoples and the Crown work cooperatively to establish and maintain a mutually respectful framework for living together, with a view to fostering strong, healthy, and sustainable Indigenous nations within a strong Canada. As we build a new future, reconciliation requires recognition of rights and that we all acknowledge the wrongs of the past, know our true history, and work together to implement Indigenous rights.

This transformative process involves reconciling the pre-existence of Indigenous peoples and their rights and the assertion of sovereignty of the Crown, including inherent rights, title, and jurisdiction. Reconciliation, based on recognition, will require hard work, changes in perspectives and actions, and compromise and good faith, by all.

Reconciliation frames the Crown's actions in relation to Aboriginal and treaty rights and informs the Crown's broader relationship with Indigenous peoples. The Province's approach to reconciliation is guided by UNDRIP, the TRC Calls to Action, constitutional values, and collaboration with Indigenous peoples as well as the federal and other provincial and territorial governments.

3 The Province of British Columbia recognizes that the honour of the Crown guides the conduct of the Crown in all of its dealings with Indigenous peoples.

The Province recognizes that it must uphold the honour of the Crown, which requires the provincial government and its departments, agencies, and officials to act with honour, integrity, good faith, and fairness in all of its dealings with Indigenous peoples. The honour of the Crown gives rise to different legal duties in different circumstances, including fiduciary obligations and diligence. The overarching aim is to ensure that Indigenous peoples are treated with respect and as full partners in Confederation.

4 The Province of British Columbia recognizes that Indigenous self-government is part of Canada's evolving system of cooperative federalism and distinct orders of government.

This principle affirms the inherent right of self-government as an existing Aboriginal right within section 35 of the *Constitution Act*, 1982. Recognition of the inherent jurisdiction and legal orders of Indigenous nations is therefore the starting point of discussions aimed at interactions between federal, provincial, territorial, and Indigenous jurisdictions and laws.

As informed by UNDRIP, Indigenous peoples have a unique connection to and constitutionally protected interest in their lands, including decision making, governance, jurisdiction, legal traditions, and fiscal relations associated with those lands.

Government-to-government relationships, including treaty relationships, therefore include:

1. developing mechanisms and designing processes which recognize that Indigenous peoples are foundational to Canada's constitutional framework;
2. involving Indigenous peoples in the effective decision making and governance of our shared home;
3. putting in place effective mechanisms to support the transition away from colonial systems of administration and governance; and
4. ensuring, based on recognition of rights, the space for the operation of Indigenous jurisdictions and laws.

5 The Province of British Columbia recognizes that treaties, agreements, and other constructive arrangements between Indigenous peoples and the Crown have been and are intended to be acts of reconciliation based on mutual recognition and respect.

This principle recognizes that Indigenous peoples have diverse interests and aspirations and that reconciliation can be achieved in different ways with different nations, groups, and communities.

This principle honours historic treaties as frameworks for living together, including the modern expression of these relationships. In accordance with the Royal Proclamation of 1763, many Indigenous nations and the Crown historically relied on treaties for mutual recognition and respect to frame their relationships. Across much of Canada, the treaty relationship between the Indigenous nations and Crown is a foundation for ongoing cooperation and partnership with Indigenous peoples.

The Province recognizes the role that treaty making has played in building Canada and the contemporary importance of treaties, both historic and those negotiated after 1973, as foundations for ongoing efforts at reconciliation. The spirit and intent of both Indigenous and Crown parties to treaties, as reflected in oral and written histories, must inform constructive partnerships, based on the recognition of rights, that support full and timely treaty implementation.

In accordance with section 35 of the *Constitution Act*, 1982, all Indigenous peoples in Canada should have the choice and opportunity to enter into treaties, agreements, and other constructive arrangements with the Crown as acts of reconciliation that form the foundation for ongoing relations. The Province prefers no one mechanism of reconciliation to another. It is prepared to enter into innovative and flexible arrangements with Indigenous peoples that will ensure that the relationship accords with the aspirations, needs, and circumstances of the Crown-Indigenous relationship.

The Province also acknowledges that the existence of Indigenous rights is not dependent on an agreement and, where agreements are formed, they should be based on the recognition and implementation of rights and not their extinguishment, modification, or surrender.

Accordingly, this principle recognizes and affirms the importance that Indigenous peoples determine and develop their own priorities and strategies for organization and advancement. The Province recognizes Indigenous peoples' right to self-determination, including the right to freely pursue their economic, political, social, and cultural development.

6 The Province of British Columbia recognizes that meaningful engagement with Indigenous peoples aims to secure their free, prior and informed consent when B.C. proposes to take actions which impact them and their rights, including their lands, territories and resources.

This principle acknowledges the Province's commitment to a new government-to-government relationship that builds on and goes beyond the legal duty to consult. In delivering on this commitment, the Province recognizes the right of Indigenous peoples to participate in decision making in matters that affect their rights through their own representative institutions and the need to consult and cooperate in good faith with the aim of securing their free, prior and informed consent.

