### AGENDA

<table>
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<tr>
<th>Topic</th>
<th>Attachment</th>
<th>Action</th>
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<tbody>
<tr>
<td><strong>1. CALL TO ORDER</strong></td>
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<tr>
<td>1.1</td>
<td>Acknowledgement of First Nations Traditional Territory</td>
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<td>1.2</td>
<td>Adoption of Agenda</td>
<td>To adopt</td>
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| **2. CONSENT AGENDA** | | | |
| 2.1 | Minutes of the Regular Meeting of March 21, 2019 | ✓ | To approve |
| 2.2 | Executive Committee Report | ✓ | Information |
| 2.3 | Governance and Human Resources Committee Report | ✓ | Information |
| 2.4 | Finance and Audit Committee Report | ✓ | Information |
| 2.5 | President’s Report, April 2019 | ✓ | Information |
| 2.6 | College Highlights Report, April 2019 | ✓ | Information |
| 2.7 | Correspondence and Information (Agenda item #5) | ✓ | Information (15 mins) |

| **3. BOARD BUSINESS** | | | |
| 3.1 | Board of Governors Workplan and Schedule, 2019/20 | ✓ | Information (5 mins) |
| 3.2 | 2019 Board Evaluation Process | ✓ | To approve (15 mins) |
| 3.3 | Roundtable Board Member Reports | | Information (20 mins) |

| **4. REPORTS ON STRATEGIC ACTIVITIES** | | | |
| 4.1 | President | | |
| 4.2 | Executive Vice President, Academic and COO | ✓ | To approve (15 mins) |
| 4.2.1 | Approval of Credential and Tuition: Coastal Forest Worker Certificate | ✓ | Information (10 mins) |
| 4.2.2 | Comox Valley Campus Student Service Renovation | ✓ | Information |
| 4.3 | Vice President, Finance and Facilities | ✓ | To approve (15 mins) |
| 4.3.1 | NIC 2019/20 Budget Approval | ✓ | For signing (5 mins) |
| 4.3.2 | Declaration of Related Party Transactions | ✓ | For signing |
| 4.4 | Vice President, Strategic Initiatives | ✓ | Information (10 mins) |
| 4.4.1 | Strategic Initiatives Division/NIC Foundation Update | ✓ | Information |
| 4.5 | Chair, Education Council | ✓ | Information (5 mins) |
| 4.5.1 | Education Council Report | ✓ | Information |
5. **CORRESPONDENCE AND INFORMATION (attachments)**
   - Board of Governors Calendar of Events 2019
   - Foundational Training: Governing in the Public Interest
   - President’s Newsletter, April 2019
   - Board of Governors Bursary Status Report 2018
   - Emeritus Designation Letters, 2019
   - Surplus Operating Funding

6. **NEXT MEETING DATES**
   - Regular meeting – Thursday, June 13, 2019,
     Komoux Hall Boardroom, Comox Valley Campus

7. **ADJOURNMENT**
   - 10:45 am
1. CALL TO ORDER

J. Murphy called the meeting to order at 1:00 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

J. Murphy acknowledged that the meeting is being held in the unceded traditional territory of the Wei Wai Kum and We Wai Kai First Nations.

1.2 Adoption of Agenda

Moved E. MOSLEY/Seconded V. JAIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF MARCH 21, 2019 AS PRESENTED.

Motion carried
2. CONSENT AGENDA

J. Bowman requested to speak to item 2.5 President’s Report, March 2019 by moving it to 4.1 President.

2.1 Minutes of the Regular Meeting of January 24, 2019
2.2 Executive Committee Report
2.3 Governance and Human Resources Committee Report
2.4 Finance and Audit Committee Report
2.5 College Highlights Report
2.6 Correspondence and Information (Agenda item #5)


Motion carried

3. BOARD BUSINESS

3.1 Government’s Mandate Letter 2019/2020

J. Murphy informed the Board that each Board Member is required to sign the Government’s mandate to confirm that everyone understands and acknowledges their commitment to Government direction.

B. Harsell joined the meeting at 1:10 p.m.

3.2 Board of Governors Workplan and Schedule, 2019/20

J. Bowman reported that a special Board education session on domestic enrolment trends and factors that impact domestic enrolments has been scheduled for April 17th. Plans are also underway for a community celebration of the Mixalakwigla campus in Port Hardy and an education session on indigenous culture and reconciliation, both to be scheduled around the Board’s next meeting in April.

3.3 Roundtable Board Member Reports

E. Mosley, J. Murphy and B. Minaker participated in the Plan20-25 committee meetings. They complimented the high level of participation by staff, faculty and students in the committee.

E. Mosley attended the Alberni Valley Learning Council in February, a wind-up dinner for the Alberni Valley Bulldogs where awards were given out to students and an employers’ forum organized by a local First Nations group. He noted NIC’s presence in these events as well as in local media.

J. Atherton attended the NIC Foundation Board meeting and also chaired its policy committee meeting.

R. Grant attended a number of Campbell River community functions and met with D. Lamb and J. Murphy regarding possible candidates for Campbell River community representatives on the Board.

J. Murphy reported on the events surrounding the BC Colleges day held in Victoria during the last week of February including recognition by members of Parliament for the work that post-secondary institutions do for communities within the province. She also invited business leaders in Campbell River to sit down with the Board for an informal exchange of ideas and how the College may be able to help the region succeed. The feedback from those she approached was positive and although some of them weren’t able to attend due to time constraints, they appreciated knowing that the College wanted to hear from them.
4. REPORTS ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President’s Report, March 2019

J. Bowman reported on the Ministry’s messaging around student housing and fiscal prospects during the BC Colleges joint meeting in Victoria. In January, the College was awarded the Comox Valley Chamber of Commerce award for the non-profit business of the year. J. Bowman and J. Murphy received the award on the College’s behalf.

In February, the Senior Leadership Team met with its counterpart from School District #71. J. Bowman reported that the meeting was productive with a number of items discussed including partnership opportunities, K-12 curriculum changes, dual credit, joint professional development opportunities, Indigenous education, student housing and the high school partnership initiative. He thanked R. Bellavia, M. Herringer and R. Heidt in maintaining a strong relationship with the school district.

J. Bowman also reported on his one-on-one meetings with individual Board Members, the aim of which is for him to develop a greater understanding of Board Members’ experience and expertise in aid of advancing NIC’s strategic priorities.

4.1.2 Plan20-25 Process Update

J. Bowman announced that components of the development of Plan20-25 will be published in the next few weeks including a draft environmental scan, values (“words we live by”) which will be supported by a College values week and an online discussion using ThoughtExchange, draft critical insights analyses on the last five years and performance assessment and reporting.

J. Murphy requested that the Board be given the opportunity to participate in the ThoughtExchange process.

4.1.3 Mixalakwila Campus - Communication

J. Bowman presented a letter sent to the College’s stakeholders explaining that by accepting the Kwak’wala name for its campus, the renaming became an opportunity for the College and the communities it serves to recognize, celebrate and support reconciliation. He urged that the campus be called by its Kwak’wala name: Mixalakwila campus in Port Hardy.

Regarding the names of other campuses, J. Bowman stressed that the College will take advice and direction from the communities where the campuses are located. He noted that there are other opportunities that can be initiated to honour the College’s commitment to reconciliation and Indigenous education like establishing Aboriginal gathering places, outdoor space, indigenizing signage and buildings among others.

4.2 Executive Vice President, Academic and COO

4.2.1 Bylaw 6 International Tuition and Fee Bylaw Revisions

M. Herringer summarized the proposed revisions to Bylaw 6:

- English Language Program: Fees restructured to rates per course to reflect the restructure of the number of hours per course with two courses at each of the two-level program;
- Culinary Business Operations Diploma and Advanced Diploma: Tuition was set for Bylaw 4 Domestic Tuition and Fee Bylaw but not for Bylaw 6; rates proposed match the general program fee;
- Early Childhood Care and Education (ECCE): Fees restructured to rates per course to allow the College to offer both first and second years of this program as a two-year cohort to international students.
M. Herringer also reported that the College is looking at offering ECCE as a two-year cohort with the goal of having around 20 international students taking the program at the Port Alberni campus.

Moved: B. MINAKER/Seconded E. MOSLEY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE A REVISION TO BYLAW 6, 2019 – INTERNATIONAL TUITION AND FEE BYLAW WHICH INCLUDES A CHANGE IN FEE STRUCTURE FOR THE ENGLISH LANGUAGE PROGRAM TO $2,625 PER COURSE.

Motion carried

Moved R. GRANT/Seconded V. JAIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AN ADDITION TO BYLAW 6, 2019 – INTERNATIONAL TUITION AND FEE BYLAW FOR CULINARY BUSINESS OPERATIONS DIPLOMA AND CULINARY BUSINESS OPERATIONS ADVANCED DIPLOMA WITH A TUITION OF $13,645.44 PER YEAR.

Motion carried

Moved V. JAIN/Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AN AMENDMENT TO BYLAW 6, 2019 – INTERNATIONAL TUITION AND FEE BYLAW BY AMENDING THE EARLY CHILDHOOD CARE AND EDUCATION CERTIFICATE PROGRAM RATE TO $400 PER CREDIT FOR ALL EARLY CHILDHOOD CARE AND EDUCATION CERTIFICATE AND DIPLOMA COURSES.

Motion carried

4.3 Vice President, Finance and Facilities

4.3.1 Draft 2019/20 Budget

C. Fowler presented the first draft of the 2019/20 budget. Some of the budget assumptions included were:

- Adult upgrading: funding for adult basic education and upgrading will now be built into base funding; in previous years, the College invoiced the Ministry for tuition costs;
- Wage settlements: negotiations are underway in 2019 for both faculty and staff collective bargaining agreements; the Ministry will be funding anticipated wage increases following conclusion of the negotiations;
- Elimination of Medical Services Plan (MSP), establishment of Employer Health Tax (EHT): Provincial government will net the difference between MSP and EHT for this fiscal year.

C. Fowler also highlighted funding from the Federal government including Indigenous access funding for Aboriginal post-secondary students, funding for student work placement programs and funding for both study abroad programs and marketing campaign to attract international students. J. Bowman added that the College will be accessing funding from the Federal government through grant applications.

J. Murphy emphasized the importance of delivering adult basic education and upgrading as one of the College’s core commitments. T. Bellavia responded that based on the Ministry’s funding formula, the College will be able to sustain delivery of such programs within the next few years. He added that the Ministry has put aside a percentage of its budget for institutions to deliver in-community programs.

J. Bowman noted the importance of the critical insights analyses in order for the Board and senior management to focus on the College’s ability to sustain delivery of core programs in the future amid factors like anticipated economic downturns or slow enrolment growth.

The final 2019/20 budget will be presented to the Board for its approval at its April 2019 meeting.
4.4 Vice President, Strategic Initiatives

4.4.1 Strategic Initiatives Division/NIC Foundation Update

R. Heidt informed the Board that the College sponsors two annual Comox Valley Chamber of Commerce awards: the President’s Merit and Youth of the Year awards. Board Members will be invited to attend an event to honour former president, Dr. Lou Dryden on April 17th which will be preceded by a community celebration on April 16th.

J. Bowman acknowledge R. Heidt’s work in retaining a donor whose donation funds about 50 student awards.

4.5 Chair, Education Council (EdCo)

4.5.1 Education Council Report

B. Harsell reported on a harmonized trades training initiative across Canada which will increase student mobility within the country. He cautioned however that the initiative will potentially make it difficult for local employers to retain employees in the trades industry.

5. INFORMATION

The Board received the following information items:

5.1 Board of Governors Calendar of Events 2019
5.2 President’s 360 Evaluation Action Plan, 2018
5.3 President’s Newsletter, February 2019
5.4 Globe and Mail Advert: Opportunities for All
5.5 BC Colleges Synopsis of 2019/20 Provincial Budget

Item 5.2 was included as background information around the President’s 360 evaluation process for new Board Members. J. Murphy provided a brief summary of the process that J. Bowman and the Board’s President’s Performance and Compensation Committee go through every three or four years.

6. NEXT MEETING DATES

6.1 Regular meeting – Friday, April 26, 2019, Mixalakwila Campus, Port Hardy
6.2 In-camera meeting – Friday, April 26, 2019, immediately following the regular meeting

7. ADJOURNMENT

Moved B. MINAKER/Seconded V. JAIN: THAT THE REGULAR MEETING OF THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS OF MARCH 21, 2019 BE ADJOURNED.

Motion carried

Time: 2:33 p.m.

Jane Murphy, Chair
Rachel Reid, Executive Assistant
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  
2.2 Executive Committee Report

The Executive Committee met on Thursday, April 17, 2019 with Jane Murphy, John Bowman and Rachel Reid in attendance. Roy Grant and Derek Lamb participated via teleconference.

The Committee reviewed the following items:
- Draft minutes of the March 21, 2019 Board meetings;
- Agendas and activities for the Board education session and meetings on April 25 and 26, 2019.

Chair’s Report

Regarding Board vacancies, J. Murphy updated the committee of recruitment efforts to fill the vacancies that D. Lamb and R. Grant will be vacating when they retire in July. Two candidates being will be contacted by J. Murphy to determine their interest in being nominated to the Board. Should there be interest, the nominations will be submitted to the Crown Agencies and Board Resourcing Office to be considered for appointment by the Ministry. To date, the Board has nominated one candidate from the Campbell River region.

President’s Report

J. Bowman reported on two recent events: the community lunch at the Campbell River campus and the naming of the Lou Dryden Trades Training Atrium both held April 16.

The community lunch at the Campbell River campus had a number of guests including Campbell River City mayor and council and community members. The event showcased a few of the College’s programs and had a number of students sharing their NIC experience with guests.

J. Murphy, who was at the naming ceremony, commented that the Dryden family was very appreciative of the College’s move to name the Trades Building atrium after Dr. Lou Dryden who was NIC’s third president. J. Bowman acknowledged the work of R. Heidt and his team in organizing the event. A short 5-minute video of the event will be presented at the next Board meeting.
Agendas and activities, April 25-26, 2019

J. Bowman provided a summary of what can be expected of the two-day activities at the Mixalakwila campus in Port Hardy.

D. Lamb, as chair of the Finance and Audit committee, provided a brief background on the committee’s meeting of April 15.

J. Bowman also provided a background on the Governance and Human Resources committee’s meeting of April 10th. The committee will be recommending to the Board to move forward with an in-depth Board evaluation process beginning in May.

J. Murphy requested that all committees’ terms of reference be standardized to provide consistency in language as well as in operational context. J. Bowman added that all approval of revised committee terms of reference will be deferred for Board approval until an over-all review is completed by all committees.

Advocacy Planning, April 29-30

J. Bowman updated the committee of progress in organizing the advocacy trip of Board representatives J. Murphy, E. Mosley and himself for April 29 and 30. In addition to the Ministry meetings, meetings with Island Health and BC Colleges executives will be considered.

Board Education Session

J. Bowman informed the committee that the timeline for submission of the student housing project has moved later in the Fall. He suggested having a special Board education session on student housing at the Board’s meeting on June 13, 2019 instead of holding a separate special session on May 16.
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 Governance and HR Committee Report

April 4, 2019

A working group consisting of Committee Chair Jane Atherton, John Bowman and Rachel Reid met with Cygnus Management’s Scott Borland by teleconference to discuss Cygnus’ proposed work plan for the 2019 Board Evaluation. The points below will be considered by Cygnus in finalizing the work plan and interview questions:

- Explore possibility of aligning interview questions with the Board’s 2019 goals and objectives as well as Plan2020 to determine whether the Board is achieving its own goals;
- Consider using this year’s process as a baseline to establish trends in the future;
- Questions around openness, ability to speak one’s mind during meetings, being prepared for meetings, how meetings can be done better and ability to understand financial reports and processes.

Interviews by phone as well as the online survey will be conducted in the month of May and production of a survey report is expected in June. A summary report for the Board will be included in the September 2019 Board meeting. J. Atherton stressed the importance of conducting the survey and interviews in May in order to capture retiring Board Members’ thoughts on how the Board’s processes can be improved.

April 10, 2019

The Committee met on April 10, 2019 with Jane Atherton, Danielle Hoogland, John Bowman, Rachel Reid and Ross Hunt (by phone) attending.

Planning for 2019 Board evaluation

J. Atherton provided a background on the April 4th meeting with Cygnus. J. Bowman noted that despite the small number of survey participants, the process will help the Board with its ability to move forward on areas for improvement. D. Hoogland stressed that evaluation process should show whether Board Members are achieving their goals and how well versed they are with the Board’s own processes. J. Atherton assured the committee that the results of the evaluation process will be used to develop the Board’s next action plan and process on how to achieve those goals.

R. Hunt raised questions on how indigenization and education about indigenization could be incorporated into the process, including how indigenous local knowledge and leadership can be acknowledged in the Board’s processes beyond acknowledging First Nations territories. J.
Atherton that the phone interviews will enable participants to go deeper into those kinds of specific questions. J. Bowman noted that Cygnus has experience in conducting evaluation processes with other post-secondary institutions and is confident that Cygnus will be able to capture issues important to each Board Member.

**Governance and HR Committee terms of reference**

The committee briefly discussed the Committee’s terms of reference which has been reviewed in the last two committee meetings. The committee will recommend approval of the updated committee terms of reference to the Board.

**Committee Work Plan and Meeting Schedule, 2019**

J. Atherton requested committee members to bring Governance Process policies to the next meeting scheduled for May 30, 2019. The committee also set its Fall meeting for September 12, 2019 at 10am. Scott Borland of Cygnus will be invited to join this meeting to discuss the results of the Board evaluation process.

The committee will also review College policies that involve the Board. J. Bowman added that a session in understanding policies could be added to the 2019 Board retreat in October.
Call to Order
D. Lamb called the meeting to order at 8:06 am.

Approval of Agenda
The Committee approved the agenda as presented.

College Budget 2019/2020
C. Fowler presented highlights of the College’s budget for 2019/2020. He reported that the college recently received one-time funding totaling $1.6M with $1.4M for one-time targeted programs and the rest is base funding for technical programs. C. Fowler added that part of the additional funding will fund staff positions that are both sessional and full-time.

The committee noted the following budget highlights:
- Growth in the number of international students is budgeted at approximately 5%;
- Significant increase of $3.6 million in salary and benefits;
- Total provincial funding increase is almost $3 million.

C. Fowler also added that the 5-year capital plan will go to the Board in June for approval.

Investment Manager Procurement
At the March 11, 2019 meeting, the committee directed staff to obtain projected portfolio returns of the top three proponents as well as accounting implications of a possible transfer of NIC’s portfolio to a new investment manager.

C. Fowler reported that based on the responses, only project portfolio returns from two proponents could be directly comparable; one provided an all-equity projection which runs counter to the College’s conservative portfolio profile. The current service provider has a higher fee compared to the other two.

S. Fleck added that upon communicating with the proponents what NIC’s portfolio and investment policy look like, all three projected similar rates of return.

Capital gains from long-term investments
C. Fowler referred to an email communication from the Ministry informing post-secondary institutions that it will not be restricting further surplus operating funds for minor capital items.

The committee discussed the implications of the Ministry directive on the College’s Campbell River campus project.
Material Transaction Disclosure
S. Fleck explained that the form indicates that the signatory confirms that he/she does not have any influence on transactions with related parties. Board Members and the Senior Leadership Team will be requested to sign the form to be submitted by April 30, 2019.

Large Payments Report
The Committee received the report for payments over $50,000.
The meeting adjourned at 8:51 am.

Derek Lamb
Committee Chair
This report covers the time period from March 21 to April 24. 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 April 2, I published a President's Newsletter which provides more information regarding some of the topics noted in this report. The Newsletter is available online at this link.

**College Plan20-25**

On April 1, the College Plan20-25 myNIC portal was launched. The portal site is the online home for resources related to the strategic planning process.

On March 29, a draft Environmental Scan document was published. The Environmental Scan is a resource document in support of the Plan20-25 Strategic Planning Process as well as for other college planning activities.

As part of the Plan20-25 process, April 1-8 was designated “College Values Week.” As a first step in identifying and articulating the College’s core values, a Thoughtexchange online forum was conducted. A total of 190 NIC employees and Board members contributed ideas and suggestions regarding the question:

*What individual words best represent the organizational values (guiding principles) that are most important about HOW the College operates?*

The input provided by individuals will be used by the College Plan20-25 Committee in drafting a set of college values/guiding principles for further review and discussion by the college internal and external communities.

During April, I facilitated meetings of the College Plan20-25 Committee (April 9), Environmental Scan Subcommittee (April 10), Values Subcommittee (April 12) and Student and Community Engagement Subcommittee (April 24).

**Aboriginal Education and Indigenization**

**Campbell River Aboriginal Gathering Place**

On April 16, the Campbell River Campus Aboriginal Gathering Place committee met for a project brief from D. Graham, Director of Facilities; to receive feedback on the project build and plans for the current outdoor structure that was built in 2010; and for a tour of Building #200.

**International Education**

On April 15, I attended a meeting of College presidents at which Ministry of Advanced Education and Skills Training officials provided a briefing regarding the draft Provincial Framework for International Education.
People, Organization, Culture

Coffee Chats

On March 29, I hosted a group of five faculty and staff employees for an informal visit and conversation in my office. Since September, I have held seven of these sessions, attended by about 40 employees. They have proven to be a great way to connect with members of our internal community and to learn more about the people who make NIC so successful.

Campus Town Hall Meetings

I hosted Campus Town Hall meetings in Campbell River, Comox Valley and Port Alberni on April 3, 4 and 8 respectively. The agenda for the town hall meetings were structured around the topics highlighted in the April 2nd President’s Newsletter, as well as local and regional news and sharing of updates pertinent to each campus. Approximately 80 college employees attended this month’s meetings.

Diversity Matters

On March 27 and April 24, I chaired meetings of the Diversity Matters Steering Committee (DMSC). The DMSC has begun to review and synthesize the student and employee feedback regarding the College’s strengths and areas of potential development to make the college an even more diverse and inclusive learning community. The Committee will be preparing a short and long term action plan of initiatives to support the College’s goals.

Resources, Investment, Sustainability

Dr. Lou Dryden Honoured

On April 16 and 17, the College held celebratory events in Comox Valley to honour the legacy of former NIC President, Dr. Lou Dryden.

On April 16, the main event to announce the naming of the Comox Valley Campus Trades Building Atrium in Dr. Dryden’s honour was attended by the Dryden family as well as by 180 college employees, former colleagues, NIC Foundation Board, NIC Board of Governors and community members. This was followed by a private event with Dr. Dryden’s family. A fundraising campaign in support of growing student awards and Dr. Dryden’s endowment fund has been launched and is receiving great support.

On April 17, an inaugural President’s Circle event was held, inspired by the legacy of Dr. Dryden to recognize our donors’ leadership giving, to honour their impact on students and education, and to celebrate the naming of the Dr. Lou Dryden Trades Training Atrium. NIC donors, NIC Foundation Board, BOG executive and Senior Leadership Team members were in attendance.

Active Connections to Community

Comox Valley Economic Development Society (CVEDS)

On April 8, members of the CVEDS team met with a group of college administrators and faculty to discuss how we can strengthen collaboration and initiate new joint projects to benefit the community. The agenda included aligning the CVEDS and the College’s strategic plans and facilitated group discussions on agriculture, aquaculture and food; working with local business; and driving local innovation.