The Supreme Court of Canada has clarified that the standard to secure consent of Indigenous peoples is strongest in the case of Aboriginal title lands. The Supreme Court of Canada has confirmed that Aboriginal title gives the holder the right to use, control, and manage the land and the right to the economic benefits of the land and its resources. The Indigenous nation, as proper title holder, decides how to use and manage its lands for both traditional activities and modern purposes, subject to the limit that the land cannot be developed in a way that would deprive future generations of the benefit of the land.

The importance of free, prior and informed consent, as identified in UNDRIP, extends beyond title lands. To this end, British Columbia will look for opportunities to build processes and approaches aimed at securing consent, as well as creative and innovative mechanisms that will help build deeper collaboration, consensus, and new ways of working together. It will ensure that Indigenous peoples and their governments have a role in public decision making as part of Canada's constitutional framework and ensure that Indigenous rights, interests, and aspirations are recognized in decision making.

7 The Province of British Columbia recognizes that respecting and implementing rights is essential and that any infringement of section 35 rights must by law meet a high threshold of justification which includes Indigenous perspectives and satisfies the Crown's fiduciary obligations.

This principle reaffirms the central importance of working in partnership to recognize and implement rights and, as such, that any infringement of Aboriginal or treaty rights requires justification in accordance with the highest standards established by Canada's courts and must be attained in a manner consistent with the honour of the Crown and the objective of reconciliation.

This requirement flows from the constitutional arrangements in Canada. Meaningful engagement with Indigenous peoples is therefore mandated whenever the Province may seek to infringe a section 35 right.

8 The Province of British Columbia recognizes that reconciliation and self-government require a renewed fiscal relationship, developed in collaboration with the federal government and Indigenous nations that promotes a mutually supportive climate for economic partnership and resource development.

The Province recognizes that the rights, interests, perspectives, and governance role of Indigenous peoples are central to securing a new fiscal relationship. It also recognizes the importance of strong Indigenous governments in achieving political, social, economic, and cultural development and improved quality of life. This principle recognizes that a renewed economic and fiscal relationship must ensure that Indigenous nations have the fiscal capacity, as well as access to land and resources, in order to govern effectively and to provide programs and services to those for whom they are responsible.

The renewed fiscal relationship will also enable Indigenous peoples to have fair and ongoing access to their lands, territories, and resources to support their traditional economies and to share in the wealth generated from those lands and resources as part of the broader provincial economy.

A fairer fiscal relationship with Indigenous nations can be achieved by the Province, in concert with the federal government, through a number of mechanisms such as new tax arrangements and the negotiation of revenue-sharing agreements.

9 The Province of British Columbia recognizes that reconciliation is an ongoing process that occurs in the context of evolving Crown-Indigenous relationships.

This principle recognizes that reconciliation processes, including processes for negotiation and implementation of treaties, agreements and other constructive arrangements, will need to be innovative and flexible and build over time in the context of evolving Crown-Indigenous relationships. These relationships are to be guided by the recognition and implementation of rights.

Treaties, agreements, and other constructive arrangements should be capable of evolution over time. Moreover, they should provide predictability for the future as to how provisions may be changed or implemented and in what circumstances. The Province is open to flexibility, innovation, and diversity in the nature, form, and content of agreements and arrangements.

The Province also recognizes that it has an active role and responsibility in ensuring the cultural survival of Indigenous peoples as well as in protecting Aboriginal and treaty rights.

The Province will collaborate with Indigenous peoples on changes to provincial laws, policies and practices.

10 The Province of British Columbia recognizes that a distinctions-based approach is needed to ensure that the unique rights, interests and circumstances of Indigenous peoples in B.C. are acknowledged, affirmed, and implemented.

The Province recognizes First Nations, the Métis Nation, and Inuit as the Indigenous peoples of Canada, consisting of distinct, rights-bearing communities with their own histories, including with the Crown. The work of forming renewed relationships based on the recognition of rights, respect, co-operation, and partnership must reflect the unique interests, priorities and circumstances of each people.

BRITISH
COLUMBIA

Presentation to the
Select Standing Committee on Finance and Government Services Lisa Domae,

Executive VP Academic and Chief Operating Officer

Colin Fowler VP, Finance and Facilities

North Island College

Thursday, September 20, 2018

Campbell River

Good afternoon, we are Lisa Domae, Executive Vice President Academic and Chief Operating Officer and Colin Fowler, Vice President, Finance and Facilities of North Island College on Vancouver Island.

Thank you for the opportunity to contribute to the development of the provincial budget for 2019/20.

In the short time that we have together, we would like to share with you information about three topics that are important to the learners in our region.

They are:

1. the need for on-campus student housing;

2. the need for policy and legislative changes that can provide greater financial flexibility to post-secondary institutions; and

3. the continuation of the current International Education policy

I will open with a brief introduction to North Island College (NIC). Colin will then discuss these three topics and I will conclude some recommendations for Budget 2019/20.