Island Health Board of Directors Partners Breakfast

On March 28, I attended a breakfast meeting hosted by Island Heath in Campbell River. The purpose of the meeting was to update Island Health’s community partners and other stakeholders regarding health services in the region.
Campbell River Community Lunch Meeting

On April 16, the College hosted a luncheon and briefing session with the City of Campbell River Mayor and Council regarding our program and services plans for the Campbell River Campus. The agenda included a presentation on the Integrated Multi-Year Program and Campus Plan (CAM-Plan) for Campbell River; alignment of education and training with regional strategic and economic development priorities; collaborative development and planning into the future; and the CR campus opening celebration and fall schedule.

Other Topics

BC Colleges (BCC)

On April 15, I chaired a meeting of the Council of Presidents (COP) in Vancouver. The agenda included an update on the Transforming for Tomorrow Report; the BC Colleges Strategic May 27-28 Retreat (Kelowna) agenda and desired outcomes; and Ireland Colleges visit to BC.

Board Governance and Human Resources (GHR) Committee

On April 4, I participated in a teleconference meeting with Jane Atherton (Chair, GHR Committee), Rachel Reid (EA to the Board), and Scott Borland (Cygnus Management Consultants) to discuss the proposed Board evaluation process.

On April 10, I attended the GHR Committee meeting. The agenda included discussion regarding the planning for the Board’s annual self-evaluation, terms of reference, and the committee’s workplan for 2019/20.

Board Executive Committee

On April 17, I facilitated a meeting of the Board Executive Committee. A separate report on these meetings is included in the April 26 Board Meeting agenda package.

Board of Governors Special Meeting

On April 17, the Board of Governors held a special meeting to learn more about historical trends in domestic student enrolments and the factors that impact upon them. A detailed briefing/presentation was provided by Lisa Domae, Wes Skulmoski and Bill Parkinson that included an introduction of the external and internal factors that impact domestic student enrolment. A review of domestic enrolment from 2004/05 – 2017/18, with a focus on the last seven years, was also discussed.

Trades Training Consortium of BC (TTBC)

On April 15, I attended a meeting of the TTBC Presidents in Vancouver. The meeting included a discussion with ITA on its priorities and opportunities for partnership with TTBC; updates on TTBC-Led Projects, training plan system, and Student Learning Resources Initiative; and TTBC incorporation and governance.
TRades and technical programs

program offerings

The following Apprenticeship and Foundation programs will be commencing in April:

Carpenter Apprentice (Harmonized) Level 2 - CV  
Carpenter Apprentice (Harmonized) Level 3 - CV  
Plumber Apprentice Level 4 – CV  

Ending in April:

Plumbing Apprenticeship Level 3 – CV  
Carpenter Apprentice (Harmonized) Level 1 – CV  

The Port Alberni Welding Foundation and Automotive students wrote their ITA exams on April 4th and the Campbell River Automotive Foundation class wrote their ITA exams on April 11th. These are the only foundation classes that are required to write ITA examinations.

Strengthening indigenous research capacity: A national dialogue

NIC researchers Dr. Jesse Ronquillo and Allison Byrne, together with Nanwakolas Council President, Dallas Smith, represented the project at a conference in Ottawa March 11 – 13, 2019. The conference was titled “Strengthening Indigenous Research Capacity: A National Dialogue” and brought together researchers from the 116 Connection Grant projects from across Canada, senior leadership from all of the federal research funding agencies, Indigenous Elders, and elected politicians. Through group discussions and breakout sessions, the conference attendees helped inform a new strategic plan that is being developed by Social Science and Humanities Research Council of Canada (SSHRC) to increase Indigenous communities’ access to research funds and capacity to conduct research.

NIC is collaborating with the Nanwakolas Council on a 6-month, $50,000 Connection Grant project funded by the SSHRC. The purpose of the research collaboration is to foster mutually respectful engagement and inform curricula development and student learning activities for aquaculture programming at NIC. Preliminary findings are informing future engagement plans while emphasizing the importance of traditional, ecosystem-based approaches to food production, environmental sustainability, and resource management. Interviews and consultations with Knowledge Keepers will continue through May 2019. These discussions represent the beginning of a long-term vision for NIC, to incorporate Indigenous knowledge and practices into responsive programming, through meaningful and respectful collaboration with local Indigenous Elders and Knowledge Keepers.
Gathering Our Voices (GOV)

On March 21st NIC was pleased to participate in the 17th annual Gathering Our Voices: Indigenous Youth Leadership Training event. GOV is organized by the BC Association of Aboriginal Friendship Centres and provides a forum for Indigenous youth from across the province to celebrate Indigenous culture among their peers. Gathering Our Voices has grown into one of the biggest gatherings of First Nations providing opportunities to participate in cultural activities and ceremony with holistic workshops on life skills and youth issues as well as educational and career training.

Both our Roger Street and Tebo campuses in Port Alberni hosted First Nations learners from all over the province to view our Port Alberni facilities and try their hand in four trades; carpentry, welding, plumbing, and electrical. These workshops were presented through NIC with the assistance of the Industry Training Authority (ITA) and BCAAFC. We’d like to thank our instructors for helping with this event, which you could tell was a success from the smiles on participants faces! So thank you Doug Cross (plumbing), Jim Lawson (carpentry), Trevor Petr (electrical), and Chris Udy (welding). Also, a special thanks to everyone at Tebo for allowing the disruption of the day-to-day routine and embracing this event with enthusiasm.

2ND Annual West Coast Nibbler, March 21, 2019

The West Coast Nibbler is a community fundraiser for various organizations in Port Alberni. A variety of restaurants, brew pubs, candy makers, etc. participate by donating their time and food. The people attending the event pay for the prepared samples and then vote on the best products (meat, seafood, and vegetable). This year, the Professional Cook Level 1 students prepared beef tenderloin and local smoked bacon skewers with a yogurt horseradish cream, and sesame honey garlic chicken skewers. Chef Alan Irving and his team made 450 pieces and were completely sold out in the first two hours of a 6-hour event. Even though they were the first restaurant to leave, they still won "Best in Meat". There were 24 different business competing for the three awards. Next year the goal for NIC is to take all three awards!
OFFICE OF GLOBAL ENGAGEMENT

International Student Activities

Submitted by Nadine Biggs

The Office of Global Engagement (OGE) events that took place at both the Comox Valley and Campbell River campuses over March and April included Lunch and Learns, Holi Festival Celebrations and Pizza and Movie Nights.

The topics covered by Lunch and Learn included Renter’s Rights and Registration planning, hosted by Angie Price and Kim Kobus. Lunch was provided at all sessions by OGE, and included pizza and soup with sandwiches. The session concluded with a question period at the end for any students in attendance to ask the advisor questions they may have related to their studies.

Pizza and Movie nights were held at both campuses. Approximately seven students attended in Campbell River movie night and 25 in the Comox Valley.

Both the Comox Valley and Campbell River campuses hosted Holi Festival events. The first took place on March 21st in Campbell River with approximately 25 students and staff attending. The Comox Valley event was held April 3rd, followed by a Baisakhi Festival Celebration in the Stan Hagen theatre until 9pm. The event included a DJ and traditional Indian sweets and treats. Approximately 60 students attended this event!

APAIE Malaysia Annual Conference

Submitted by Mark Herringer

Mark Herringer and Lisa Domae attended the annual APAIE (Asia-Pacific Association for International Education) annual conference from March 26-28, 2019 in Kuala Lumpur, Malaysia. While there, NIC connected with multiple institutions, educators and delegates including the Philippines and Vietnam trade commissioners, the BC Trade Commissioner in Indonesia and several University Mobility in Asia and the Pacific (UMAP) partners. From the many potential partnership meetings, NIC plans to pursue partnerships with the University of Burgundy in France, University Savoie Mont Blanc in France and SRH University Heidelberg in Germany. Next year, the APAIE will be hosted in Vancouver for the first time outside of Asia.
Seen above is Randall Martin, Executive Director of BCCIE; Petronas Towers in Kuala Lumpur.

**EduCanada Fair in Tokyo, Japan**

Submitted by Jennifer Barth

Jennifer Barth, Manager Operations, OGE, accompanied Lisa Domae, EVP/COO to Japan March 13th to 17th. The purpose of the trip was to visit key partners, Nagoya University of Foreign Studies (NUFS) and Kansai Gaidai University and then to recruit at the EduCanada Fair in Tokyo on March 15th & 16th.

*In photo: Nagoya University of Foreign Studies (NUFS) institutional partners. Left to right: Backrow: Jakub Marszalenko, Exchange Coordinator, Philip Rush, Dean International, NUFS; Jennifer Barth, Manager Operations OGE NIC; Emi Tamba, International Relations Director NUFS; Lisa Domae EVP/COO NIC*
After thirteen years of using the QuestionPoint software for AskAway, the provincial post-secondary chat reference service, libraries are currently preparing to implement and test LibraryH3lp and go live May 13, when the service re-opens for the summer semester.

Sherry Kropninski, Library Technician at the Port Alberni campus retired on March 31st. Her replacement, Julie Staven joins the college on April 15th.

The student laptop lending pilot at the Comox Valley library has been a great success; the library started with 4 laptops and this past month, based on popularity, 2 more laptops were purchased for CV and the service is now being introduced at both PA and CR libraries. CV recorded 376 laptop loans to students in the month of March!

On March 31st, visual artist and author, Michael Nicoll Yahgulanaas spoke to a captive audience in Stan Hagan Theatre; his graphic novel, Red: a Haida Manga was showcased on two giant whiteboards and received much praise from him. The display, which was assembled by Erin Mcleod, CV Library Technician resides in the CV LLC at the current time.

As we near the end of April and look back at the previous eight months, the LLC is proud of many group achievements, including the successful Late Night Against Procrastination (LNAP), creation of Subject Guides on Truth and Reconciliation, Fake News and Citation styles. Plans are already underway for June to celebrate the National Indigenous History Month with displays and rotating First Nations collections between campus libraries.
Student Affairs update

Submitted by Felicity Blaiklock

1. At the beginning of March, an NIC delegation including BOG member – Jane Atherton, Director Student Affairs, Manager Student Life, Faculty member (Laurie Michaud) and one of our international students attended the Healthy Minds/Healthy Campus Summit in Vancouver.

2. On January 31, CR, CV and PA campuses engaged students, staff and faculty in Bell's Let's Talk campaign to remove stigma about mental health.

3. In February, we offered Naloxone Awareness education at CV, CR and PA campuses.

4. In March, two of our 3rd year BSN students have been travelling to each main campus to ask students about their thoughts on mental health and wellness. We plan to use their findings to help us inform aspects of the Mental Health and Well-being strategy which is in the works.

5. In April, a group of faculty and staff (soon to include students), met to begin the development and implementation of an Early Alert system. This is an online referral system, which will offer timely supports to students identified as struggling with academic and/or personal issues.

6. In early May, Felicity Blaiklock will be meeting with SLT to present a proposal for an NIC Mental Health and Well-being strategy, which will potentially include the adoption of the Okanagan Charter.

7. In April, Felicity Blaiklock will be presenting the Death of a Student policy and procedure for approval from SET. This policy will inform and guide a compassionate, respectful and timely response to the death of an NIC student.

Note: Reports from Continuing Education and Training (CET) come out three times a year: March, June and September.
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<thead>
<tr>
<th>MONTH/LOCATION</th>
<th>ROUTINE AGENDA ITEMS</th>
<th>SPECIAL ITEMS and PRESENTATIONS</th>
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</thead>
</table>
| JANUARY 24, 2019 Regular Board Meeting Komoux Hall Boardroom, Comox Valley Campus | • President’s Performance Objectives, 2019  
• Board Planning and Meeting Schedule 2019/2020  
• 2019-2020 Budget Preparation  
• Financial Projections to Year End 2018/2019  
• Third Quarter Financial Statements for 2018/2019  
• International Education Update | • Joint Meeting with NIC Foundation Board  
• Student Award Recipient Presentation (11:30am-12n)  
• Kwak’wala Name for Mount Waddington Campus  
• NISU presentation (1.d)  
• CV Campus Employee Meet and Greet (post-meeting) |
| FEBRUARY Committee Meetings | • Board Member Succession  
• Planning for Board Evaluation | • Advocacy Planning (target late April meetings with provincial government MLA’s) (7.u)  
• Dashboard Key Performance Indicators |
| MARCH 21, 2019 Regular Board Meeting Campbell River Campus | • Government’s Mandate Letter 2019/2020 | • Lunch with CR business/industry leaders (Campus Tour)  
• Plan 20-25 Process and Approach (c) |
| APRIL 17, 2019 Special Board Meeting Venue: Village N, Comox Valley Campus | • Domestic Student Enrolment Trends | |
| APRIL 25, 2019 Regular Board Meeting Mount Waddington Campus | • 2019/2020 Budget Approval | • Indigenous Culture Education  
• Student and/or Employee Presentations  
• |
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<td>Committee Meetings</td>
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<td>Plan20-25 Community</td>
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<td>Conference Days</td>
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<td><strong>JUNE 13, 2019</strong></td>
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<td>Regular Board Meeting</td>
<td>Final FTE Report for Year End March 31, 2019</td>
<td>Counselling and Mental Health (TBA)</td>
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<td>Komoux Hall Boardroom, Comox Valley Campus</td>
<td>Institutional Accountability Plan and Report, 2018/19 Approval</td>
<td>Student Housing Comox Valley</td>
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<td>5-Year Capital Plan Priorities</td>
<td>Changes in K-12 Presentation</td>
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<td>Board Evaluation Results</td>
<td>Enterprise Risk Management</td>
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<td>Audited Financial Statements for Year Ended March 31, 2019</td>
<td>Dashboard Key Performance Indicators</td>
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<td><strong>JUNE 14</strong></td>
<td>Joint Meeting with AEC, EdCo</td>
<td>Lunch with non-profit/business/community leaders (8.y and z)</td>
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<td>Student Employment Services Presentation (TBA)</td>
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<td>Employee Presentation</td>
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<td>Aboriginal Services Plan (ASP) Presentation (4.n and 4.q)</td>
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<td>Education re Reconciliation</td>
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<td><strong>JULY / AUGUST</strong></td>
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<td>Committee Meetings</td>
<td>Election of Chair and Vice-Chair</td>
<td>Distributed Learning Presentation (3.k and l)</td>
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<td>Banking Resolutions (if required)</td>
<td>Marketing Plan</td>
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<td>Financial Information Act Report</td>
<td>Student and/or Employee Presentations</td>
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<td>BOG Retreat Agenda</td>
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<td><strong>SEPTEMBER 26, 2019</strong></td>
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<tr>
<td>Regular Board Meeting</td>
<td>Election of Chair and Vice-Chair</td>
<td>Distributed Learning Presentation (3.k and l)</td>
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<td>Location TBA</td>
<td>Banking Resolutions (if required)</td>
<td>Marketing Plan</td>
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<td></td>
<td>Fall 2019 Stable Enrolment Report</td>
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<td>MONTH/LOCATION</td>
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<td>SPECIAL ITEMS and PRESENTATIONS</td>
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<td>OCTOBER 24-25, 2019&lt;br&gt;Comox Valley Region&lt;br&gt;Campbell River Campus Grand Opening Event? TBA</td>
<td>BOARD RETREAT – Board Development/Education</td>
<td>• Draft College Plan20-25 Priorities and Goals&lt;br&gt;• Aboriginal Education and Reconciliation (4.p)&lt;br&gt;• Innovation and Applied Research&lt;br&gt;• Board Committee Membership&lt;br&gt;• Student and/or Employee Presentations</td>
</tr>
<tr>
<td>NOVEMBER 28, 2019&lt;br&gt;Regular Board Meeting&lt;br&gt;Komoux Hall Boardroom, Comox Valley Campus</td>
<td>• 2020/2021 Budget Guidelines and Ongoing Budget Development Timeline&lt;br&gt;• Second Quarter Financial Statements for 2019-2020&lt;br&gt;• 2020 Board of Governors Objectives, 2020&lt;br&gt;• Board Committee Appointments&lt;br&gt;• Bylaw 6 – International Tuition and Fee Bylaw&lt;br&gt;• Bylaw 4 – Domestic Tuition and Fee Bylaw&lt;br&gt;• President’s Priority Performance Objectives, 2020</td>
<td>• International Education and Internationalization Presentation&lt;br&gt;• Student and/or Employee Presentations</td>
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<td>DECEMBER</td>
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<td>JANUARY 23, 2020&lt;br&gt;Regular Board Meeting&lt;br&gt;Komoux Hall Boardroom, Comox Valley Campus</td>
<td>• 2020-2021 Budget Preparation&lt;br&gt;• Financial Projections to Year End 2019/2020&lt;br&gt;• Third Quarter Financial Statements for 2019/2020&lt;br&gt;• Fall/Winter Cumulative Stable Enrolment Report</td>
<td>• Joint Meeting with NIC Foundation Board&lt;br&gt;• Student Award Recipients Presentations&lt;br&gt;• College Plan20-25 Approval&lt;br&gt;• Employee Social Meet and Greet</td>
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| **FEBRUARY, 2020** Committee Meetings | • Board Member Succession  
• Planning for Board Evaluation | • Advocacy Planning (target late April meetings with provincial government MLA’s) (7.u)  
• Dashboard Key Performance Indicators |
| **MARCH 19, 2020** Regular Board Meeting Campbell River Campus | • Board Planning and Meeting Schedule 2020/2021  
• Draft Government’s Mandate Letter 2020/2021  
• Investment Portfolio Presentation | • Community Luncheon with Local Government and First Nations leaders  
• Student and/or Employee Presentations |
| **APRIL 23, 2020** Regular Board Meeting Port Alberni Campus | • 2020/2021 Budget Approval | • Student and/or Employee Presentations  
• Community Business Leaders Reception (7.v) |
| **JUNE 11, 2020** Regular Board Meeting Komoux Hall Boardroom, Comox Valley Campus | • Final FTE Report for Year End March 31, 2020  
• 2019/2020 Institutional Accountability Plan and Report Approval  
• 5-Year Capital Plan Priorities  
• Audited Financial Statements for Year Ended March 31, 2020 | • Student and/or Employee Presentations |
| **JULY / AUGUST** Committee Meetings | | |

**UPDATED: 17 APRIL 2019**
<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Responsible Party</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>1</td>
<td>Review and confirm proposed deliverables, methodology, key steps and costing.</td>
<td>Governance Committee</td>
<td>April 10, 2019</td>
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<tr>
<td></td>
<td></td>
<td>John B.</td>
<td></td>
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<tr>
<td>2</td>
<td>Review project work plan.</td>
<td>Governance Committee /</td>
<td>April 19</td>
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<td></td>
<td></td>
<td>John B. / Scott B.</td>
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<tr>
<td>4</td>
<td>Respondents to engage in survey and interviews.</td>
<td>Jane M.</td>
<td>April 26</td>
</tr>
<tr>
<td>5</td>
<td>Schedule respondent interviews.</td>
<td>Rachel R. / Scott B.</td>
<td>May 6 - 10</td>
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<tr>
<td>7</td>
<td>Conduct respondent interviews.</td>
<td>Scott B.</td>
<td>May 13 - 31</td>
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<tr>
<td>8</td>
<td>Submit &amp; host online survey.</td>
<td>Susan P.</td>
<td>May 13 - 31</td>
</tr>
<tr>
<td>10</td>
<td>Write summary report that captures key observations from interviews.</td>
<td>Scott B.</td>
<td>June 14</td>
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**k Plan – Board Evaluation**  
**Draft @ March 22, 2019**

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<th>Task Description</th>
<th>Responsible</th>
<th>Date</th>
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<tr>
<td>12</td>
<td>duct debrief and interpretation session with meml overnance Committee.</td>
<td>Scott B.</td>
<td>Sept. 2019</td>
</tr>
<tr>
<td>13</td>
<td>site summary outline for Board meeting.</td>
<td>Governance Committee John B. / Scott B.</td>
<td>TBD</td>
</tr>
<tr>
<td>16</td>
<td>duct project briefing (post rd presentation/discussion).</td>
<td>Jane A. / John B. / Rachel R. / Scott B.</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Scott Borland  
[scott@cygnusconsultants.com](mailto:scott@cygnusconsultants.com)  
250-882-8830
1. **STRUCTURE** (*ensuring appropriate board composition)*

   **Our Board Members:**
   - Are appropriately representative of our key stakeholders
   - Are suitably diverse and reflective of our community
   - Possess the necessary competencies to meet our mandate and responsibilities
   - Demonstrate clarity regarding their roles and responsibilities

2. **PROCESSES** (*enhancing board operations)*

   **Our Board Members:**
   - Receive a comprehensive orientation on appointment to the Board
   - Actively participate in ongoing Board development activities
   - Engage in a review of board performance on an annual basis

   **Our Board Meetings:**
   - Material for board meetings is distributed on a timely basis
   - Advance materials are appropriate and relevant to the proposed agenda
   - Time spent on agenda items is appropriate to the item’s importance

   **Our Committees:**
   - Are constituted appropriately to meet the Board’s mandate
   - Address priority issues and concerns
   - Provide clear, informative and complete reporting

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

   **Our Board:**
   - Focuses primarily on strategy and policy rather than on operational issues
   - Maintains focus on high priority issues, challenges and opportunities
   - Uses the College’s strategic direction as a framework for decision-making
   - Monitors College performance towards key goals, objectives and priorities

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

   **Our Board:**
   - Monitors organizational compliance with key policies and procedures
   - Reviews significant new policies or major amendments to existing policies
   - Oversees the integrity of financial planning, performance and results
   - Reviews potential sources of risk and oversees associated mitigation strategies
5. MANAGEMENT OVERSIGHT *(providing direction and guidance to senior management)*

*Our Board:*
- Sets terms of reference and performance expectations for the President
- Provides direct and constructive feedback to senior management
- Monitors the performance of the President against established metrics
- Leads the succession planning process for the President’s role

6. PROFICIENCY *(ensuring personal effectiveness)*

*Our Board Members:*
- Are knowledgeable and well-prepared to meet their board commitments
- Share relevant knowledge and expertise to strengthen Board performance
- Make principled and ethical decisions, even if sensitive or controversial
- Seek feedback regarding their personal performance as a Board member

7. CULTURE *(strengthening group dynamics)*

*Our Board Members:*
- Create an environment of trust that encourages frank and open dialogue
- Demonstrate comfort in expressing their views in board and committee meetings
- Actively seek input from others to build understanding and make better decisions
- Welcome differing perspectives and opinions to strengthen proposed solutions

8. OUTREACH *(engaging with our stakeholders and the broader community)*

*Our Board Members:*
- Act as effective ambassadors for the College
- Reach out to the community to build awareness and support
- **Demonstrate support for College partnerships with external stakeholders**
- Actively advocate on behalf of the College
April 4, 2019

Jane Atherton  
Chair, Governance and Human Resources Committee  
Board of Governors  
North Island College  
2300 Ryan Road  
Courtenay, BC  V9N 8N6

RE: Letter of Agreement – Board Evaluation

Dear Jane:

Further to recent conversations, this letter of agreement summarizes the proposed terms and conditions regarding the contracting of services to support an evaluation process for the Board of Governors of North Island College.

1. CYGNUS Management Consultants Inc. (specifically Scott Borland) will provide the Board of Governors of North Island College with consulting and coaching support for an evaluation of board functioning and effectiveness.