About NIC

Here are a few facts about NIC:

- North Island College (NIC) is a comprehensive community college with a service area that spans central and northern Vancouver Island and parts of B.C.'s mainland coast. NIC serves the largest population of all B.C. rural colleges.

- We acknowledge operations within the traditional territories of 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions. Sixteen percent of NIC's domestic students were of indigenous ancestry in 2017/18, three percent higher than the regional population.

- NIC offers a full range of programming at four campuses. We operate with an emphasis on technology-enabled distance learning.

- NIC also delivers employment-oriented programming in communities where we do not have dedicated college facilities.

- In 2017/18, NIC enrolled a total of 4,633 domestic students in credit programs and 496 international students from 37 different countries.

- In 2017/18, NIC's operating budget totaled $45.5 million, with provincial funding accounting for 61 percent of revenue and student tuition and fees accounting for 22 percent.

We are here to inform you about three topics of importance to NIC.

Student On-Campus Housing

It is important to highlight that the need for new and additional student housing is not solely confined to the greater Vancouver and Victoria communities and post-secondary institutions.

There is currently a lack of quality and affordable rental accommodations in the Courtenay/Comox area suitable for students. The rental vacancy rate is approximately 0.5 percent.

At North Island College, we completed a draft business case in June 2018 for the development of student housing in the Comox Valley that could accommodate 148 single students and 20 families. The projected construction cost of the project is $24 million. The number of beds in the draft business case was informed by the demand analysis prepared in Spring 2018. The study showed that the Comox Valley campus had demand for 130-182 beds of single-student housing and up to 25 beds of partner and family housing units.

Our student housing need is being driven by the needs of students who are moving from other parts of the North Island region to study at the Comox Valley Campus, as well as by growth in our international student enrolments.

The Province's 2018/19 budget included access to debt financing for post-secondary institutions to build student housing. This has been a missing element in Provincial budgets in the past, and North Island College applauds this change.

But there is more needed for small Colleges than simply access to debt-financing. Debt-financing alone is an appropriate tool for Universities in larger urban centers, but Budget 2019/20 should consider additional funding or other tools for Colleges in smaller communities.

Financial Flexibility

As public sector organizations, BC Colleges are expected to operate within a restrictive regulatory and accountability framework that private sector trainers aren't required to follow. This increases costs for public Colleges.

The key piece of legislation governing the activities of Colleges is the *College & Institute Act*. However, there is other legislation as well as Ministry policies that also impact the manner in which Colleges carry out their mandate. It is where these policies and legislation intersect that creates limitations in service delivery options for Colleges.

However, it is important to note that Colleges must budget for and deliver a balanced budget each year – and that calculation must include amortization expense, which is a non-cash item. This restriction is specifically detailed in *The College and Institute Act* – which makes it an inflexible tool.

On the surface, budgeting for and delivering a balanced budget makes sense. It is critical to ensure the long-term financial health of these important public services. But it is important to understand that an inflexible legislative approach to balanced budget legislation has resulted in an accumulation of cash at BC Colleges. In simple terms, this is the result of cash revenues required to fund a non-cash amortization expense.

In the case of North Island College, additional financial flexibility would be beneficial in ensuring the success of student housing in the Comox Valley. It is an area where BC Colleges could work together with government to get more out of the assets at our disposal. There would need to be mechanisms in place to protect the Provincial budget, but that can be accomplished by taking a sector-wide transparent approach.

International Education

International students provide critical financial support that allows the College to meet the education and training needs of the North Island. This year, international student tuition revenue comprises 13% of the College's total annual revenue.

NIC uses this revenue to increase learning opportunities for students and to support them in their studies. For example, in 2017/18 we saw 688 Canadian student registrations in 75 new sections that were funded through international student revenue. Without international student enrollment, these learning opportunities would not be available. International students bring other benefits to communities as well, including economic spinoffs that local businesses welcome.

International education grew at North Island College at a time when Provincial funding was being reduced. Cost pressures from staff wage settlements were downloaded on BC Colleges, and the post-secondary sector received a $50 million funding cut that has not been restored. The expansion of international education ensured colleges like NIC did not need to make deep cuts to educational services.

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Recommendations

In conclusion, we wish to offer the following recommendations to the Government of British Columbia for Budget 2019/20:

1. In addition to debt-financing, Budget 2019/20 should include capital grant funding for Housing projects for Colleges to ensure they can be financially viable.

2. Implement policy and legislative changes necessary to provide greater financial flexibility to post-secondary education institutions. This will enable them to utilize their existing resources more effectively and improve services. For North Island College, it would improve our ability to self-finance a portion of the student housing project.

3. Continue the current international education policy that provides opportunities for both international and domestic students, and economic development for the communities of the North Island.

Thank for your consideration, we are happy to answer any questions that you may have.

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