Specific actions and support will be as follows:

- Develop suitable work plan outlining scope and timing of the project
- Identify and confirm desired survey questions related to major elements of board governance and operations (e.g. structure, processes, strategic intent, culture)
- Identify and confirm key interview questions related to overall board effectiveness (e.g. what’s working well, what could be improved and general comments)
- Provide draft information, invitation and communication materials to inform and engage participants
- Distribute an online survey to 18 respondents to collect quantitative feedback in relation to major elements of board governance
- Interview 18 respondents (20-30 min./person) to gather qualitative feedback in relation to overall board effectiveness
- Collect, tabulate and aggregate survey responses
- Generate summary survey report
- Review, analyse and collate interview results
- Create summary outline regarding interview themes and insights
- Host a debrief & interpretation session with the Governance and HR Committee regarding key themes and findings (approx. 45 - 60 min.)
- Prepare summary executive outline, if desired, for Board debrief (1 - 2 pages)
- Conduct project debrief
I have assumed that Rachel can assist with internal logistics related to the evaluation process including the scheduling of interviews. I’ve also assumed that survey and interview design, participant communications, data collection/synthesis and summary report generation will occur between May 1, 2019 – June 28, 2019. Debrief of results with the Governance and HR Committee is tentatively envisioned for September 2019.

Your investment for this initiative will be $9,950 plus GST. Direct expenses as required (e.g. travel, photocopying) will be charged at cost.

Additional participants, beyond the specified allocation, may be added into the process for $150/person (interview) or $50/person (online survey).

The terms specified in this letter of agreement are accepted:

Scott Borland, President  
CYGNUS Management Consultants Inc.

Date

John Bowman  
President  
North Island College

Date

Jane Atherton  
Chair, Governance and HR Committee  
North Island College Board of Governors

Date
NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 26, 2019

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

AGENDA ITEM: Regular Meeting
4.2.1 Coastal Forest Worker Certificate

Summary:
The Coastal Forest Worker Certificate has been developed to address the skills shortages and labour market needs of the coastal forest sector of Vancouver Island. The curricula development associated to the certificate and soon be announced diploma program, is possible due to one-time program development funding of $328,000 made available by the Ministry of Advanced Education, Skills and Training in spring, 2018. The certificate program has been developed in consultation with industry, knowledge keepers, educators and subject matter experts, in direct response to the training needs identified by industry and further substantiated through regional labor market tables and the British Columbia Coastal Forest Industry Human Resource Strategy.

NIC, in consultation with industry, has identified forestry worker training needs based on existing and projected labor market opportunities and demands. 4,650 job openings are forecasted across coastal forestry and logging operations over a 10-year horizon (through to 2020) spanning Vancouver Island and coastal regions of mainland British Columbia [(Council of Forest Industries (COFI), LMP Steering Group, 2014]. Vacancies are forecasted across entry-worker level positions, with current employees advancing to mid and senior level positions. The BC Forest Sector Labour Market and Training Needs Analysis (2013) outlines thoughtful key strategies focused on developing specific skills, training, education and placement opportunities in support of: entry-level forestry competencies; education and skills training aligned with professional occupations; and the implementation of foundation skills programming to support informed career and education planning. Given the forecasted workforce replacement requirements, the industry is expecting to replace more than 10% of its workforce by 2022 (COFI, LMP Steering Group, 2014).

Specific to regional labour market needs, employers such as Western Forest Products and Strategic Natural Resource Consultants have articulated that there is expected need for skilled workers to support entry level positions in harvesting and forestry as soon as fall, 2019. Entry-level harvesting and operational jobs typically include swamper, landing utility worker, and assistant scaler. Entry-level forestry positions traditionally include compasser, timber cruising assistant, junior engineer, and silviculture worker, among others. These positions and types of jobs have been identified by the North Island College Forestry Program Advisory Committee (PAC), as key to present operational demands and priorities, while being critical to planned organizational succession strategies.

Since the release of the 2014 COFI LMP Steering Group report, the forestry sector has rebounded (Terrillon, 2018), intensifying the sector-wide demand for skilled labour and forestry professionals. In 2016, a joint industry and government roundtable on access to skilled labour for the forest sector concluded that:
B.C. has reached a critical tipping point whereby a greater number of B.C residents are exiting the forestry sector than entering.

Close to 3,600 new job openings are projected across the forestry sector through to 2024.

The greatest demand for skilled workers will be for machinery operators, truck drivers, hand fallers, and logging workers, with opportunities spanning over 26 other job areas with the positions requiring formal education, such as technician training. (Jobs, Trades and Technology BC, 2016, Quick Facts).

Building on the recommendations of the COFI 2017 Strategic Plan and in consultation with stakeholders, the British Columbia Forest Safety Council (BCFSC) has developed a competency-based Forestry Foundation program for application across the province as a whole. The program goals include:

- standardizing the competencies specific to foundation forestry skills province-wide,
- provide employers with a reliable method of assessing worker skills and knowledge,
- inform employers and educators as to the competencies to be addressed in work-based and formal training, specific to working safely in the forestry sector.

The competencies, as informed and endorsed by industry are articulated by the BCFSC as fundamental skills and knowledge for entry-level positions spanning the forestry sector. North Island College is pleased to have succeeded at formalizing working relations with the BCFSC, which has resulted in a collaborative working model involving the alignment the Coastal Forest Worker Certificate curricula with the industry informed and endorsed foundation competencies; the collaborative development and alignment of competencies will benefit students, industry, NIC and BCFSC alike.

NIC’s program development has also been informed by the BC First Nations Forestry Council (BCFNFC) through insights and data compiled at regional tables and by way of the BCFNFC led Labour Market Partnership (LMP) engagement project. The LMP engagement project was initiated as “the first phase of a broader initiative to ensure that Aboriginal Peoples in B.C. have the training and support they need for forestry sector jobs, including forestry and logging, silviculture, pulp and paper and solid wood” (Ministry of Jobs, Trades and Technology, 2016, para.4). In 2018, the BCFNFC and the province produced a joint report summarizing feedback from regional engagement sessions with the findings being key to informing curricula development at NIC. The insight gained further informs the recognition and urgency of seeking guidance from Knowledge Keepers as they articulate respectful approaches of honoring traditional knowledge and regional considerations specific to consultation and curricula spanning forestry planning, decision-making, forest management and monitoring. The insight gained from the provincial tables, leaders in the NIC service region and internal College staff have informed core program curricula.

NIC’s program has been developed with reference to the Canadian Technology Accreditation Board (CTAB), the Association of BC Forest Professionals (ABCFP) Accreditation Framework, and BCFSC Forest Foundations program. CTAB and ABCFP criteria establish clear educational requirements as per the standards established for any forestry related career across Canada. The ABCFP provides competency based certification towards professional designations such as Registered Forest Technologist (RFT) or Registered Professional Forester (RPF) to which the North Island College programming will align.
Tuition Fees:
The Coastal Forest Worker Certificate is a blend of theory, online learning, field trips and labs. The proposed program tuition fee is based on a partial cost-recovery formula and it is recommended to be set at $4,600.00 and it is further recommended that lab fees be charged at $65.00 per course.

Action:
For the Board’s discussion and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE CREDENTIAL: COASTAL FOREST WORKER CERTIFICATE.

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE TUITION FEE OF $4,600.00 FOR THE PROGRAM AND A LAB FEE OF $65.00 PER COURSE FOR THE COASTAL FOREST WORKER CERTIFICATE.
VISION: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting
4.2.2 Student Services Renovation (attachment)

Background:

For a number of years, a renovation of student services has been considered as a way to modernize this space, and bring the team together. Currently Student Services staff are not all working in the same location.

Renovations will create a new working space bringing registration, student records, advising, admissions and counselling services into one location that remains focused on supporting student needs. It will improve the flow of traffic for students utilizing supports, and improve the working space for Student Services employees. It will also create better opportunity for collaboration. New landscaping, entrance-ways and hallways will make it easier for students to enter the Discovery Building from the east side of the campus.

The project is estimated to cost approximately $1.1 which includes both the cost of the renovation as well as furniture and equipment. The funding sources for the project are as follows:

Funding Source: Amount:

- Routine Capital $800,000 (split over 2018/19 and 2019/20 budgets)
- Restricted 2018/19 Surplus $200,000 (from Realized gains in L.T. investments)
- College Source $100,000 (College-funded capital)

Action:

For information only
Written dimensions shall have precedence over scaled dimensions. The contractor shall verify all dimensions and conditions of the project and be responsible for reporting any variations from dimensions and conditions shown on this drawing to the architect for adjustment prior to commencement.

The design and drawings prepared by the architect are instruments of service for the execution of the work shown and are the property of the architect whether the work be executed or not and he reserves the copyright therein and in the work executed therefrom and they are not to be used in any way without the written consent of the architect.
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
4.3.1 F19/20 Budget Preparation (attachment)

Background:

North Island College’s fiscal year 2019/20 budget development process is now complete. The budget documents, including a budget backgrounder, are included in the package for Board review and approval. The budget has been reviewed by the Senior Leadership team, as well as the Finance and Audit committee at both of their last two meetings.

There has been some significant changes to the draft budget since it was last presented to the Board in March. The College received approximately $1.4 million in one-time targeted program funding during the last week of March. This funding was in the following areas:

- $868,700 in Labour Market Development funds to support high demand occupational training programs across the region, mainly in the areas of Trades and Health Programs;
- $345,000 to support other health program priorities across the region;
- $176,500 for student supports in a range of service areas.

This funding and the expenditures associated with it has been built into the budget documents.

Action: For the Board’s review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE FISCAL 2019/20 BUDGET AS PRESENTED.
# NORTH ISLAND COLLEGE
## 2019-2020 Budget - Draft

### Revenues

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Province of BC revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base operating grant</td>
<td>$26,671,881</td>
<td>$23,972,007</td>
<td>$2,699,874</td>
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<tr>
<td>Industry Training Authority grant</td>
<td>2,805,683</td>
<td>2,866,420</td>
<td>-60,737</td>
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<tr>
<td>Routine capital</td>
<td>160,592</td>
<td>160,592</td>
<td>0</td>
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<tr>
<td>Leases</td>
<td>235,560</td>
<td>227,604</td>
<td>7,956</td>
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<tr>
<td>Aboriginal Service Plan</td>
<td>405,093</td>
<td>424,087</td>
<td>-18,994</td>
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<tr>
<td>Literacy grants (CALP)</td>
<td>233,500</td>
<td>202,500</td>
<td>31,000</td>
</tr>
<tr>
<td>Student aid (AUG, LDAB, SOS, AEF)</td>
<td>317,399</td>
<td>306,000</td>
<td>11,399</td>
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<tr>
<td>Educational partnerships (VIU, Island Health)</td>
<td>789,000</td>
<td>789,000</td>
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</tr>
<tr>
<td>Provincial contracts</td>
<td>1,215,332</td>
<td>953,781</td>
<td>261,551</td>
</tr>
<tr>
<td></td>
<td>32,834,040</td>
<td>29,901,991</td>
<td>2,932,049</td>
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<tr>
<td>Federal Government grants and contracts</td>
<td>622,130</td>
<td>890,627</td>
<td>-268,497</td>
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</tbody>
</table>

### Student fees

<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Base funded programs</td>
<td>4,755,975</td>
<td>4,635,361</td>
<td>120,614</td>
</tr>
<tr>
<td>Cost recovery program</td>
<td>1,349,782</td>
<td>1,213,494</td>
<td>136,288</td>
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<tr>
<td>International Education</td>
<td>6,614,091</td>
<td>6,191,840</td>
<td>422,251</td>
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<tr>
<td></td>
<td>12,719,848</td>
<td>12,040,695</td>
<td>679,153</td>
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### Sales of goods

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Bookstore revenue</td>
<td>1,264,000</td>
<td>1,264,000</td>
<td>0</td>
</tr>
<tr>
<td>Cafeteria revenue</td>
<td>154,000</td>
<td>148,500</td>
<td>5,500</td>
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<tr>
<td></td>
<td>1,418,000</td>
<td>1,412,500</td>
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### Contract services

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<tbody>
<tr>
<td></td>
<td>211,500</td>
<td>316,500</td>
<td>-105,000</td>
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### Investment income

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<tbody>
<tr>
<td></td>
<td>613,350</td>
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### Other income

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<tbody>
<tr>
<td></td>
<td>559,189</td>
<td>567,831</td>
<td>-8,642</td>
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### Total Operating Revenue

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<tbody>
<tr>
<td></td>
<td>48,978,057</td>
<td>45,743,494</td>
<td>3,234,563</td>
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### Amortization of deferred capital revenue

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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,263,015</td>
<td>2,025,872</td>
<td>237,143</td>
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### Total Revenue

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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>51,241,072</td>
<td>47,769,366</td>
<td>3,471,706</td>
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</table>

### Expenditures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, benefits, other personnel costs</td>
<td>37,819,023</td>
<td>34,176,758</td>
<td>3,642,265</td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>761,220</td>
<td>784,295</td>
<td>-23,075</td>
</tr>
<tr>
<td>Books and periodicals</td>
<td>267,060</td>
<td>249,269</td>
<td>17,791</td>
</tr>
<tr>
<td>Cost of good sold</td>
<td>999,150</td>
<td>1,006,350</td>
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<tr>
<td>Equipment costs</td>
<td>1,162,745</td>
<td>1,332,491</td>
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<tr>
<td>Facilities costs</td>
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<tr>
<td>Financial service charges</td>
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<td>187,645</td>
<td>-50</td>
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<tr>
<td>General fees and services</td>
<td>1,817,446</td>
<td>2,206,516</td>
<td>-389,070</td>
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<tr>
<td>Student awards</td>
<td>677,115</td>
<td>644,180</td>
<td>32,935</td>
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<tr>
<td>Supplies and general expenses</td>
<td>1,246,566</td>
<td>968,085</td>
<td>278,481</td>
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<tr>
<td>Travel</td>
<td>963,386</td>
<td>944,029</td>
<td>19,357</td>
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<tr>
<td>Grant transfers</td>
<td>233,500</td>
<td>202,500</td>
<td>31,000</td>
</tr>
<tr>
<td>Donation to Foundation</td>
<td>2,000</td>
<td>0</td>
<td>2,000</td>
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<tr>
<td>Amortization of capital assets</td>
<td>2,782,514</td>
<td>2,610,900</td>
<td>171,614</td>
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</tbody>
</table>

### Total Expenditures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>51,241,072</td>
<td>47,769,366</td>
<td>3,471,706</td>
</tr>
</tbody>
</table>

### Revenue less Expenditures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Analysis of Key Variances

**Provincial Funding - increase of $2.9M**
1. New targeted program funding from the Province of $1.6 million. Examples include $186K for an In-Community Indigenous Carpentry program, $130K for In-Community Prep Cook Certificate Programming, $213K for Health Care Assistant programs, $200K for Technology programs, and $176K for student supports in a range of areas.
2. Funding from the Provincial mandate for wage settlements is estimated at $600K.
3. The Employer Health tax of 1.95% of payroll is partially offset by the elimination of Medical Service Plan payments for employees. The estimated net funding for 19/20 is approximately $300K.
4. NIC should receive a funding lift when Adult Education funding moves from a straight Tuition reimbursement model to a base-funded model. Estimated at about $200K.
5. The Economic Stability Dividend (ESD) is calculated on the variation between the actual growth in the provincial Gross Domestic Product (GDP), and the projected growth. NIC will receive approximately $170K in 2019/20 as the annualization of the amount calculated in 2018.

**Student Fees - increase of $679K**
1. The new International student fee of $30 per credit is estimated to bring in approximately $394K of revenue. This fee funds a Work Integrated Education Counsellor, the Employment Services Advisor, a Global Engagement Liaison position, Student Intercultural Ambassadors, and the Keep Me Safe program.
2. Year over year growth in the number of International students accounts for an increase in revenues of approximately $309K, or 5.6% of International tuition revenue.
3. The 2% Tuition fee increase accounts for approximately $124K in revenue.
4. Moving to a per credit model of tuition is projected to produce a short-term decline in revenue. This is estimated at $319K in 2019/20.
5. NIC removed the Internship fee when it brought in the new International Student Fee. The estimated revenue impact is $85K.
6. The increase in Continuing Education tuition revenue relates mainly to new programs, such as the Pro Photo program.
7. Base-funded tuition increases of $120K relate to new programs (e.g. Forestry, Aquaculture) and the 2% tuition rate increase.

**Federal Government Grants - decrease of $268K**
1. This variance mainly relates to a one-time Aquaculture development grant the College received in 2018/19, but not in 2019/20.

**Salary and Benefits - increase of $3.6 million**
1. New program delivery in targeted program areas totals $1.4 million. These programs are mainly Provincially funded and include Forestry, Aquaculture, Pro Photo, Health Care Assistant's, Technology programs and various Trades programming.
2. Wage settlements are estimated to be $600K. A further $170K is the annualization of the Economic Stability Dividend from 2018/19.
3. International Education funded sections has increased salary and benefit costs by $800K. This is 5.5 new Full-time faculty positions, and the remainder are Sessional/part-time. The cohorts of International students in Campbell River were new in the Fall of 2018, and were not included in the 2018/19 budget. Budget 19/20 now anticipates this new activity to continue.
4. The Employer Health Tax (EHT) - net of MSP savings - will increase Salary and Benefit costs by $300K.
5. Grid adjustments and Salary increases for excluded staff totaled $300K.

**General Fees and Services - reduction of $389K**
1. Approximately $145K of the reduction was in Health Programs, and relates to a program development agreement with UVIC in 2018/19.
2. There was $233K of Fees and Services funding in Global Engagement that was reallocated, as it was not required on an ongoing basis.

**Supplies and General Expenses - increase of $278K**
1. This increase relates to targeted programs and contract funding added in 2019/20. These are one-time costs.
NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 26, 2019

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
4.3.2 F19/20 Declaration of Related Party Transactions (attachment)

Background:

North Island College is part of the government reporting entity, and as such complies with generally accepted accounting principles in the Public Sector Accounting (PSA) Handbook. Section PS 2200 of the PSA Handbook requires disclosure of material transactions between related parties that occur at a value other than fair value. NIC’s key management personnel, including board members, are required to sign a confirmation regarding compliance with this handbook section. The intent is to confirm that no transactions occurred with key management personnel or their close family members where the transaction value was different than fair value. Members of NIC’s Senior Leadership Team are also required to sign this confirmation.

This standard is relatively new, and the Office of the Comptroller General now requires this confirmation from key management personnel at all universities and colleges. Additional information about PS 2200 can be found at:

file:///C:/Users/n0143315/AppData/Local/Microsoft/Windows/INetCache/IE/A0NVTN51/Related%20Party%20Disclosures.pdf

Action: For the Board’s review and signature.
DECLARATION OF RELATED PARTY TRANSACTIONS INVOLVING KEY MANAGEMENT PERSONNEL

The Province of British Columbia complies with generally accepted accounting principles in the Public Sector Accounting (PSA) Handbook. These standards require disclosure of material transactions between related parties that occur at a value other than fair value. Fair value is the amount of consideration that is agreed upon in an arm’s length transaction between willing parties under no compulsion to act.

A related party for the purposes of this disclosure include:

- entities within the government’s reporting entity,
- key management personnel and their close family members, and
- entities controlled by key management personnel or their close family members.

Entities within the government’s reporting entity include ministries, agencies, Crown Corporations, school districts, health authorities, hospital societies, universities and colleges.

Key management personnel are those individuals who have the authority and responsibility for planning, directing and controlling the activities of the entity. For core government, key management personnel include Ministers, Deputy Ministers, Associate Deputy Ministers and equivalent.

To provide appropriate audit evidence to support the information required for disclosure, please answer ‘Yes’ or ‘No’ to the following questions for the fiscal year ended March 31, 2019. To the best of your knowledge,

- are you aware of any transactions during the fiscal year between yourself and a government entity that occurred at a value different than fair value? ☐ Yes ☐ No.
- are you aware of any transactions during the fiscal year involving a government entity and a close family member that occurred at a value different than fair value? ☐ Yes ☐ No.
- are you aware of any transactions during the fiscal year involving a government entity and an entity controlled by you or a close family member that occurred at a value different than fair value? ☐ Yes ☐ No.

If you’ve answered yes to any of the above questions, please provide a brief description of the transaction(s) and the parties involved.

________________________  ____________________
Name   Date signed
Title
This report covers the time period from March 14, 2019 to April 17, 2019. 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**

**More than $100,000 increase in awards for students**

NIC students can now apply for more than 520 awards worth $515,000 in total in 2019, thanks to our amazing donors. The totals are up significantly from last year’s record of $412,000 available to 452 students.

This is the fourth year in a row that we have seen substantial gains in the number and dollar value of awards available to students.

Special thanks to our amazing donors for providing these life-changing awards.

I would also like to thank the Office of Advancement team and the NIC Foundation board for their excellent work with donors as well as NIC’s IT Application Services team led by Casey Black for improving the online system, which now allows students to apply for hundreds of awards with just one application.

The NIC Foundation has seen a 93% increase in the funds distributed to students in the past five years and a 166% increase over the past 10 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Funds Distributed</th>
</tr>
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<tbody>
<tr>
<td>2009</td>
<td>$194,375</td>
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<tr>
<td>2010</td>
<td>$190,413</td>
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<td>2011</td>
<td>$217,184</td>
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<td>2012</td>
<td>$233,560</td>
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<td>2013</td>
<td>$260,547</td>
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<tr>
<td>2014</td>
<td>$267,813</td>
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<tr>
<td>2015</td>
<td>$267,840</td>
</tr>
<tr>
<td>2016</td>
<td>$288,740</td>
</tr>
<tr>
<td>2017</td>
<td>$326,890</td>
</tr>
<tr>
<td>2018</td>
<td>$412,591</td>
</tr>
<tr>
<td>2019</td>
<td>$517,395</td>
</tr>
</tbody>
</table>
March 2019

**Policy and Standards**
The following new and revised policies received approval at the March 2019 EDCO meeting:

Policy 3-11 Program Review  
Policy 3-32 Collection Development  
Policy 4-09 Registration  
Policy 4-17 Admission

**Approved Curriculum**
The following new and revised curriculum received approval at the March 2019 EDCO meeting:

**New Programs:**
- Coastal Forest Worker Certificate (originally approved through the Fast Track process for a one-time offering)

**Program Revisions:**
- Culinary Business Operations Advanced Diploma (originally approved through the Fast Track process for a one-time offering)

**New Courses:**
- CFW 100, 101, 102, 103, 104, 105, 106, 107, 108, 109 (originally approved through the Fast Track process for a one-time offering)

**Revised Courses:**
- ELC 105, 106, 108, 110, 120, 130  
- ENG 092, 095  
- Omnibus changes to ESL course prerequisites
Correspondence/Information

Report from Senior Education Team (T. Bellavia)
Report from Aboriginal Education (T. Bellavia)

The next Education Council meeting will be held on May 10, 2019 at 12:30 pm in the main boardroom, KX146, in Komoux Hall.

Brad Harsell
Chair, Education Council
## Board of Governors Calendar 2019

<table>
<thead>
<tr>
<th>Month/Date</th>
<th>Event</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>April 2019</td>
<td><strong>Board Executive Ministry meetings</strong></td>
<td></td>
<td>Victoria</td>
</tr>
<tr>
<td></td>
<td><strong>BC Educators and Teaching Conference</strong></td>
<td></td>
<td>Stan Hagen Theatre, Comox Valley Campus</td>
</tr>
<tr>
<td>May 2019</td>
<td><strong>CICan 2019 Conference</strong></td>
<td></td>
<td>Niagara Falls, ON</td>
</tr>
<tr>
<td></td>
<td><strong>Fine Art Year-end exhibition</strong></td>
<td></td>
<td>Shadbolt Studios, Comox Valley Campus</td>
</tr>
<tr>
<td></td>
<td><strong>Community Science Celebration</strong></td>
<td>10:30 am</td>
<td>TBD, Comox Valley Campus</td>
</tr>
<tr>
<td></td>
<td><strong>Special Board Meeting (tentative)</strong></td>
<td>1:30 pm</td>
<td>Boardroom, Komox Hall, Comox Valley Campus</td>
</tr>
<tr>
<td></td>
<td><strong>2019 Metal Jewellery Open House</strong></td>
<td>6:30 pm</td>
<td>Campbell River Campus</td>
</tr>
<tr>
<td></td>
<td><strong>Year End Employee Celebration</strong></td>
<td></td>
<td>Comox Valley Campus</td>
</tr>
<tr>
<td>June 2019</td>
<td><strong>Mount Waddington Graduation Ceremony</strong></td>
<td>5:00 pm</td>
<td>Kwaliyas Hotel, Port Hardy</td>
</tr>
<tr>
<td></td>
<td><strong>Board Meeting</strong></td>
<td></td>
<td>Komox Hall Boardroom, Comox Valley Campus</td>
</tr>
<tr>
<td></td>
<td><strong>Campbell River Graduation Ceremony</strong></td>
<td>1 pm</td>
<td>Maritime Heritage Centre, Campbell River</td>
</tr>
<tr>
<td></td>
<td><strong>Port Alberni Graduation Ceremony</strong></td>
<td>1 pm</td>
<td>Athletic Hall, reception to follow at Port Alberni Campus</td>
</tr>
<tr>
<td></td>
<td><strong>Comox Valley Graduation Ceremony</strong></td>
<td>1 pm</td>
<td>Comox Valley Sports Centre</td>
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Governing in the Public Interest

FOUNDATIONAL TRAINING FOR BC PUBLIC SECTOR BOARD MEMBERS
# GOVERNING IN THE PUBLIC INTEREST AGENDA (DRAFT)

**MAY 23, 2019**  
**VANCOUVER CONVENTION CENTER**

<table>
<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
</tr>
</thead>
</table>
| 7:15 – 8:00   | Registration  
Continental Breakfast                                               |
| 8:00 – 8:15   | Event Opening  
- Indigenous Welcome and Territorial Acknowledgement  
- Emcee Charley Beresford                                           |
| 8:15 – 8:35   | Breakfast Plenary with the Honourable Carole James, Minister of Finance and Deputy Premier |
| 8:35 – 9:00   | Morning Plenary with Don Wright, Deputy Minister to the Premier        |
| 9:00 – 9:30   | Networking Break; Transition to Governance Module training rooms      |
| 9:30-11:00    | Core Module: Governing in the Public Interest (delivered across 6 breakout rooms) |
| 11:00 – 11:15 | Break; Transition to module training rooms                           |
| 11:15 - 12:15 | Room 1: Core Module: Human Resources  
Room 2: Core Module: Finance  
Room 3: Core Module: Risk Management  
Room 4: Special Topic (Tribunals): FOIPP in Decision Writing  
Room 5: Special Topic: Evaluating CEO/President Performance  
Room 6: Special Topic: Inside Government: Deputy Minister panel |
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Rooms</th>
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<tr>
<td>12:15 –</td>
<td>Lunch</td>
<td>Room 1</td>
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<td>Room 2</td>
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<td>Room 6</td>
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<td>1:15 –</td>
<td>Core Module: Human Resources</td>
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<td>Finance</td>
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<td>Core Module: Risk Management</td>
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<td>Special Topic (Tribunals): Managing Challenging Litigants and Self-</td>
<td>Special Topic:</td>
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<td>Represented Parties</td>
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<td>Exercise:</td>
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<td>Training and</td>
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<td>time allotments</td>
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<td>2:15 –</td>
<td>Networking Break</td>
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<td>2:45 –</td>
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<tr>
<td>3:45 –</td>
<td>Transition to plenary room</td>
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<tr>
<td>4:00 –</td>
<td>Afternoon Plenary</td>
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<td>4:00 –</td>
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<td>4:30</td>
<td>Closing</td>
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WHERE AND WHEN IS THE EVENT?
Date and time: May 23, 2019 from 8:00 a.m. to 4:30 p.m.
Location: Vancouver Convention Center, 999 Canada Place, Vancouver, BC V6C 3E1

WHAT IS THE EVENT ABOUT?
The Ministry of Finance is piloting foundational board training for newly appointed public sector board members. The event is an opportunity to present key messaging and content to 300 board members representing all Public Sector Organizations (PSOs) on what it means to govern in the public interest.

The objectives of the event are to provide board members:

- Foundational governance training with a BC public sector and citizen-centered focus
- Key messaging on government’s priorities
- The opportunity to learn from and network with each other

WHO IS ATTENDING?
Government-appointed board members who have been selected by their chair to represent their respective PSO board; Deputy Ministers’ Council members; and CEOs/Presidents of commercial and service crown agencies.

The Honourable Carole James, Minister of Finance and Deputy Premier, and Don Wright, Deputy Minister to the Premier and Head of the BC Public Service will be speaking at the event.

WHAT IF OTHER BOARD MEMBERS WANT TO ATTEND?
As seats are limited to 300 participants and the focus of the event is on foundational topics, priority will be given to newly appointed board members.

The four foundational modules will be developed into online courses that will be available before the end of the calendar year to all government-appointed board members across the public sector.

WHAT ARE THE FOUR FOUNDATIONAL MODULES?
The event will pilot:

1. Governing in the Public Interest: an overview of BC public sector organizations and citizen-centered governance, the structure of public sector organizations, including to their government and each other, indicators of great governance, and practices for board members to work effectively with each other and their PSO.

2. Human Resources: the role of the Public Sector Employers’ Council (PSEC) in labour relations and compensation, ethics and standards of conduct, and the role of the board when it comes to Human Resources.
3. Finance: the financial roles and responsibilities of the board, including the finance and audit committees, and the role of the Comptroller General’s Office, Treasury Board, Provincial Treasury and other government central agencies.
4. Risk Management: an overview of risk management principles and practices for boards, and emerging risks and mitigation strategies.

WILL THERE BE MORE TOPICS THAN THE FOUR FOUNDATIONAL MODULES?
Some board members will be representing organizations that do not have a board structure that requires Human Resources or Finance committees (such as administrative tribunals). Other attendees may be board or tribunal chairs or more seasoned board members. Special topics and tailored content will be offered to ensure the event meets the diverse needs of all boards and provides a variety of relevant training and development.

IS THERE A COST TO PARTICIPANTS?
There is no cost to attend the event. Participants will be responsible working with their respective organization to coordinate and fund travel-related expenses.

HOW DO I REGISTER?
A request to board chairs will be sent to identify priority board members who meet the criteria of the event. Once they confirm recommended attendees, a registration invite via the Eventbrite website will be sent to invitees.

WHO CAN I CONTACT FOR MORE INFORMATION?
For registration and event-related information, please contact governinginthepublicinterest@gov.bc.ca.
Dear Colleagues,

I am very pleased to inform you that we have completed work on a draft budget for the 2019/20 fiscal year. It will be presented to the Board of Governors for final approval on April 26, 2019. Please plan to attend one of the upcoming Campus Town Hall meetings to learn more about the proposed budget. The Town Halls will take place as follows:

**Campus Town Hall Meetings**

- **Wednesday, April 3 | 12 - 1 pm**
  Campbell River Campus, CWG 227

- **Thursday, April 4 | 12 - 1 pm**
  Comox Valley Campus, Stan Hagen Theatre

- **Monday, April 8 | 3 - 4 pm**
  Port Alberni Campus, CEN 211
  (rescheduled date)

This newsletter provides key highlights in the following areas:

1. Budget 2019/20 review and analysis
2. Plan20-25 update
3. College Values Week Thoughtexchange

Further context can be found in the [February 2019 President’s Newsletter](#), which provided background information on the provincial budget and its implications for NIC. It has taken a great deal of work to build the 2019/20 budget and I want to thank those who provided input. Your efforts enable us to create a financial plan that supports the delivery of high quality instructional programs and services throughout the North Island.

Sincerely,

John Bowman

[john.bowman@nic.bc.ca](mailto:john.bowman@nic.bc.ca)

---

**2019/20 Budget Update**

**Provincial Government Budget**

On February 19, 2019, the Province released [Budget 2019](#). It included a few items that affect all BC post secondary institutions, including:

- Elimination of the interest on the BC portion of student loans, a budget item estimated at $318 million;
- Approximately $5 million to fund the elimination of tuition for Adult Basic Education programs. This brings the Ministry of Advanced Education Skills and Training (AEST) budget to approximately $18 million. This policy change was made in September 2017, but AEST requested a funding lift to adequately fund this program;
- An additional $5 million over three years to train and graduate more health care professionals; and
- An additional $5 million in fiscal 2021/22 to support technology programming.

**Key Considerations for 2019/20**

As identified above, the provincial budget included funding announcements that affects the post-secondary system. Some of these changes have been built into NIC’s draft budget, while others will be built in once funding is committed. These include mandated wage increases, base grant funding for Adult Basic Education, the implementation of the Employer Health Tax and elimination of MSP premiums.
More specifically, we expect:

Revenue:
- An overall increase approximately $1.6 million in provincial revenue from 2018/19, including $599,671 for initiatives in support of the provincial mandate;
- Increases in international and domestic tuition, which together make up more than 25% of the revenue;
- Rising routine capital funding, used to repair existing NIC buildings and infrastructure across the region, to almost $1.5 million in 2019/20 from $1.4 million in 2018/2019; and

Expenditures:
- A $2.8 million increase in salaries and benefits, which typically makes up the largest portion of NIC’s expenses.

Five-Year Trends

In the past five years, two major changes have affected NIC’s revenue. Provincial funding has declined from 67% of our total revenues in 2014/15 to just 63% for this year and international tuition now makes up more than 13% of NIC’s total revenue. The decline in provincial funding affects BC’s broader post-secondary sector, which historically has received some of Canada’s lowest funding per full-time student.

We have addressed these challenges by:
- Applying for additional funding for targeted programs, which speaks to areas of need but can make planning difficult. See ‘New Program funding announced’ below for a few of this year’s successful applicants; and
- Supporting increasing numbers of international students and balancing enrolment by expanding programs to additional campuses.

Please see the February 2019 newsletter for the latest news on student housing and other upcoming capital projects.

Table 1. NIC Revenue Summary, 2019/20 compared to 2014/15

<table>
<thead>
<tr>
<th></th>
<th>19/20 Fiscal Year (DRAFT)</th>
<th>18/19 Fiscal Year</th>
<th>14/15 Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>% of Total</td>
<td>Budget</td>
</tr>
<tr>
<td>Province of BC Revenue</td>
<td>$31,591,843</td>
<td>63.18%</td>
<td>$29,901,991</td>
</tr>
<tr>
<td>International Tuition and Fees</td>
<td>6,614,091</td>
<td>13.23%</td>
<td>6,191,840</td>
</tr>
<tr>
<td>Domestic Tuition and Fees</td>
<td>6,105,757</td>
<td>12.21%</td>
<td>5,848,855</td>
</tr>
<tr>
<td>Sales of Goods and Services</td>
<td>1,418,000</td>
<td>2.84%</td>
<td>1,412,500</td>
</tr>
<tr>
<td>Investment Income</td>
<td>613,350</td>
<td>1.23%</td>
<td>613,350</td>
</tr>
<tr>
<td>Deferred Capital Contributions</td>
<td>2,263,015</td>
<td>4.53%</td>
<td>2,025,872</td>
</tr>
<tr>
<td>Federal Grants, Contracts, Other</td>
<td>1,392,819</td>
<td>2.78%</td>
<td>1,774,958</td>
</tr>
<tr>
<td>Total</td>
<td>$49,998,875</td>
<td>100%</td>
<td>$47,769,366</td>
</tr>
</tbody>
</table>
**New Targeted Program Funding 2019/2020**

At the end of March, NIC learned it will receive nearly $1.4 million in additional one-time program funding. This funding and related expenditures will be built into the Board-approved budget and are not included above.

This includes:

- $868,700 in Labour Market Development funds to support high demand occupational training programs across the region;
- $345,000 to support other health program priorities across the region; and
- $176,500 for student supports in a range of service areas.

I want to thank the many people at NIC for their dedication in writing successful proposals. We are grateful for these funds, and we look forward to sharing more details on the programs at our Campus Town Hall meetings on April 3, 4 and 8.

**College Plan20-25 Update**

The strategic planning process is well underway with several initiatives in progress.

**College Values Week**

April 1 - 5 is College Values Week, an opportunity for all NIC faculty, staff and administrators to participate in Thoughtexchange, an online forum regarding our core values and guiding principles. The interactive process is the first step in defining our college values, which will be a foundation of College Plan20-25.

The College Plan20-25 Committee will use the values words contributed through Thoughtexchange to develop a draft set of organizational values that will be shared for further review and feedback from employees, students and the community.

The Thoughtexchange continues all week, closing April 9. The results will be posted on the myNIC portal by April 15.

To participate now, visit [https://my.thoughtexchange.com/#617229215/hub](https://my.thoughtexchange.com/#617229215/hub)

**myNIC Portal Site Now Available**

The College Plan20-25 strategic planning is now available on the [myNIC portal](https://my.thoughtexchange.com/#617229215/hub), where you can learn more about the process and the work of more than 50 colleagues on the Committee.

As of this week, the site also includes the first draft of the newest Environmental Scan and the first Critical Insights Analysis papers from Plan2020's strategic priorities.

In April and May, the subcommittees of the College Plan20-25 Committee will focus on reviewing these key documents and gathering feedback on our college values (guiding principles). At the end of May and June, we will be working with our community partners throughout the regions to gather more input.

The next College Plan Committee meeting will be held April 9. Anyone interested in joining the committee should contact [christiana.wiens@nic.bc.ca](mailto:christiana.wiens@nic.bc.ca).
BOARD OF GOVERNOR'S BURSARY
Endowment Fund Status Report
For the period ending December 31, 2018 (unaudited)
Prepared for Ms. Jane Murphy

FINANCIAL UPDATE

Your gift to education has the power to change lives, inspire future leaders, and create contributing citizens who will positively influence our communities today and for generations to come.

Endowment Fund

$70,126.20  Opening balance January 1, 2018
$5,317.86  New donations, January 1 to December 31, 2018
$2,100.08  Board of Governors matching grant, March 2018
$77,544.14  Endowment total December 31, 2018

Award Balance

$11,334.56  Total lifetime investment income to date
$8,160.00  Total lifetime student awards distributed to date
$3,174.56  Current investment income available for awards

Two awards of $1580  Award balance to students in 2019

HOW YOUR GIFT HELPS:

"Thank you from the bottom of my heart. Your contribution matters more to me than I can fully honour in this letter. Not only will this help with my tuition payments but it also bolsters my belief in my own success, which can be shaky at times, but the fact that you would make such a gesture to help me is astounding. It means more than you'll ever know."

NIC student recipient

GLOSSARY OF TERMS:

Board of Governors matching grant: Every March, the NIC Board of Governors determines whether it will make a matching contribution. If approved, the amount is applied on a pro rata basis to all endowment donations made during the fiscal year (April to March).

Award balance to students in 2019: This is the amount available rounded for ease of administration to student accounts. The remaining increments will be held in your fund balance.

We are truly grateful for your support and investment in our students. Please contact me any time if I can help answer questions about your fund.

Jolean Finnerty
Manager, Office of Advancement & NIC Foundation
250-334-5040 | jolean.finnerty@nic.bc.ca

foundation.nic.bc.ca
FUND: BOGE
April 5, 2019

Brent McIntosh
2226 Tamarack Drive
Courtenay, BC
V9N 9C1

Dear Brent,

In February 2013, North Island College established the designation of Emeritus to recognize the outstanding service of retired employees to the college and the broader educational community. The Emeritus designation provides an opportunity for selected individuals to continue their involvement in College activities after retirement from active employment.

In March 2019, the Emeritus Selection Committee met to review the nominations for the 2019 Emeritus Designation and was unanimous in its recommendation to me that you be granted Emeritus designation. It is my privilege to award you with the designation of Emeritus, effective immediately.

As an Emeritus designee, you may receive privileges that come with the designation. Our Human Resources Department will be in contact with you to arrange for any privileges that may come with the designation. A copy of the Emeritus Honours/Privileges taken from Appendix A of NIC Policy #1-18 Emeritus Recognition is attached for your reference.

On Friday, May 31, 2019, the NIC college community will be coming together for the annual NIC Year End Celebration Day to be held at our Comox Valley campus. Please save this date. More details will be forthcoming but it is our intention to recognize you and our other Emeritus designees on that day.

In closing, I want to thank you for your outstanding contributions to the college, broader educational community and to the success of our students. Congratulations and best wishes for continued outstanding success in all of your endeavours.

Sincerely,

[Signature]

John Bowman
President

Attachment: NIC Policy #1-18 Appendix A – Emeritus Honours/Privileges

cc: Board of Governors
    Senior Leadership Team
    HR Department – A. Barner
April 5, 2019

Frantisek Niscak
2246 Sea Lion Way
Courtenay, BC
V9J 1Y2

Dear Frank,

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John Bowman
President

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cc: Board of Governors
    Senior Leadership Team
    HR Department – A. Barner
April 5, 2019

Janet L. Moody-Lackey
3833 Sutil Road
Campbell River, BC
V9W 5T7

Dear Janet,

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John Bowman
President

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cc: Board of Governors
    Senior Leadership Team
    HR Department – A. Barner
April 5, 2019

Mary Pat Thompson
Box 42
Coombs, BC
V0R 1M0

Dear Mary Pat,

In February 2013, North Island College established the designation of Emeritus to recognize the outstanding service of retired employees to the college and the broader educational community. The Emeritus designation provides an opportunity for selected individuals to continue their involvement in College activities after retirement from active employment.

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Sincerely,

John Bowman
President

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cc: Board of Governors
   Senior Leadership Team
   HR Department – A. Barner
April 5, 2019

Susanne Sampson  
1091 5th Street  
Courtenay, BC  
V9N 1L5

Dear Susanne,

In February 2013, North Island College established the designation of Emeritus to recognize the outstanding service of retired employees to the college and the broader educational community. The Emeritus designation provides an opportunity for selected individuals to continue their involvement in College activities after retirement from active employment.

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Sincerely,

John Bowman  
President

Attachment: NIC Policy #1-18 Appendix A – Emeritus Honours/Privileges

cc: Board of Governors  
Senior Leadership Team  
HR Department – A. Barner
APPENDIX A
PROCEDURES

Emeritus Honours/Privileges

In addition to the privileges granted to retired personnel through Collective Agreements as negotiated from time-to-time, and through College Policies and Procedures, those with Emeritus designation may receive the following privileges:

1. Use of name in College publications and other communication devices as appropriate;

2. Opportunities to remain engaged in such College activities as mentorship, scholarship, and strategic planning, and participation in the processional at graduation;

3. MyNIC portal access to newsletters, announcements, information on lectures, seminars, social functions, graduation and events;

4. Opportunity to submit research grant applications for review and approval by the VP, Strategic Initiatives and SLT;

5. Access to College facilities, classroom and work space to support research and service, depending on availability and resource demands and as approved by the department chair/dean/director/designate. In no case will a person with Emeritus designation have priority over a faculty or staff for space or facilities. Privileges do not includes access to or use of campus supplies;

6. Library privileges, including interlibrary loans and access to research databases;

7. Computer account with email address;

8. One set of business cards indicating Emeritus status and title, without charge. Further sets will be provided at cost;

9. Use of letterhead and envelopes for College-related activities;

10. Use of the college mailing address and mailing privileges for scholarly and/or approved business purposes;

11. Photocopy and printing privileges for College-related activities.

These honours and privileges may be renewed annually, amended or discontinued as determined by the College. If changes occur, every attempt will be made to give prior notice to the individuals.
To VPs finance,

I am writing regarding recent requests to the Ministry from some post-secondary institutions to restrict an amount of surplus operating funding in the 2018/19 fiscal year for minor capital items.

In previous years the Ministry has been exploring this approach as one of the ways to affordably address the use of accumulated surpluses at a number of public PSIs. The accounting interpretation of this approach is still a subject of internal discussion and for the immediate future, the Ministry will not be restricting further surplus operating for minor capital items.

The Ministry continues to have internal dialogue on how best to address the issue of accumulated surpluses within the Government’s financial framework.

Regards,

Kevin Brewster
Assistant Deputy Minister
Ministry of Advanced Education and Skills Training
Vision: North Island College is a premier community and destination college, in a spectacular west-coast environment, that inspires and prepares students for success in a rapidly changing world.

AGENDA ITEM: Regular Meeting

4.2.2 Financial Projections to Year End 2018/19

Background:

In addition to the 3rd Quarter Financial Statements that are included in the Board package, the Ministry requires institutions to prepare a financial statement forecast on a quarterly basis. The Ministry provides a template for the forecast, and requires that the Chair of the Finance Committee provide approval. The forecast was submitted in December to meet the Ministry timelines, and includes various schedules used to forecast revenues and expenditures, cash flows, and capital spending. The page that summarizes the revenues and expenditures and includes the signature of the Chair of the Finance Committee is included in the Board package.

Consistent with the 3rd Quarter Financial Statements, the forecast projects an $800,000 surplus for fiscal 2018/19. As described in the financial statement analysis document, NIC would like to earmark this funding for capital purposes so it doesn’t lapse at fiscal-year end. This can be done by making the request of the Ministry to restrict a portion of NIC’s operating grant for capital purposes. This would be similar to other funding that the College receives that is restricted as to its use, such as Routine Capital funding. It wouldn’t be a reduction to the Operating grant, but rather a restriction on a use of a portion of the Operating grant.

NIC would use $600,000 of this funding towards our contribution towards the Campbell River project. The remaining $200,000 would be put towards the Student Services renovation planned for this summer. The remaining funding for this project is to come from the annual Routine Capital funding provided by the Ministry.

Action:

For the Board’s review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE REQUEST TO RESTRICT THE PROJECTED $800,000 COLLEGE SURPLUS FOR CAPITAL PROJECTS AT THE CAMPBELL RIVER CAMPUS AND STUDENT SERVICES RENOVATIONS IN FISCAL YEAR 2019/20.
Post-Secondary Institution: Forecast Confirmation

Institution Name: North Island College

Forecast Date: F19 Q3 (e.g., Quarter 1, 18/19)

Forecast Summary:

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>(48,571)</td>
<td>(48,383)</td>
<td>(48,483)</td>
<td>(48,583)</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>47,771</td>
<td>48,383</td>
<td>48,483</td>
<td>48,583</td>
</tr>
<tr>
<td>Net (Revenues)/Expenses **</td>
<td>(800)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(Gain) loss on sale of capital assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unallocated Pressures (use in Q1 only)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Net (Income) Loss (for Ministry)</td>
<td>(800)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Endowment (restricted asset) contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net (Income) Loss</td>
<td>(800)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

I confirm that I have reviewed the financial forecast and key underlying assumptions provided to the Ministry for the 2018/19, 2019/20, 2020/21, and 2021/22 fiscal years as summarized in this schedule. This financial forecast represents, in all material respects, the post-secondary institution's best estimate of operating results and financial position by the year end. I also confirm that I will review the information provided to the Ministry with the Board.

Board Chair/Audit and Finance Committee Chair:

Name: Derek Lamb

Signature: