NORTH ISLAND COLLEGE BOARD OF GOVERNORS
REGULAR MEETING
TO BE HELD AT THIRD COURSE BISTRO, CAMPBELL RIVER CAMPUS
THURSDAY, SEPTEMBER 26, 2019 @ 1:00 PM

AGENDA

		Topic	Attachment	Action	Time
1.		**CALL TO ORDER**			
	1.1	Acknowledgement of First Nations Traditional Territory			
	1.2	Welcome Board of Governors New Members – Arlo McCubbin, Valery Puetz, Patricia Trasolini			
	1.3	Oath of Appointment (All Board Members)	✓	(To sign)	
	1.4	Election of Chair (J. Bowman will be presiding officer)			
	1.5	Election of Vice Chair			
	1.6	Board Committee Appointments			
	1.7	Adoption of Agenda		To adopt	(15 mins)
2.		**CONSENT AGENDA**			
	2.1	Minutes of the Regular Meeting of June 13, 2019	✓	To approve	
	2.2	Executive Committee Report	✓	Information	
	2.3	Governance and Human Resources Committee Report	✓	Information	
	2.4	College Highlights Report	✓	Information	
	2.5	Correspondence and Information (Agenda item #5)	✓	Information	(2 mins)
3.		**BOARD BUSINESS**			
	3.1	Board Objectives and Workplan, 2019/20	✓	To discuss	(5 mins)
	3.2	2019 Board Evaluation Results Summary			
	3.3	Debrief of the Joint Meeting with Education Council and Aboriginal Education Council of June 14, 2019		To discuss	(5 mins)
	3.4	Proposed Board Meetings Structure	✓	To discuss	
	3.5	Draft Board Retreat Agenda October 24-25, 2019	✓	To discuss	(10 mins)
	3.6	Roundtable Board Member Reports		Information	(20 mins)
4.		**REPORTS ON STRATEGIC ACTIVITIES**			
	4.1	President			
	4.1.1	President's Report, September 2019	✓	Information	(10 mins)
	4.1.2	College Plan20-25 Process Update	✓	Information	(5 mins)

4.2	Vice President, Finance and Facilities		
4.2.1	Financial Information Act Report	✓ To approve	(5 mins)
4.2.2	First Quarter Financial Statements 2019/20	✓ Information	(5 mins)
4.2.3	NIC 5-Year Capital Plan Priorities	✓ To approve	(10 mins)
4.3	Executive Vice President, Academic		
4.3.1	Fall 2019 Stable Credit Enrolment Report	✓ Information	(5 mins)
4.4	Vice President, Strategic Initiatives		
4.4.1	Strategic Initiatives Division /NIC Foundation Report	✓ Information	(5 mins)
4.5	Chair, Education Council		
4.5.1	Education Council Report	✓ Information	(2 mins)

5. INFORMATION (*attachments*)

5.1 Board of Governors Calendar of Events 2019/20
5.2 Election Timeline Fall 2019
5.3 AEST Letter and Order-in-Council – A. McCubbin, V. Puetz, P. Trasolini's appointments; B. Minaker, R. Hunt's reappointments
5.4 President's Newsletter, August 2019
5.5 President's Awards for Academic Excellence, June 2019
5.6 AEST Letters of Appreciation to R. Grant and D. Lamb
5.7 BC Colleges Presidents Report: TTBC Awareness
5.8 PSEA letter re collective bargaining, July 2019
5.9 Ministers letter to PSI Board Chairs re Childcare Funding
5.10 AEST letter to PSI Presidents re Sexual Violence and Misconduct Awareness Campaign
5.11 AEST Indigenous Board Member Gathering Agenda, September 20, 2019

6. NEXT MEETING DATES

- Annual Retreat, October 24-25, Comox Valley Region
- Regular meeting – Thursday, November 28, Comox Valley Campus

7. ADJOURNMENT 3:00 pm

North Island College
Board of Governors

Oath of Appointment

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

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

_____
(Signature)

_____
Date

MINUTES OF THE REGULAR MEETING OF THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS HELD IN KOMOUX HALL BOARDROOM, COMOX VALLEY CAMPUS THURSDAY, JUNE 13, 2019

BOARD MEMBERS PRESENT

J. Atherton, Community Member, Comox Valley Region
J. Bowman, President
M. Erickson, Faculty Representative
R. Everson, Community Member, Comox Valley Region
R. Grant, Community Member, Campbell River Region
B. Harsell, Chair, Education Council
D. Hoogland, Support Staff Representative
R. Hunt, Community Member, Mount Waddington Region
D. Lamb, Community Member, Campbell River Region
B. Minaker, Community Member, Comox Valley Region
E. Mosley, Community Member, Port Alberni Region, Vice Chair
J. Murphy, Community Member, Comox Valley Region, Chair

BOARD MEMBERS ABSENT

N. Chaudhary, Student Representative
V. Jain, Student Representative

ALSO PRESENT

T. Bellavia, Associate Vice President, Access and Regions
L. Domae, Executive Vice President, Academics and COO
C. Fowler, Vice President, Finance and Facilities
R. Heidt, Vice President, Strategic Initiatives
R. Reid, Executive Assistant, Board of Governors

Note: *Comox Valley Community Foundation Board Chair Matthew Beckett and Member Colin Sauer presented the Comox Valley Vital Signs report at 11:30 a.m. NIC's Felicity Blaiklock, Director of Student Affairs and Kelly Muir, Student Life Manager, presented a report on NIC's mental health and well-being strategy at 1:00 p.m.*

1. CALL TO ORDER

J. Murphy called the meeting to order at 1:32 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 K'omoks First Nations.

DRAFT

1.2 Adoption of Agenda

The Board amended the agenda as follows:

- Addition of 1.3 Acknowledgement of Retiring Board Members;
- Remove 5. Correspondence and Information from 2. Consent Agenda to enable discussion of some of the information items.

Moved R. EVERSON /Seconded D. HOOGLAND: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF JUNE 13, 2019 AS AMENDED.

Motion carried

1.3 Acknowledgement of Retiring Board Members

J. Bowman and J. Murphy acknowledged the work of R. Grant and D. Lamb over the last six years of their terms as Board Members. Both R. Grant and D. Lamb have been actively involved at both Board and committee levels as well as outreach within the Campbell River community.

R. Grant thanked past and current Board Members and acknowledged the importance of team work at the Board and senior management levels. He will continue to support the fund-raising campaign for the Campbell River campus project.

2. CONSENT AGENDA

2.1 Minutes of the Regular Meeting of April 26, 2019
2.2 Executive Committee Report
2.3 Finance and Audit Committee Report
2.4 Governance and Human Resources Committee Report
2.5 College Highlights Report

Moved R. GRANT /Seconded D. HOOGLAND: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE AMENDED CONSENT AGENDA OF JUNE 13, 2019.

Motion carried

3. BOARD BUSINESS

3.1 Board of Governors Workplan and Schedule, 2019/20

J. Murphy requested Board Members to contribute to the new column "status/update" on the work plan to track how well the Board, individually and collectively, is meeting its objectives. The following will be added to update the 2019 Board of Governors Work Plan:

- J. Atherton attended the Healthy Minds, Healthy Campuses 2019 Summit;
- Board community representatives actively advocate and engage with business, society and education leaders in their respective regions.

J. Bowman took note of the following:

- Employee meet and greet events and informal lunches with business leaders will be held at each campus over time;
- Board Members will be invited to join senior management when presenting at meetings of community and civic groups like chambers of commerce and the Rotary Club;
- Continue to include presentations and discussions of particular areas of interest included in the Board work plan such as distance learning, social media tools and marketing plan.

DRAFT

3.2 Roundtable Board Member Reports

D. Hoogland and E. Mosley participated in this year's CICan conference held in Niagara Falls, Ontario. They both have written reports that will be distributed among the Board Members. Of particular interest to D. Hoogland was a landscape of post-secondary institutions across Canada: that students live within 50 kilometres of the 685 campuses and learning centres. She commented that it would be interesting to learn the number of students within the NIC catchment area that actually access its campuses and learning centre. Links to videos and materials from the CICan conference website will be circulated among the Board Members.

B. Minaker, J. Murphy, J. Atherton and D. Hoogland participated in the Aboriginal Cultural Sharing Day held on May 15 at the K'omoks Big House in Comox.

R. Grant attended the Industrial Automation capstone project demonstration held May 29th at the Campbell River campus. B. Harsell, who is also instructor for the Industrial Automation program, added that Campbell River councilor Ron Kerr was also present at the demonstration. R. Grant also actively supported the fund-raising campaign for the Campbell River campus and on June 7th, joined the annual Nanwakolas Golf Tournament which raises funds for a bursary for First Nations students.

R. Everson met with J. Bowman to discuss women in trades training, advocacy to designate seats for First Nations students in Vancouver Island post-secondary institutions and the possibility of NIC offering an occupational health and safety training program. R. Everson pointed out that not all post-secondary institutions designate seats for First Nations students. He added that only BCIT in Vancouver offers a training program in occupational health and safety in the Province and having NIC delivery such program would attract students from Vancouver Island.

J. Atherton attended NIC Foundation board meetings as the Board representative. E. Mosley attended the Alberni Valley Learning Council meeting where M. Herringer, Executive Director of International Education, presented plans for international students to register and study at the Port Alberni campus. The same presentation was made at a City of Port Alberni council meeting.

J. Murphy and E. Mosley attended the NIC wildfire skills training program announcements separately in Campbell River and Port Alberni in May with the respective MLAs leading the events.

J. Murphy referred to the April 30 advocacy meetings in Victoria led by her, J. Bowman and E. Mosley, noting that Ministry of Advanced Education, Skills and Training (AEST) Minister Melanie Mark acknowledged the good working relationship the ministry has with the College. J. Murphy added that the meeting with Minister Mark stressed the importance of the College prioritizing its funding requests given that resources are limited.

4. REPORTS ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Report, June 2019

J. Bowman commented that his position as chair of the BC Colleges has enabled a closer relationship with the AEST and Minister Mark. He also reported on the College's year end celebration on May 31st which was highlighted by the emeritus recognition awards. J. Bowman also attended the BC Colleges retreat held in the Okanagan Valley and the Governing in the Public Interest one-day workshop held in Vancouver. The workshop announced the release of new governance curriculum that will include four modules in governance, risk management, finance and human resources.

J. Bowman also informed the Board that the NIC ElderCollege will be celebrating its 20th year anniversary on September 13.

DRAFT

4.2 Executive Vice President, Academic and COO

4.2.1 Final FTE Report for Year Ended March 31, 2019

L. Domae highlighted the following from the yearend report:

- Domestic student FTEs increased by two percent;
- International student FTEs increased by 39 percent;
- 1,509 FTEs are counted towards Government target of 2,302;
- NIC enrolled 1,254 FTEs that did not count toward government target;
- NIC met most of its targets despite no increase in base funding.

J. Bowman added that government FTE targets were established over 15 years ago and are not based on an institution's capacity to successfully meet those targets.

Regarding one-time only funding, L. Domae reported that about nine per cent of the total FTEs were produced by one-time only funding which is expected to be a significant funding source to deliver programs in the coming years. She also clarified that as NIC is largely an access-oriented institution, student retention numbers will depend on the type of program: higher retention rates in the BS Nursing program and lower retention rates in University Transfer and Adult Basic Education programs. L. Domae stressed that work to improve domestic student retention is underway through domestic enrolment planning.

Moved D. LAMB /Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE 2018/19 FINAL FTE ENROLMENT REPORT.

Motion carried

4.2.2 2018/19 Institutional Accountability Plan and Report (IAPR)

The IAPR is an annual report mandated by the AEST to all post-secondary institutions whose metrics are aligned with both Government's Mandate Letter and the institution's strategic plans. L. Domae confirmed that NIC is meeting its obligations based on those metrics.

J. Murphy directed the Board's attention towards the section on performance plan relative to the College's strategic priorities as outlined by Plan2020. She emphasized that some of the key performance indicators included in the report may be used by the Board to establish its own goals but also cautioned that other KPIs may be too operational and therefore outside of the Board's governance mandate.

Discussion ensued around the following items:

- Implementation of Aboriginal education policy is dynamic and continues to change, following guidance from NIC's Aboriginal Education Council and evolving concepts of indigenization and reconciliation;
- Performance measures and the IAPR template are laid out by Government;
- Some metrics may be "assigned" to an individual or group to streamline accountability;
- Plan2025 may have fewer strategic priorities than Plan2020 in order to provide a broader institutional focus, with support plans integrating into Plan2025 and articulating more detailed priorities.

Moved D. LAMB / Seconded E. MOSLEY: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT FOR THE 2018/19 REPORTING CYCLE.

Motion carried

DRAFT

4.2.3 Approval of Lab Fees for PHY 215/216

L. Domae reported that the two courses augment the College's offerings in the Associate of Science degree. She added that Physics (PHY) is one area that continues to grow based on its alignment with applied science and engineering.

Moved R. GRANT / Seconded D. HOOGLAND: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE A TUITION FEE OF $155.28 PER CREDIT AND LAB FEE OF $117.14 FOR EACH COURSE: PHY 215 INTRODUCTION TO QUANTUM MECHANICS AND PHY 216 INTRODUCTION TO ELECRICITY AND MAGNETISM EFFECTIVE AUGUST 15, 2019.

Motion carried

4.3 Vice President, Finance and Facilities

4.3.1 Enterprise Risk Management Program

C. Fowler provided an outline of the progress being made in establishing a College-wide enterprise risk management program. J. Bowman added that a risk management policy will be brought to the Board in the Fall for approval.

J. Murphy requested the Board, through the Finance and Audit Committee, to consider its perspectives around what risk would mean for the College.

4.3.2 Audited Financial Statements for Year Ended March 31, 2019

C. Fowler provided a brief summary of the audited financial statements highlighting that the College is in good financial standing and still maintains a substantial investment portfolio despite undertaking large capital projects during the last year.

Moved D. LAMB / Seconded M. ERICKSON:THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2019.

Motion carried

4.4 Vice President, Strategic Initiatives

4.4.1 Strategic Initiatives Division/NIC Foundation Update

R. Heidt provided an update on the College's application to the City of Courtenay for a digital sign on the Comox Valley campus by Ryan Road. He also summarized work around the strategic marketing plan through its advisory committee which includes:

- Use of *Thoughtexchange* to obtain employee input;
- Video recording graduating students' best NIC moments for promotional purposes;
- Engaging through contract professional post-secondary marketing expertise to assist in evaluating the College website and other marketing tools and practices;
- Strategic marketing plan may be delayed based on the progress of Plan2025, this is to ensure that the marketing plan is integrated into Plan2025.

R. Heidt reported that the NIC Foundation held its annual general meeting on June 3rd and re-elected its executive with Ilona Horgen as chair and Garry Griffin as vice chair. He added that the Foundation Board now includes a Port Alberni community representative.

4.5 Chair, Education Council (EdCo)

4.5.1 Education Council Report

B. Harsell corrected one item on the report. Policy 4-14 should be Grade System Policy which allows the NIC grading system to align with transfer partner institutions. He also summarized the number of courses and programs that the EdCo reviewed over the last year. J. Murphy, on behalf of the Board of Governors, thanked the EdCo for their work. The Board received the Education Council Report for June 2019.

5. INFORMATION

The Board received the following information items:

5.1 Board of Governors Calendar of Events 2019

Referring to the Campbell River campus grand opening event, J. Bowman reported that since the project is both federally and provincially funded, the date may be moved depending on key government officials' availability and the Federal election happening in October.

5.2 Learner Resource Fee Update Report
5.3 Annual Report on Sexual Violence and Misconduct Policy
5.4 BC Colleges Transforming for Tomorrow

J. Murphy noted that the document will be used as an advocacy tool by BC Colleges. J. Bowman added that it will also be shared with the Plan2025 committee as reference material. B. Minaker commented that post-secondary institutions should have a role in advocating for climate change action.

5.5 Lieutenant Governor's Medal Nomination Letter
5.6 Community Engagement Award Nomination Letters
5.7 Aboriginal Education Newsletter, Spring 2019
5.8 AEST directive re cash management policy

J. Murphy noted that the directive was especially sent to all PSI board chairs. C. Fowler reported that NIC is working with other PSI partners on the development of a related policy.

6. NEXT MEETING DATES

6.1 Regular meeting – Thursday, September 26, 2019, Venue TBC
6.2 In-camera meeting – Thursday, September 26, 2019, immediately following the regular meeting

7. ADJOURNMENT

Moved D. HOOGLAND/Seconded J. ATHERTON: THAT THE REGULAR MEETING OF THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS OF JUNE 13, 2019 BE ADJOURNED.

Motion carried

Time: 3:39 p.m.

Jane Murphy, Chair

Rachel Reid, Executive Assistant

DRAFT

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
June 13, 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
2.2 Executive Committee Report

The Executive Committee met on Thursday, August 20, 2019 with Jane Murphy, Eric Mosley, John Bowman and Rachel Reid in attendance.

The Committee discussed the following items:

- Committees' membership and composition;
- Campbell River campus update;
- Annual Board Retreat;
- Annual Board Evaluation (recently completed).

President's Updates

J. Bowman updated the committee on the Campbell River campus' forthcoming celebrations, noting an information night and open house on November 7 and an official ribbon-cutting event tentatively scheduled for early 2020.

J. Bowman reported on progress made on the Plan20-25 process and the plan's relationship with the College's operations and other multi-year plans. The committee discussed possible ways of capturing and measuring how the Board will be performing against goals to be set within the strategic plan. J. Bowman assured that aside from using the environmental scan and other relevant documents, key performance indicators will be designed to record each the College's progress, including the Board's, towards achieving outcomes.

Board Business Updates

The committee discussed this year's Board retreat to be held in the Comox Valley region. On advice of J. Murphy, J. Bowman will consider hiring an external retreat facilitator, possibly Cygnus Management in order to build on the recently concluded 2019 annual Board evaluation that Cygnus conducted.

The committee also briefly discussed the Executive Committee meeting schedule and agenda items for the Board meeting of September 26, 2019 to be held at the Campbell River campus.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
June 13, 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**
2.3 Governance and HR Committee Report

September 12, 2019

Members of the Governance and Human Resources (GHR) Committee met on Thursday, September 12, 2019 with Jane Atherton (chair), Danielle Hoogland, John Bowman and Rachel Reid in attendance. Board Chair Jane Murphy joined the meeting. Scott Borland of Cygnus Management Consultants also joined the meeting for discussions on the Board evaluation results and planning for the Board retreat.

2019 Board Evaluation Results Summary

J. Bowman informed the committee that Cygnus Management Consultants had been engaged in discussions to facilitate the upcoming Board retreat, following completion of the Board evaluation the results of which will assist the Board in developing their own action plans.

S. Borland summarized the results of the evaluation:

- All of the Board Members (100%) participated in the individual interviews and only 16 (89%) participated in the online survey;
- The online survey had eight key areas while the one-on-one phone interviews used a framework consisting of four major questions;
- Five positive common themes (what's working well) and four themes on improvement (what could be improved) were identified during the interviews;
- Over all, the results are strong with a few clear and actionable areas for improvement.

S. Borland advised the Board to leverage identified strengths, pick a couple of improvements to work on in the next 12 months and avoid the tendency to set unrealistic goals. J. Murphy asked clarification around enhancing diversity in board membership and engagement. S. Borland noted that common themes around the need to have diversity in the Board especially around gender and ethnicity were identified, and while community representation was a positive common theme, employer representation was also identified as an area for improvement. J. Bowman added that achieving a perfect representation among Board Members is always a challenge since appointees are determined by the Ministry. S. Borland concluded that working towards improving how the Board operates is a joint exercise between Board and senior management.

Annual Board Retreat

The committee reiterated the need for basic orientation, board education, team-building and strategic dialogue at the forthcoming retreat given that there are three newly-appointed Board

Members, two appointed Board Members who have served just over a year and the elected members will have served just a year or less in October. The need for the Board Members to understand the type of board, how it differs from other boards, understanding its role and engaging each individual Board Member were emphasized. S. Borland agreed that having an external facilitator will help in navigating challenging issues around the work of the Board. He stressed that identifying two to three major goals for board development will help manage expectations for everyone involved.

S. Borland left the meeting at 10:50 am.

The committee agreed to hold the retreat at the Mount Washington Alpine Resort. R. Reid will contact the resort to make arrangements.

NIC policies that involve the Board of Governors

J. reported that the list of policies has been forwarded to members of the Senior Leadership Team to provide recommendations/actions.

Next Meeting

The next GHR Committee meeting will be held on Thursday, November 14 at 10 am.

Adjourned: 11:01 am.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
COLLEGE HIGHLIGHTS REPORT
SEPTEMBER 2019

TRADES AND TECHNICAL PROGRAMS

Program Offerings

The faculty of Trades and Technical Programs have hit the ground running this year. The Campbell River campus kicked off September with Aircraft, Automotive, Electrical Foundation/Apprenticeship, Heavy Mechanical Foundation/Apprenticeship, and Welding Foundation/Apprenticeship, and all levels of Aquaculture programming all based out of the Dogwood campus! Under the guidance of Chef Xavier Bauby, not only are we able to offer Professional Cook Level 1, but we have introduced 2 new programs to our Culinary Arts: Culinary Business Operations Diploma and Culinary Business Operations Advanced Diploma.

At the Comox Valley campus there are 3 cohorts of Carpentry Foundation and Apprenticeship Levels 3 and 4 and one cohort of Plumbing Apprenticeship Level 2.

Port Alberni is also buzzing with a full cohort of 16 students for Joinery Foundation and Automotive Service Technician. The Welding Foundation program has 14 students and we have launched our Coastal Forest Worker Certificate program in collaboration with the Huu ay aht First Nation.

A further look into our 2019 Fall term shows no sign of programming slowing down. Additional Carpentry, Plumbing and Electrical Apprenticeship cohorts will be accommodating students seeking trades training in levels 1 thru 4.

A New Look

Over the past year the Campbell River campus has undergone extensive renovations and additions to our facility.

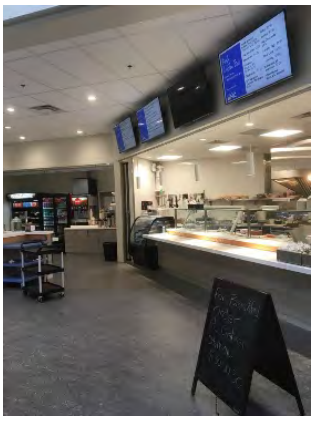
One of the biggest endeavors has been the relocation of the Heavy Mechanical and Aircraft Structural Technician programs from Vigar Road to Dogwood. The move started in June as programs were wrapping up and continued up until the end of August. It was no easy feat moving thousands of pounds of equipment but thanks to the efforts of our Director, Chris Udy, Robert Stone, Joe Fornari, Darrel Block our technicians, faculty and Facilities staff, this transition was made possible.

Aircraft Structural Technician Instructor David Nilson:

Nilson states "The new space allows us to consider larger projects than ever before. The open expanse allows for a continuous line of sight adding a valuable safety element when working in the shop area while improving student-instructor interaction and communication. With state-of-the-art ventilation, lighting, dust extraction, a ventilated paint and epoxy mixing and storage room to greatly reduce exposure to VOCs, and paint booth; all integrated to improve the safety, training and quality of the shop experience. It's an exciting way to start the program!"

New State-of-the-Art Teaching Kitchen

We are pleased to be transitioning into the new teaching kitchen, Café and Bistro. Programming is expected to have access to the full operational kitchen in October to support instruction. To lead programming Chef Xavier has returned to North Island College to lead all levels of programming while expanding our outreach across the region.



The entrance into the Campbell River Campus is now conjoined with the noticeable and exciting addition of the new Cafeteria (Café). Now located at the main entrance, this bright and modern space is both welcoming and fitting of today's college atmosphere. Whether students are grabbing a quick snack on-the-go or sitting down with one of the items from the new menu the new cafeteria has something for everyone. The space also blends into the new campus Student Commons, an area that lends itself to students for socializing, studying or cozying up by the fireplace.

Our Aquaculture Program is expanding!

Aquaculture is the fastest growing sector in the global food industry and Campbell River is the Hub of activity for Vancouver Island. North Island College intends to play a pivotal role in meeting current industry demands and anticipated projections for skilled technicians. Under the guidance of Dr. Jesse Ronquillo, NIC has developed two new aquaculture programs. In addition to Aquaculture Technician Certificate and Diploma we now offer Hatchery Operations Certificate and Shellfish Aquaculture Technician Certificate, with the first cohort of the Hatchery Operations Certificate rolling out mid to late fall 2019 in collaboration with the Homalco First Nations.

North Island College students will be studying in and demonstrating their practical skills in our new highly equipped laboratory. Consisting of both dry and wet facilities the lab consists of several major components essential to NIC's aquaculture students meeting the expectations of future employers.

Coastal Forest Worker Certificate

The Coastal Forest Worker Certificate successfully launched in Port Alberni at the beginning of September. This certificate program introduces students to the phases of forestry and forest ecology. The strong support of our Huu-ay-aht partners and the Port Alberni Community Forest provided some unique experiential learning opportunities, which included a tour of Huu-ay-aht Treaty Lands forestry operations and a visit to the Port Alberni Community Forest to learn about west coast, high elevation plant communities. Week two explores Indigenous Lands and Culture, we look forward to partnering with Huu-ay-aht Elders and Knowledge Keepers throughout the program in the study of traditional knowledge and values in resource management over time.

New Faculty Member, Karl Plautz

We have the pleasure of introducing Karl Plautz as our newest addition to the Welding/Fabrication faculty. Previously Karl was employed by Farr Fabrication in Prince George as a fabricator and shop supervisor. Prior to this he held the title of Associate Dean of Trades and Technologies at the College of New Caledonia. Karl also has 9 years of instruction under his belt teaching welding/metal fabrication. We are excited to have him join Trades and Technical programs.

OFFICE OF GLOBAL ENGAGEMENT

APAIE 2020 Vancouver

Submitted by Mark Herringer

The Asia Pacific Association for International Education (APAIE) was established in 2004 and had its first conference in 2006. The 2020 APAIE Conference will be held on this side of the Pacific for the first time in the organization's history – in Vancouver from March 22 – 26th. There will be thousands of delegates from all over the world visiting the region for the conference titled *Bridging Oceans – Internationalization and Higher Education in the Asia Pacific.* To take advantage of the thousands of institutional delegates coming to our shore, NIC is partnering with Camosun College to develop a professional development and familiarization package for our international partners (see below) with faculty and administrators at our respective institutions. This is a great way to support our 'Internationalization@Home' initiatives. Our Global Leaning Facilitator, Margaret Hearnden, is working with colleagues from the Teaching and Learning Centre with support from Office of Global Engagement (OGE) and colleagues from Camosun College to develop a learning package.

The following is a DRAFT schedule:

- Mon March 16 Camosun College
- Tues March 17 Camosun College
- Wed March 18 Travel to Courtenay –
  K'omoks Big House Visit
- Thur March 19 Liberating structures-like workshop
  Language revitalization workshop
  Social activity
- Fri March 20 Virtual classroom—ECCE—west coast classroom
  Developing Faculty Intercultural Awareness workshop
- APAIE from March 22nd – 26th

New Study Abroad Opportunities

Submitted by Mark Herringer

North Island College has strategically broadened partnerships to support student exchange; international work integrated learning; faculty exchange and development; applied research partnerships; and possible international virtual exchange opportunities. We have new agreements signed or in process in Mexico, Ireland, Belgium, France and Germany in addition to the consortial agreement when NIC joined the University Mobility in the Asia Pacific (UMAP) exchange consortium.

Some interesting opportunities that are being developed include:

- Indigenous student leadership development with Kapi'olani Community College which is part of the University of Hawaii system in Hawaii;
- International double degree (BBA/BA) opportunities for NIC's BBA students with Universite Savoie Mont Blanc in France;
- Bachelor degree completion opportunities for Culinary Business Operations students at Institute of Technology Tralee in Ireland;
- Short-term business cohort study abroad opportunity at SRH University Heidelberg, Germany;
- A potential research/exchange project in 'Genealogical Tourism' with Kyoto University of Foreign Studies and other partners; and

- Delivery of a 'To Turkey: In Search of Gods and Heroes' field school for students interested in a practical anthropology and history experience proposed for delivery in Spring 2020.

CR & CV Fall 2019 International Student Orientations

Submitted by Jennifer Barth

This year's orientations for new international students were hosted at both the Campbell River and the Comox Valley campuses. Orientation was a three-day event at each campus which began with a traditional welcome by NIC Elders in Residence, NIC President, OGE Executive Director, OGE staff, NISU representatives and international student volunteers. Other sessions included: campus tours, RCMP visit, medical insurance, academic integrity, MyNIC, Blackboard Learn, living on Vancouver Island, using the library and learning commons, working in Canada, academic advising, how to be a successful student and communication and counselling. Although intensive, the new international student orientation allows students to meet fellow students, faculty and support staff at NIC and enables a smooth transition into student life by familiarizing the supports available to them and how to access those supports.

In both regions, new students were treated to a picnic lunch at local beaches and a bus tour with the Global Engagement Liaison from each campus pointing out local recreation centers and places of worship, grocery stores, banks, medical clinics and local points of cultural interest. The Comox Valley students also enjoyed a welcome and a cultural performance by the K'umugwe Dancers at the K'omox Big House.

Campbell River welcomed a total of 23 new international students from India, Vietnam, China, Kenya, and the US.

Comox Valley welcomed a total of 66 news international students from India, Burundi, China, Egypt, Great Britain, Brazil, Japan, Belgium, Jamaica, Chile, Mexico, Vietnam, Philippines, Norway, and the US.

Port Alberni welcomed a total of four new international students from Vietnam, India, Germany, and the US. These students received one-on-one orientations with an international student advisor who visited the PA campus at the beginning of the semester.

STUDENT SERVICES AND REGISTRAR

Student Services & Supports

Submitted by Felicity Blaiklock

The iamNICe campaign was launched at Orientation. This campaign focuses on celebrating and encouraging one of the most fundamental elements of well-being: kindness. Kindness promotes the building of relationships, community and belonging. Look out for events, initiatives and activities encouraging NIC students, staff and faculty to take part in the IamNIC(e) campaign, promoting kindness to each other and ourselves.

Early Assist was 'soft' launched to coincide with the start-up of the fall semester. Early Assist is an online referral system that provides NIC faculty and staff an opportunity to identify students who may be facing academic or other challenges, and offer them timely and appropriate support and services. The earlier students are supported, the sooner we can help them get back on track for success.

This summer Assessment Services updated its presence on the NIC website to give more detailed information about placement and assessment tests, external exam invigilation and test support materials.

Catherine O'Toole is joining the counselling team in Port Alberni. Catherine will be working one day each week to allow for counselling support on the TEBO campus.

Student Affairs are offering a wide range of presentations/workshops for staff and faculty. In addition to the Supporting Student in Distress workshop (seen by over 100 faculty and staff across all campuses), we are offering workshops including How to Use Early Assist, Student Case Management and Sexual Conduct (consent and bystander education).

This fall, Student Affairs and Human Resources will be inviting members of the College community to join a new Mental Health and Well-being Working Group. The goal of this group will be to develop a strategy for promoting positive mental health for students and employees.

NORTH ISLAND STUDENTS' UNION

Organizational Changes

Over the summer and as a reflection of the changing student dynamics, NISU took the time to reorganize its staff structure.

Currently, the Executive Director role is filled by Andrew Dalton, who provides NISU with five hours of support a week and is enjoying his 3rd academic start with NISU. Andrew is also full time Executive Director at Douglas College Students' Union.

A new position, Organiser – College Relations has been created, to focus on liaising with the College on committee work and more. This position also works to build membership awareness and implement campaigns, assists with social and political events and provide consistency for NISU's services and advocacy. This position is filled by Carissa Wilson, who uses pronouns she/her and is enjoying her 5th academic term start with NISU. Carissa manages the extended health and dental plan for students and works on all NISU campuses. She can be reached at info@nisu.ca and healthanddental@nisu.ca.

A parallel role has been created, Organiser – Events. This position focuses on building membership awareness with a focus on events. This position manages the media presence of the Union and is filled by NIC alumni, Taryn Goodwin. Taryn prefers pronouns she/her and will be working on the Comox Valley and Campbell River campuses. Taryn can be reached at events@nisu.ca and goodwin@nisu.ca.

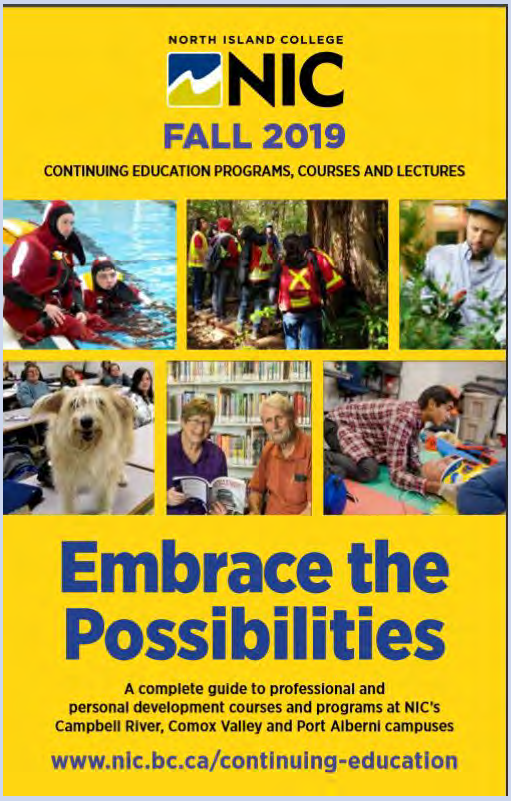
Board of Governors Report

September 2019

REGIONAL HIGHLIGHTS

The completion and circulation of the Fall 2019 integrated Continuing Education Guide marks the launch of our new semester of CET offerings. It showcases a broad range of regionally-relevant CET courses and education programs, accessible from our four NIC campuses and centres. You can read about these offerings in the enclosed campus highlights, as well as learn more about the exciting in-community, partnership projects underway (and stay tuned for future updates on how CET is supporting Food Hub regional-economic developments in both Alberni-Clayoquot and Comox Valley).

What you will not find in these profiles are the people behind-the-scenes – the capable and creative Regional Training Officers who are responsible for planning, implementing, and monitoring this new slate of CET activity. By way of introduction, brief bio-sketches are included for CET's five, Regional Training Officers – those who breathe life into our mandate for providing equitable student access, supported learning pathways, and efficient workforce transitions for community members across our four major regions.



Continuing Education's Bi-annual Course Guide Returns – Brighter & Sleeker than Ever!

Starting this fall, NIC Continuing Education is returning to its roots – producing and distributing two comprehensive course guides each academic year - covering events, lectures, courses, and programs offered at all three of its main campuses, and beyond. The redesigned, sleek, full-colour guide is being distributed through regional newspapers in Campbell River, Comox Valley, and Port Alberni. The guide includes newly streamlined program weblinks - making it easier than ever for prospective students to connect with the many relevant and responsive programs NIC has to offer across the region.

Campus Highlights from our Training Officers...

Comox Valley Campus

Animal Care Aide Certificate Program

The Animal Care Aide Program is starting the 2019-2020 academic year with another cohort completely full - well in advance of its October start date. Students will enjoy various program enhancements, including improved courseware packages, and a new online outreach program that seeks to strengthen engagement between new and prospective students with local animal shelters, clinics, and vet hospitals. At the same time, the program is already focusing on its 2020-2021 promotion, having scheduled its next info-session for Wednesday, March 4, 2020.

Market Gardener Program

This innovative and successful community farming program is expanding from NIC Port Alberni to the Comox Valley starting in early 2020. The Market Gardener program is designed to familiarize students with the main theories, concepts and practices of organic market garden agriculture. Learning components include modules in greenhouse propagation, soil and plant science, weed and pest control and irrigation technologies. Participants will also develop business management skills, marketing skills, as well as crop planning and budgeting. A special info-session is scheduled for Tuesday, Oct 29, 2019 at the Comox Valley campus to outline the details of the next program, scheduled to begin classes in late February, 2020.

Craft Brewing and Malting Program

This program will prepare students for a career in the exciting and growing Craft Brewing industry or provide training for students to start their own successful craft brewery. Core course components include brewing equipment operations, malting fundamentals, the biology and chemistry of brewing, recipe development and business planning and management. More details on information sessions, tuition, and program dates will be announced shortly.

Activity Assistant Certificate Program

The Activity Assistant Certificate Program begins its intensive training and practicums in early September, with all student spaces filled. This year's cohort has attracted students from as far as Victoria through to Campbell River. They will also enjoy enhanced courseware packages and expanded room space for activities and new learning projects. The program is also exploring a possible expansion of its available practicum placements for future years.

First Aid Training

First aid programming continued at a steady pace over the summer including four CPR Basic Life Support courses for our Health Care programs. The programs are offered all over the island and at all of our campuses.

The fall will be very busy with training for our students in the trades, health care, early childhood education and other NIC program areas. Our open community programming and community contracts gearing up quickly as well. We are offering another Mental Health First Aid course and a Psychological First Aid course in the fall term.

General Interest Programming - Comox Valley Campus

There is an exciting mix of new and returning general interest programs for the fall at CV Campus.

The new courses include Mortgage 101, Public Speaking, Test Success Using Self-Hypnosis, Art of Living Happily and a Clay - Wheel-throwing Fundamental & Beyond course to compliment our returning popular Intro to Clay course.

Back by popular demand are a compliment of acrylic and watercolour painting, basic & intermediate digital photography, permaculture, drawing and Spanish conversation for beginners.

Campbell River Campus

Wildfire Crew Member Training

The Community Workforce Response Grant (CWRG) RFP from the Ministry of Advanced Education is expected to be receiving community based submissions soon. NIC will again work in partenership with Strategic Resource Management to submit a Wildfire training proposal for Spring 2020,

ElderCollege – Campbell River

During its 15th anniversary year, ElderCollege will be offering close to 30 dynamic courses and workshops this fall in addition to a very special event to mark and celebrate the 15-year milestone. On September 12th, Campbell River Elder College will host Isobel MacKenize, Senior's Advocate for an afternoon of lively discussion. Presenters include Randall Heidt, Vice President, Strategic Initiatives, Kathleen Haggith, Dean of Health and Human Services, and Bob Haugen, CE Manager, Contract & Training Services. Twenty two students from the Nursing program will also be in attendance.

Hospital Unit Clerk

The Hospital Unit Clerk Certificate Program begins the Fall 2019 term, with all student spaces filled and a healthy waitlist. This is a very diverse cohort with students spanning the generations from recent high school graduates to students on their 2nd or 3rd careers.

Pathways to Carpentry – Kyuquot / Gold River

An exciting partnership with NIC, the Nuu-chah-nulth Tribal Council (NTC) and ITA is currently being negotiated and will include the delivery of trades discovery training for the Kyuquot Bighouse Project. This in-community training is will begin on September 17th in Kyuquot with 12 first nation students. Plans to offer the same program this Fall in Gold River is under development.

Captain Romanov lights the fire pan, as part of his training, in preparation for running an exercise where students learn to use firefighting equipment in the Domestic Vessel Safety course.

Marine Training

Marine training is dealing with some change this Fall, as we have welcomed Captain Andrei Romanov onto the team as a new Marine Instructor. Captain Romanov's experience with BC Ferries (he is currently the Captain of the Salish Orca) is a great addition to the team.
It is with regret that we say goodbye to our Lead Instructor, Jock Palmer, retire soon after years of teaching and dedication to students.

September has started off with contract training in Bella Bella with the Mid Coast First Nations Training Society, where our instructor Clive Quigley will be offering two weeks' of marine safety courses. We will also offer two of the higher level courses, Ship Construction and Stability 3 and Master Limited/Fishing Master IV.

The time has come for us to consider replacing our marine training van. We look forward to supporting our students and instructors with more reliable vehicle transport soon.

Port Alberni Campus

Prep Cook Certificate Program

CET is working with the Trades & Technical Programs faculty to coordinate a Prep Cook Certificate program at the Port Alberni campus starting Sept 30th. This program is designed as an entry-level pathway into the food services industry, and will also provide a solid foundation for students continuing on to NIC's Professional Cook program. Currently we are actively recruiting for the program, preparing for interviews and program enrollment.

Our Regional Training Officers

Susan Murray
Comox Valley Campus

Susan has a varied employment background: she working as an Office Manager for two GP's, Export Clerk for Hapag Lloyd Container ships to the Information / Marketing Coordinator at the Military Family Resource Centre for 7 years. She has been with NIC for ten years with responsibility for a variety of CE program areas. Her current portfolio includes First Aid & Safety Training for all locations including contract training. She manages the General Interest programming on the Comox Valley campus. Susan was responsible for bringing the Mental Health First Aid program to NIC at a very pivotal time. She is also the very proud mother of two smart, strong and kind grown sons, Greg & John.

Julian Benedict
Comox Valley Campus

Julian has been with CE for just under a year, and is responsible for coordinating the programmatic needs of Comox Valley ElderCollege, the Activity Assistant Certificate Program, the Animal Care Aide Program, as well as developing the unit's bi-annual course guides, and the department's wider digital outreach strategy. He is currently developing a new offering called the Craft Beer and Malting Program with the CE Manager, Bob Haugen. Julian has a Masters in Liberal Studies and a BA in History with Honours, and is a former program coordinator from Simon Fraser University.

Leanne Moore
Port Alberni Campus

Leanne Moore has been a Regional Continuing Education & Training Officer at the Port Alberni Campus for the last 19 years. She is responsible for contract training, Continuing Education and ElderCollege programming at the Port Alberni campus, as well as in-community programming in the west coast region. Leanne thrives on supporting students in reaching their educational and training goals.

Suzanne Jolly
Campbell River Campus

Suzanne Jolly oversees the Marine Training and Metal Jewellery Design programs and also some part-time and general interest programs. She started her full-time work with CET in 2018. She holds a graduate degree in Education from the University of Vermont (Higher Education Administration and Student Affairs Administration), and a Bachelor of Arts degree from Simon Fraser University (Communications). Currently, Suzanne is excited to be navigating new partnerships with the local arts community to enhance the curriculum of the Northwest Coast First Nations Art & Engraving course for the Metal Jewellery Design program.

Sandy Rose
Campbell River Campus

With a background in health administration, training in nursing and over a decade of work at the JIBC, Sandy joined NIC two years ago. She oversees a variety of programs offered in various communities of northern Vancouver Island including, CR ElderCollege, Hospital Unit Clerk, Coastal Log-Scaling, Wildfire Training, part-time vocational courses and a number of special projects which involve in-community programs that are sponsored by Aboriginal communities or Provincial or Federal government funding. Currently Sandy is working on the Kyuquot Pathways to Carpentry program, which is inspired by the Kyuquot Bighouse Cultural Centre Project.

Campus Wide Orientation Summary – Fall 2019

CAMPBELL RIVER

Event Coordinator:	Renae Roles, Student Recruiter

Campbell River was blessed with sunny weather as we welcomed approximately 220 new and returning students to the Campbell River Orientation on Tuesday, September 3rd, a 16% attendance increase from last year. Both domestic and international students attended the orientation.

We started the day at the Gathering Place with breakfast and drumming by our Aboriginal Elder, Daryle Mills. At the Official Welcome, students were introduced to Cheryl O'Connell, Sarah Deagle, our new counsellor Elena Richmond, Carissa Wilson from NISU, Campbell River faculty, and June Johnson, our other Aboriginal Elder who facilitated the territory acknowledgement.

After the Official Welcome, students were divided into their program areas and had a campus tour which was led by Student Services staff and supported by faculty. Grouping students together based on their program provided an additional opportunity for students to meet each other and their faculty members. The campus tour highlighted all the new spaces from the Campbell River renovation including the new trades shops and Student Commons. Afterwards, students headed to their Program Introductions with their faculty.

One major change from last year's event was that the orientation day workshops were removed from the schedule. It was decided that the emphasis of orientation day should be to help facilitate connection between students, staff, and faculty. Secondly, students receive an enormous about of information the first day/week of school and the additional information presented in the workshops could be overwhelming. As an alternative, various workshops throughout the month of September have been scheduled and a pamphlet of these is available to students.

During the afternoon, students had a pizza lunch and got to explore our Marketplace which hosted 29 community organizations and businesses. The goal of the Marketplace was to connect students with local services and opportunities to help support their transition, community engagement, and overall success. Additionally, one major aspect of this year's orientation was the launch of the "I am NICe" campaign promoting mental health on campus.

Overall, the feedback that we have received so far from students, faculty and staff was that the event was a huge success! An Orientation Student Survey was sent out to all Campbell River students on Sept 4th and we are accepting responses until September 24th. Currently we have had 72 survey responses for Campbell River (of which 61% were new students). When asked overall how they would rate the event, 34% of students responded "excellent", 41% responded "very good", 18% responded "good", and just 8% responded either "fair" or "poor". According to the student survey responses, the highlights of the day were the opportunities to connect with faculty and other students, the Marketplace, and the chance for students to orientate themselves to the campus and explore the newly renovated spaces.

> *"The Marketplace was really cool because we got to talk to a bunch of different groups of people/organizations and attained a ton of information and resources" – New Student*
>
> *"I really enjoyed the introductions and getting to understand my college in all of its different forms" – New Student*
>
> *"Having the instructors give us tips as new students and was a very positive experience" – New Student*
>
> *"I enjoyed the quick, but helpful activities. I appreciated not having to sit for hours listening, versus walking around and exploring campus with faculty" – New Student*
>
> *"The lunchtime in the commons was nice as it gave an opportunity to talk to other students and faculty. Very much appreciated the swag as it all helps out" – New Student*

Next year we plan continue to emphasize community and increase student engagement through more activities. To help facilitate this, we hope to recruit more student volunteers and 3-4 Campus Life Ambassadors (previously known as Student Ambassadors). We would like to increase the number of volunteer faculty and staff; however, the busy time of year does make this a bit challenging.

COMOX VALLEY

Event Coordinator:	Danielle Hoogland, Student Recruiter

Approximately 400 new students attended Orientation Day 2019 at the Comox Valley campus on Sept. 3rd. The day began with a welcome in front of Discovery Hall. Elder Fernanda Pare welcomed students to both the college and the traditional territory of the K'omoks First Nation. This set the tone for a sincere and heartfelt welcome by NIC President John Bowman. Counsellor Amy Rowes gave important tips for surviving September and also introduced the IamNICe campaign. Danielle Hoogland emceed the welcome event and bannock was offered to all 200 students who attended the welcome session.

After the welcome, students were guided by faculty and student leaders to their program introductions. Following the introductions, students returned to the Marketplace to connect with NIC and community resources. Eighteen community organizations and seven NIC departments participated in the Marketplace. Students also had a chance to win some great prizes by spinning the prize wheel. In the afternoon, students had the option of attending a BlackBoard Learn workshop, play games such as giant jenga, tic tac toe or corn hole toss, or participate in a more in-depth campus tour led by student leaders. Approximately 50 students participated in the campus tours.

McDonalds offered coffee, tea, and cookies all day from 7:30am to 1:30pm and approximately 130 extra large pizzas were served by NIC faculty and staff for lunch.

Feedback has been very positive from faculty and staff, students and Marketplace vendors. From the 157 students who completed the survey thus far (survey is open until Sept. 24th), over 82% thought the event was "very good" or "excellent", 13% thought that the event was "good" and 5% thought the event was "fair". Because of Discovery Hall renovations, the event moved back to the front of the campus which created a vibrant and festive atmosphere. According to the student survey responses, the highlights of their day were the warm welcome, program introductions, the Marketplace, the campus tours and the bannock, pizza and coffee.

> *"Overall, I thought orientation day was brilliant. The amount of support and recognition from many companies and parts of the college was tremendous. Becoming aware of the support available for new students was wonderful. The campus tour was also very resourceful, giving a strong tour of the campus and where classrooms were. The food, entertainment, and welcoming ceremony were all inviting and fun. The staff were engaging and provided thoughtful information. Next year, it would be wonderful to see more speakers offering the supports offered on the campus. For me, personally, it was the highlight of orientation day." - New student*

> *"I think overall it was fun, concise and informative. The "Welcome" portion was warm and welcoming, for someone with severe anxiety it gave me some confidence I'd be safe on campus. The "program Introductions" seemed easy to find and follow, all the teachers were helpful and kind. The "Marketplace" was most certainly the highlight of the day - I even won a hat. I didn't partake in any pizza but was impressed by the variety of options overall for students with different needs and tastes. I think my only note was that the DJ seemed out of place? maybe karaoke or just some speakers with an iPod shuffling music would've felt more suited. I'm glad I chose North Island College." - New student*

Fine Art
Interactive Media Design

PORT ALBERNI

Event Coordinator:	Jessie Broekhuizen, Administrative Events & Operational Liaison

Orientation week at PA Campus kicked off on Tuesday September 3rd with a day dedicated to prepare students for the year. The day included program introductions, workshops and McDonald's tasty smoothies. The main event BBQ took place on Thursday September 5th. The students enjoyed visiting over 20 community members in the Marketplace, upbeat music, awesome prizes and a hamburger lunch grilled by the Alberni Valley Lions Club. Orientation week was a successful launch to the semester!

> *"Everything was awesome, speechless. That was my first experience with college and orientation and specially the staff is excellent, there's nothing to improve. I felt calm, relaxed, comfortable and the special part I love is the staff. They made me feel special...thanks for making my day and orientation awesome' – New Student*

> *"Everything was perfect, no need to do anything, staff is awesome, friendly, caring and sharing. I loved the orientation" – New Student*

MIXALAKWILA

Event Coordinator:	**Sarah Deagle, Assistant Registrar Enrollment Services & Advising, Student Services**

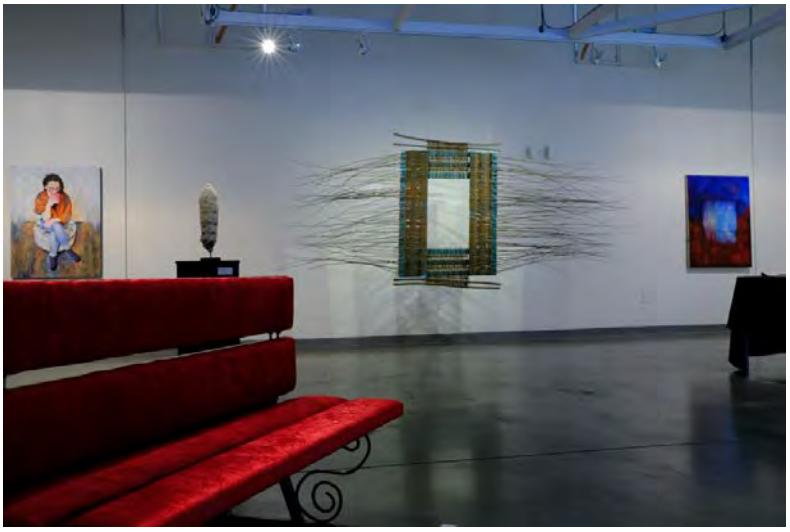
Orientation in Port Hardy follows the other campus events and is planned for Tuesday, September 17 from 11:30-2:30pm. There are workshops scheduled on the Library & Learning Commons and Student Technical Services as well as information tables on NIC services and community partners. We are particularly excited to be launching the Aboriginal Scholars program at this campus this fall, in part thanks to the financial support of the Royal Bank. Up to 60 students are anticipated in programs that include ABE, Tourism & Hospitality, ECCE certificate and diploma. Activities are planned for the afternoon, one of which builds on the recently launched “I am NICe” campaign, promoting student well-being. A number of NIC staff “from away” are expected to join in the fun, supporting the local staff including the new regional manager, Donna Merry, who will experience her first NIC Orientation

NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor

NIC Student Jason Thompson shows his work at the IMG Showcase April 2019

IMG SHOWCASE APRIL 2019: *Interactive Media Graduates featured their capstone portfolio projects to the public. This well attended event allowed the students to show off their skills in graphic design and computer programming for mobile apps and the web. The graduates designed and developed a website to share their work, www.interactivemedia.show.*



Looking IN Looking OUT Fine Arts Diploma Year End Exhibition Shadbolt Studios May 2019

***Looking IN Looking OUT Exhibition*:** For the year-end exhibition the second-year students of the Fine Art Diploma showcased their work to the public. It was a great opportunity for the students to show their skills in the mediums of printmaking, video, painting, drawing, digital media, ceramics, photography and sculpture.

NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor

Ceramic Artist, Rachel Grenon and Studio Assistants, Spencer Sheenan-Kalina and James Kormansek

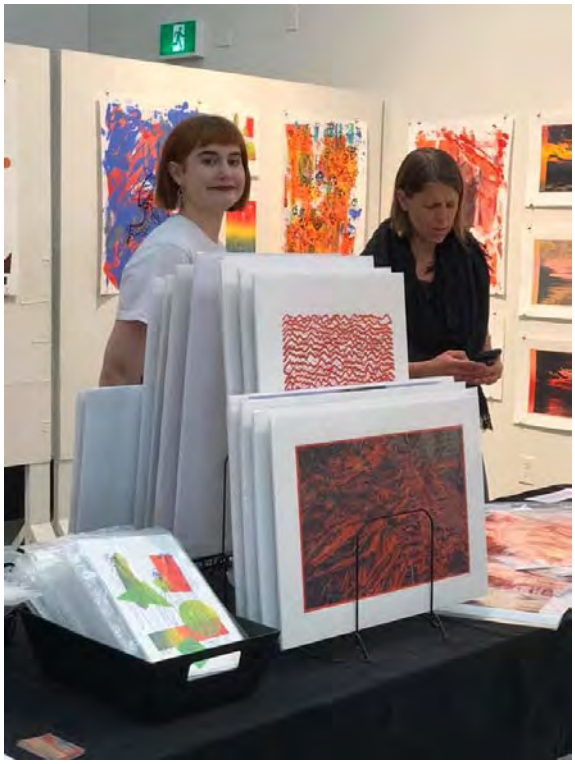
Creative Residency Program Partnership: For May + June Ceramic Artist, Rachel Grenon, developed a body of work in the NIC School of Fine Art + Design Studios. This project was a collaborative partnership with Comox Valley Art Gallery (CVAG) Creative Residency Program and McLoughlin Gardens Society Artist Residence. CVAG hired Studio Assistants to support Grenon in her studio work, providing the two of the NIC Fine Art Diploma students with a valuable work experience. Grenon participated with NIC Artist Talks series, this event was free and open to the public.

Sculptor, Beth Cavener

Three-day Interactive Workshop Beth Cavener: In May NIC School of Fine Art + Design collaborated with Comox Valley Potters Club, to host internationally acclaimed ceramic sculptor, **Beth Cavener**, for a three day interactive demonstration workshop held at the Shadbolt Studios, there were over 60 participants from across the province and Alberta and the US. Two NIC Fine Diploma students were granted scholarships (free admission) to the workshop: Jewel Sugden and Patrick Mackie.

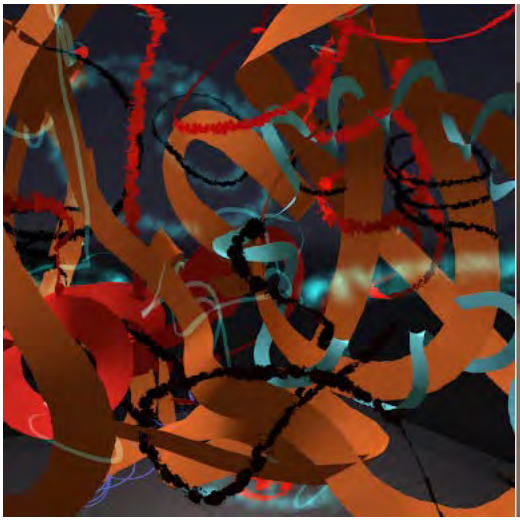
NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor



Fine Art Student Gabrielle Moore-Pratt featuring her artwork at the CV Art Tour

Fine Art Diploma Students participate in the CV Arts Studio Tour: In May, the Comox Valley Arts Council organizes an annual Central Island Studio Tour that features the studio spaces of 150 artists and artist groups in our region. Six Fine Art Diploma students set up their artwork in the Shadbolt Studios and be a part of the tour. This great event brings the community to the NIC campus and gives the students an opportunity to showcase and sell their work, and connect with the community about their art practice.



Virtual Reality Workshop, faculty participant: Sara Vipond

***Virtual Reality as an Artistic Tool Workshop**: In June SFAD faculty attained NICFA Group PD funding for a Virutal Reality workshop to explore VR software Tilt Brush that allows the creator to paint in a 3D space and how to create stills, videos of our work. There were 11 participants for the event. A new valuable tool to share with the students.*

NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor

Lewis Centre Satellite Gallery: NIC School of Fine Art + Design has a satellite gallery at the Lewis Recreation Center, this valuable show space diplays the creative arts to a wide demographic of our community, the exhibitions rotate twice a year. The current show features IMG Graduate work and paintings by Fine Art Diploma student, Kelly Wilson.

Lewis Centre Satellite Gallery featuring IMG Students' work and Fine Art Student Kelly Wilson's paintings

Art Exploration Camp: For two weeks in August NIC School of Fine Art + Design collaborates with Courtenay Recreation to host the Art Exploration Camps in the Shadbolt and Raven Hall Studios. It is an opportunity to connect the young aspiring artists of our comuunity to the NIC Studio facilities. The first week camp is CREATIVE KIDS (8 - 11 years), the second week camp is YOUNG ARTISTS (12 - 16 years) the camps are dedicated to providing a stimulating arts education for young people in the Comox Valley - mediums of exploration: ceramics, painting, drawing, printmaking, sculpting, creative processes, and photography. The Camp Coordinator, TaraLee Houston is an Fine Art Diploma Alumni.

Art Exploration Camp: Collaborative Project with Courtenay Recreation + NIC School of Fine Art + Design

NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor

Karley Bracey, Bracey Photography, NIC Pro Photo Alumni

Professional Photography Program Launched Sept 2019: Over the past three years NIC School of Fine Art + Design been developing and revisioning the Professional Photography Program. We have successfully relaunched this program welcoming a full cohort of 13 students to the 10-month intensive program. SFAD welcomes new Program Coordinator Dirk Erkau and five new instructors.

Interactive Media facilitates a GitHub: Version Control Workshop open to the community

Version Control GitHub Workshop: NIC Interactive Media Program attained NICFA Group PD to facilitate a one-day workshop featuring GitHub, this software is utilized to implement version control to keep track of coding changes. The workshop was open to NIC faculty, student and the Comox Valley Community.

Riipen

where students + companies meet

Interactive Media Faculty, CARTI, Work Integrated Education + NIC Foundation attain funding for Riipen Platform

NIC has been awarded a $15 000 RBC Capacity Grant for the project 'Enhancing community engagement and experiential learning opportunities at North Island College". The Riipen platform supports work integrated learning by pairing real-world industry projects with students in the classroom. Interactive Media will be the test ground for this exciting new opportunity, integrating the platform into selected courses beginning Winter 2020. This funding application was a collaborative project by *Interactive Media Faculty, CARTI, Work Integrated Education + NIC Foundation.*

NIC School of Fine Art + Design (SFAD)

Update on Spring + Summer Activities 2019 for NIC Board of Governor

Interactive Media Program + Code Core College Agreement=

NIC and CodeCore College sign Agreement: NIC and CodeCore have identified an opportunity in the admission of graduates of the Web Application Development Diploma at CodeCore into the Advanced Diploma in the Advanced Communication and Interactive Design at NIC.

Gordon Hutchens work at CVAG exhibition 'Hold Being Held'

Comox Valley Art Gallery Exhibition: *Hold being Held (June 27 – Sept 7)*: this exhibition features clay and time based work of seven artists. The artists include NIC Ceramic Instructor, Gordon Hutchens; Professor Emeritus, Alan Burgess; Fine Art Alumni and Student, Bobbi Denton and D Gillian Turner.

Hold Being Held began as two pathways of inquiry; an exploration of the concept of container/contained and a curiosity around contemporary ritual vessels. The form of the convergent program began to reveal itself as a gesture – the practice of holding and being held. Specific focus evolved through interactions and conversations with seven contemporary artists working traditionally and experimentally across disciplines: Rachel Grenon / Samantha Dickie / Alan Burgess / Gordon Hutchens / Jeff Brett / Bobbi Denton / D Gillian Turner. We observed resonances in their work; each have a committed studio practice, sharing in a common experience of materiality – that of working with clay.

UPCOMING EVENTS:

Aerial Botanical by Fiona Ackerman (2019)

Upcoming Artist Talk Fiona Ackerman Sept 26 6-7pm: Acclaimed Vancouver-based painter Fiona Ackerman will join NIC as the first presenter in 2019 Artist Talk Series. Ackerman was longlisted for the Sobey Prize in 2015 and received an honourable mention for the Kingston Prize for Canadian Portraiture in 2009. Her next exhibition opens at Oeno Gallery in Prince Edward County in Ontario on Nov. 16

Ackerman will speak about her art practice Thursday September 26th 6-7 pm at the Stan Hagen Theatre on the Comox Valley campus. The NIC Artist Talk Series is funded by the Common PD. The series offers 6-8 talks per academic year. Admission is free and everyone is welcome.

NORTH ISLAND COLLEGE
NIC
ABORIGINAL EDUCATION

ABORIGINAL EDUCATION NEWSLETTER

Fall 2019

NIC HOLDS CULTURAL DAY OF SHARING

As an action of the Truth & Reconciliation talks at NIC's Comox Valley campus, a day of cultural learning was held at the K'ómoks First Nation Big House.

"We heard from NIC faculty and staff that there was a strong desire to learn more about local Indigenous knowledge," said Kelly Shopland, NIC director of Aboriginal Education.

The day began with a keynote speech by hereditary chief, Wedlidi Speck, followed by breakout groups which rotated around six stations to learn from local Elders on topics including traditional plant medicines, local history and rights of passage.

The day made a profound impact on the participants.

"It's hard to put the experience into words, but I would say – inclusive, respectful and safe – my heart healed," said Barb Goddard, NIC facilities technician.

One of the goals of the day was also to encourage staff to incorporate the Truth & Reconciliation recommendations into their daily lives.

"Sometimes small changes add up to make the largest impact," said Shopland. "Whether it's creating space in meetings to discuss reconciliation, reaching out to Elders when you have a question or just being mindful of reconciliation as you do your work - that's part of how we live truth and reconciliation and make it part of who we are as individuals as well as, as an institution."

A video was also produced of the day: youtu.be/wuOruVyEXDY.

NIC staff learn about traditional west coast medicines from Elder in Residence June Johnson.

Introduction

Kelly Shopland, Director Aboriginal Education

Gilakas'la,

As September arrives we welcome new and returning students to our campuses and learning centre – you can feel the energy and excitement in the air as the new academic year gets underway.

Numerous services and supports are available to students here at NIC, including special events, workshops and connection opportunities to provide help, assistance and support. I encourage all students to take advantage of these opportunities. We are here to support you in your success.

One program we are excited about this fall is Aboriginal Scholars. This program was piloted in the Comox Valley and is now being rolled out across all NIC campuses.

As we plan out the coming academic year, please share with us events, initiatives and stories of work being done in departments and classrooms throughout NIC. Indigenization and reconciliation is something we all take part in, through both big and small steps. It is something we live at NIC and we encourage you to share the hard work being done by our students, faculty and staff throughout the year.

Please send information on stories and events to: ab.ed@nic.bc.ca

NORTH ISLAND COLLEGE
NIC
ABORIGINAL EDUCATION

ABORIGINAL EDUCATION NEWSLETTER

Fall 2019

PROGRAMS AND COURSES HIGHLIGHT

NIC expanding Aboriginal Scholars Program

NIC's Aboriginal Scholars program is a culturally relevant, holistic program which began as a pilot project at the Comox Valley campus.

Based on the concept of the medicine wheel, the Aboriginal Scholars program aims to help students find balance in all aspects of their lives.

"Students work with an Aboriginal educational advisor to create an achievement plan, based on their individual needs," said Sarah Lawrence, NIC Aboriginal education advisor and program coordinator. "The goals can be academic, spiritual, emotional and physical – it's about helping students gain the skills they need to be successful."

NIC Human Services diploma alumni David Dawson took part in the Aboriginal Scholars program throughout his time at NIC.

"It helped to connect me to support services across NIC," said Dawson. "Being able to connect with my advisor and having a safe space to go when I needed support made a big difference for me. I'm so grateful to Sarah for helping me set goals and figure out where I wanted to go and what I wanted to do."

The program will run through the fall and winter terms at NIC campuses in Campbell River, Comox Valley, Port Alberni and Port Hardy. Students can apply for one term or the entire year. At the end of each term, successful students will earn a $250 scholarship.

Interested students can contact Sarah at sarah.lawrence@nic.bc.ca.

For more information on NIC's Aboriginal Education programs and courses, visit www.nic.bc.ca/aboriginal-education.

NIC Human Services diploma graduate David Dawson took part in the Aboriginal Scholars pilot project in the Comox Valley. The program is being expanded to all campuses, starting this fall.

Inspired by Cindy Blackstock's keynote at the National ECEBC conference in mid-April, NIC ECCE faculty and students took up the invitation to take part in reconciliation by participating in the First Nations Child and Family Caring Society's Bear Witness event on May 10th.

NIC Elder Darryl Mills joined the class to share culture and the history of the impact of residential schools and colonization. Students then prepared curriculum to share with 50 children and their educators at the Beaufort Children's Centre.

NORTH ISLAND COLLEGE
NIC
ABORIGINAL EDUCATION

ABORIGINAL EDUCATION NEWSLETTER

Fall 2019

MEET NIC'S ELDERS IN RESIDENCE

Elders in Residence are an important part of NIC's college community. They support Aboriginal students enrolled in courses and programs at the college and act as liaisons with First Nations communities. They're also available to staff and students interested in Aboriginal culture or in need of guidance.

Daryle is of Cree, Dene, Stoney and Irish heritage. He participates in local cultural events and activities, where he shares his cultural background and Cree and Lakota teachings.

Daryle Mills

Why did you decide to apply to be an Elder in Residence?

The role was presented to me by some community members. I thought it was a great thing that NIC was incorporating knowledge keepers as part of its institution. I am in full support of that. I had been a visitor to classes already over the years and decide I would apply.

I am very humbled and honoured to have been chosen to fill this role and am grateful to be able to lend cultural support and knowledge to the NIC community.

What does an Elder in Residence do?

We provide a welcoming and safe environment for our students at the student lounge, where we schedule and deliver workshops/guest speakers and food.

In my role I get asked to attend welcoming and events with students and faculty, alongside our other esteemed Elder June Johnson. June is local here and from the Laichwiltach Nations so I like to defer the welcoming to her first as I am from the prairies. I do drum and sing as I am a traditional singer and we carry many songs for many occasions - most for ceremony and blessings. Smudging and Inipi (Sweat Lodge) ceremony, and the teaching of the Chanupa (Sacred Pipe) is another responsibility I have to share. I get many requests to share about the ceremonies and teachings of Cree and Nakota culture. The medicine wheel workshop and healing circles are a common activity I provide as a cultural safe way to learn from each other. I respect that diversity is honoured here by the NIC for all nations.

In the role of Elders, we also have the privilege to provide input into curriculum and future plans for the college.

I'm looking forward to the new year and meeting new students and staff. I hope to continue to lend to the growth and reconciliation commitments that NIC has made.

Upcoming Events

Orange Shirt Day – September 30

Orange Shirt Day: Every Child Matters recognizes the on-going impact of residential schools on Indigenous children, families and communities. It is also an opportunity for all communities to come together in the spirit of reconciliation and hope. Events will be taking place at each NIC campus, including Elders and Advisors handing out Orange Shirt Day buttons.

Sisters in Spirit Vigils - Oct 4

Native Women's Association of Canada holds annual vigils to raise awareness of the violence experienced by Indigenous women and girls in Canada. The vigils are held October 4, which is also the National Day of Action for Missing and Murdered Indigenous Women. Watch for events in your community marking this important day.

Secret Path Week – October 17 – 22

The Gord Downie & Chanie Wenjack Fund holds an annual event Oct 17 – 22, calling on Canadians to use the week to answer Gord Downie's call to create a reconciliACTION. Learn more at downiewenjack.ca/our-work/secret-path-week/ and share your reconciliACTION on social media #SecretPathWeek #ReconciliACTION #DoSomething.

Do you have an upcoming event?
Email: ab.ed@nic.bc.ca

NORTH ISLAND COLLEGE
NIC
ABORIGINAL EDUCATION

ABORIGINAL EDUCATION NEWSLETTER

Fall 2019

MEET NIC'S ABORIGINAL ADVISORS

NIC's Aboriginal Educational Advisors are available to help students with education planning, career goals and funding sources

Luke George - Port Alberni campus

Why did you become an advisor?

I didn't have access to Aboriginal advising when I went through school and I found when I spoke to the regular advisors, it was very rushed and business-like. I wanted to provide support for students but do it in a friendlier way. I also wanted to help connect NIC to the community and the community to NIC. I've found that a lot of people will approach me when I'm out in the community and ask for information. It's great to be the person to help connect them to the college and encourage them to come to NIC.

What services and supports do you offer for students?

I provide a wide variety of services and supports for students – everything from helping with funding, sending in progress reports to funder, helping students with their timetables and selecting classes, financial aid through the emergency fund. It's really about providing the support and guidance to help students through the processes of the college.

One of the most rewarding parts of the job though, is to be able to offer advice. Students like to just plunk down in the chair and talk. If it's something really serious, I can direct them to counsellors or other supports, but my grandmother told me you always have to have that person pushing you. She was always pushing me. I always tell people, if you don't have someone pushing you to get you through, I'll be that person.

I'm really looking forward to welcoming the students back this fall. I always tell them to stop by and say hello.

Supports for students

NIC offers a variety of supports and services to students to help you on your educational journey.

Aboriginal Student Lounges

NIC's Aboriginal student lounges are a place to connect with an Elder or advisor and other NIC students throughout the year.

Library & Learning Commons

NIC faculty will be offering writing support in the Aboriginal student lounges in Campbell River and the Comox Valley. More supports, including peer tutoring, math support and research help is offered through the Library & Learning Commons. For more information on all these services, visit: https://library.nic.bc.ca/

Welcome Back Lunches

Welcome back lunches, organized by the Aboriginal educational advisors, are a chance to meet and connect with the advisors, Elders and other students. Watch for the welcome back lunch at your nearest campus.

Weekly lunch
Mixalakwila campus

Students can join Elder Maggie Sedgemore for lunch on Thursdays.

NORTH ISLAND COLLEGE
NIC

Board of Governors Action Plan
Draft Objectives, 2019

College Strategic Priority	Objectives	Updates/Status
Overall	a. Develop governance level dashboard with key indicators for each strategic priorityto assess status and progress of achieving goals of the strategic plan, draw from the performance indicators in the IAPR; b. Hold at least one special session to provide an opportunity for comprehensive review of important topics to the Board (e.g. domestic students enrollment and success, student mental health, innovation, media relations, new K-12 curriculum); c. Participate in Plan 2025 process, including having Board representative in steering committee and providing input into environmental scans.	a. b. Domestic student enrolment, April 17, 2019; student mental health, June 13, 2019 c. Ongoing
1. Student Experiences and Success	d. Hear (especially from students), and receive reports to ensure student success; e. Understand domestic student enrolment, including trends, and based on findings determine specific Board actions to support proactive approaches to meeting needs of domestic students; f. Continue to build understanding of Aboriginal culture and needs to support Aboriginal students and communities; g. Increase understanding of mental health needs for students and College's response and advocacy around this issue.	d. NISU presentation, January 24, 2019; Student and/or employee presentations scheduled for future meetings; Ongoing e. Domestic student enrolment, April 17, 2019 f. Truth and reconciliation session, April 25, 2019; Aboriginal cultural sharing, May 15, 2019 g. Student mental health presentation, June 13, 2019; Jane A. attended Healthy Minds, Healthy Campuses Summit 2019

DRAFT

College Strategic Priority	Objectives	Updates/Status
2. High quality, relevant, responsive curriculum and programs	h. Over term on Board, each Board member attend an EdCo meeting and/or related committee meetings (outside of BOG rep at EdCo); i. Continue having student/faculty presentations at Board meetings as part of Board education; j. Have at least one presentation from support staff (different departments – what do they do, how are they supporting the strategic priorities).	h. Ongoing i. NISU presentation, January 24, 2019; Student and/or employee presentations scheduled for future meetings; Ongoing j. Student employment services presentation, Fall 2019
3. Access to learning and services across the region	k. Given our geography understand use of technology to support access (where are we at now; where would we be in the future?); l. Understand how students' access (geographic, financial, etc.) different platforms/programs in different institutions; how do we make it work for them; how do NIC pathways connect to other institutions; m. Look at business communities, Foundation, College events – what opportunities are there for Board Members to do more and participate in engaging the business communities.	k. Access & technology presentation, Fall 2019 l. Access & technology presentation, Fall 2019 m. Chat with Campbell River business leader, March 21, 2019; Schedule chats with business leaders at every campus
4. Aboriginal Education and Indigenization	n. Have a presentation on the Aboriginal Education Plan; o. Continue with 2018 objective of meeting with AEC annually to support what they're doing and learning what they're doing; invite AEC Chair to our meetings; p. Attend seminars, have presentations to make Board more aware of resources it can use; education about reconciliation (consider Village workshop; programs); q. Learn and advocate for policy of creating new programs to support Aboriginal communities in our region (for ex., Yukon FN101 – curriculum development on cultural and linguistic groups).	n. Joint meeting, June 14, 2019 o. Joint meeting, June 14, 2019 p. Truth and reconciliation session, April 25, 2019; Aboriginal cultural sharing, May 15, 2019 q. Naming of Mixalakwila campus in Port Hardy, April 25, 2019

College Strategic Priority	Objectives	Updates/Status
5. International Education and Internationalization	r. Continue to receive reports on International Education to assess that program is effective and successful, and supports the success of all students.	r. Bylaw 6, International Tuition and Fee Bylaw updated to per credit tuition rate (instead of per term) to aid students in managing work load, among others
6. People, Organization, Culture	s. All Board members to be more active in attending college and community events; t. Invite employees to Board meetings (in addition to invitation via the portal), hold greet/mix and mingle opportunities.	s. Board community reps actively advocate and engage with business, society and education leaders t. Employee meet and greet, January 24, 2019; Schedule employee meet and greet events at every campus
7. Resources, Investment, Sustainability	u. Continue to develop effective Government relations – relationship-building with Government partners (mayors, councilors; MPs at federal level); strengthen relationship with local MLAs; Executive to meet with Ministers, DMs, ADMs from Provincial government (maybe April/May); v. Continue to strengthen community relations using Board members relationships in their respective communities; w. Support CR campus capital campaign; x. Receive reports on progress of Enterprise Risk Management Program.	u. Advocacy meetings, April 29-30, 2019, to continue annually v. Ongoing; Board community reps actively advocate and engage with business, society and education leaders w. Ongoing x. Report to Board June 13, 2019; policy approval in Fall 2019

DRAFT

College Strategic Priority	Objectives	Updates/Status
8. Active Connections to Community	y. Sustain efforts to meet community organizations (list of community organizations that Board would like to invite to meetings); z. Build relationships with business communities (employers and employers' associations); invite them to Board meetings to see what we can do for them (or have Board members + admin request to meet at their offices); aa. Work with regional learning councils, have Board members as part of councils; is there an inventory we can use?	y. CV Community Foundation presentation, June 13, 2019 z. March 21, 2019; Board community reps actively advocate and engage with business, society and education leaders aa. E. Mosley sits on the Port Alberni Regional Learning Council
9. College Identity and Brand	bb. Think about what makes College and our locations unique; cc. Continue with sharing and using positive stories, successes; dd. Develop understanding of College's marketing/communication plan – understand Board's role, consider how marketing/communication plan support domestic students; ee. Board members access NIC's social media platforms to keep abreast of events, what students are saying; ff. Board briefing on media relations/communications about College and media relations, how do NIC stories actually get published in local newspapers.	bb. cc. Ongoing dd. Strategic marketing plan scheduled to be presented in Fall 2019 ee. Social media presentation, Board retreat October 2019 ff. Ongoing

DRAFT

NORTH ISLAND COLLEGE

NIC

Board Evaluation

Summary Results

C O N F I D E N T I A L

June 28, 2019

CYGNUS

MANAGEMENT CONSULTANTS INC

Background

This board evaluation process was initiated at the request of the North Island College Board with the primary objective of obtaining feedback regarding key aspects of board effectiveness.

Respondent Profile and Response Rates

NIC Board members and senior staff leadership were identified as participants for this evaluation process. Eighteen (18) individuals were invited to participate in the online survey and interviews. All invited individuals participated in an individual interview. Sixteen (16) of the invited participants completed the online survey for a response rate of 89%. The online survey took place May 17-June 7, 2019. Interviews occurred during the period of June 3–June 12, 2019.

Content & Format of Questionnaires

Questions for the in-person interviews and online survey were developed in collaboration with the President and members of the Governance and HR Committee. Close alignment existed between the sets of questions for both the interviews and survey. Eight key elements, representing key functional aspects of board operations, were identified as the basis for the online survey:

- Structure (*ensuring appropriate board composition)*
- Processes *(enhancing board operations)*
- Strategic Orientation *(focusing on strategic direction and key priorities)*
- Finances, Risk & Compliance *(overseeing financial performance & risk mitigation)*
- Management Oversight *(providing direction and guidance to senior management)*
- Proficiency *(ensuring personal effectiveness)*
- Culture *(strengthening group dynamics)*
- Outreach *(engaging with key stakeholders and the broader community)*

Four major questions were asked of participants in the interview process:

1) What's working well in terms of the NIC Board?
2) What could be improved in terms of the NIC Board?
3) What one change would make a significant difference to NIC Board effectiveness?
4) Any other comments about the NIC Board not covered by this set of questions?

Survey & Interview Process

All potential interview and survey respondents were provided with an invitation email in advance of both interview scheduling and distribution of the survey questionnaire. The invitation, sent under Jane Atherton's signature, provided background rationale and purpose for the board evaluation process.

All participants received a copy of the actual interview questions approximately one week in advance of their scheduled interview. Interviews ranged in length from 15–35 minutes.

Summary results, in report format, were provided to the President and members of the Governance and HR Committee. A debrief/interpretation session, led by the project consultant Scott Borland, is to be held with John Bowman and members of the Governance Committee on Sept. 12, 2019. A high-level outline of overall findings will be provided to the NIC Board at their regularly scheduled board meeting on Sept. 26, 2019.

Section 1: Interview Results

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

1.1 Membership

- Good mix of skills and experience among board members; depth and expertise across different disciplines is helpful to effective board functioning
- Mix of external and internal members provides a range of perspectives and viewpoints
- Majority of board members are quite engaged and committed (e.g., prepared for board meetings; involved in NIC events and activities; participate in board development opportunities)
- Board members are committed to the communities they serve; they actively represent their community's interests; support regional needs and continued growth

1.2 Meetings

- Board meetings are well organized and facilitated; pre-meeting board packages are timely and generally informative; agenda timeframes are respected
- Good preparation for board meetings by senior management, support staff and individual board members
- Members demonstrate respectful dialogue within meetings; new members are actively welcomed
- Rotation of board meetings to different campus locations is beneficial and enhances visibility

1.3 Leadership

- Board chair does a very good job of facilitating board meetings; asks good questions; encourages participation; paraphrases member contributions; keeps meetings on track and on time
- Chair fully understands the difference between governance and operations, works to keep discussions at the strategic and policy level; frames questions and challenges to senior staff in an effective manner

1.4 Development

- Board members demonstrate an appetite for learning; willing to indicate when they lack knowledge of certain subjects
- Development opportunities tend to be relevant, timely and of high quality
- Special information sessions have strong board member attendance and are well received (e.g., international education)

1.5 Committees

- Structure of committees works well; critical background and supporting work takes place within the various committees
- Board members generally play an active role in committee meetings; good use of member-specific knowledge, skills and expertise within the board committees
- Audit and Finance Committee is viewed as particularly effective in its role

2) What could be improved in terms of the NIC Board?

2.1 Enhance Membership Diversity and Engagement

- More diversity would be beneficial for the board (e.g., gender, ethnicity, community representation, employer sector)
- Strengthen the awareness and responsiveness of the relevant provincial government contacts to the specific membership needs of the NIC board
- Encourage the nomination and election of board members, whenever possible, who will be engaged and committed for their term of service

2.2 Strengthen Board Discussions

- Dedicated time is required within board meetings to discuss certain topics; these discussions often get short-changed, given the scope of the proposed agenda
- Ensure sufficient time is allocated on board agendas for relevant and meaningful discussions; if a board meeting has too many items for fulsome dialogue, seek out alternative approaches (e.g., reduce agenda scope, add additional time)
- In-depth information is often required to support discussions that are more complex or challenging; ensure members have relevant background information in hand
- Strengthen the culture of inquiry during board discussions; encourage questioning that may challenge existing assumptions and established approaches; support board members in respectfully challenging the status quo during the course of discussions
- Enable sufficient time, on regular basis, for broader discussions related to major trends, key opportunities, emerging issues and overall strategic direction; this may require an additional or alternative format to regularly scheduled board meetings
- Continue to encourage board members to focus on their governance mandate, role and responsibilities; routinely highlight boundary between governance role and operational focus

2.3 Improve the Orientation Process

- More comprehensive and tailored orientation is required for new board members; this orientation should be a continuous process through the first six months of a member's appointment or election
- Consider more formalized mentorship between new and longer-serving board members to accelerate learning and strengthen engagement
- Emphasize the mandate, role and responsibilities of board members; strengthen new member understanding of governance and effective board involvement

2.4 Strengthen Accountability for Results

- Accountability for the realization of identified priorities, goals and objectives needs to be strengthened; clear performance expectations which include appropriate measures and metrics need to be identified and regularly reviewed; there's a sense that key commitments are made but the follow-through to realize desired results is not reported or not discussed
- Continue to reinforce the line of sight between the wide range of operational and programmatic initiatives discussed at the board with the board objectives and overall college strategic direction

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

3.1 More Robust and Strategic Discussions

- Allocate sufficient time for relevant and meaningful discussions as appropriate to agenda topics
- Ensure continued board focus on governance – avoid drifting into operational issues/details unless required as context for specific discussions
- Encourage greater candor and a stronger spirit of inquiry' respectfully challenge existing assumptions and approaches; dig deeper when appropriate to facilitate more robust conversations; surface relevant concerns and issues
- Allow dedicated time for discussions related to future direction of the college (i.e., major trends, key opportunities, emerging issues); board members want to feel they're making a real and meaningful impact

3.2 Deepen Community and Stakeholder Relations

- Continue to strengthen community connections; actively reach out to determine current and emerging needs within communities; consider board presence on the community committees
- Continue to create opportunities for board members to meaningfully interact with staff, faculty and students
- Advocacy, at the community and regional level, should become more of a priority in order to share relevant information and advance NIC priorities

3.3 Strengthen Member Orientation

- Provide a more complete, in-depth and personalized orientation process for new members
- Initiate a more formalized approach to the mentoring of new board members

4) Any other comments about the NIC Board not covered by this set of questions?

Individual perspectives

Recognition

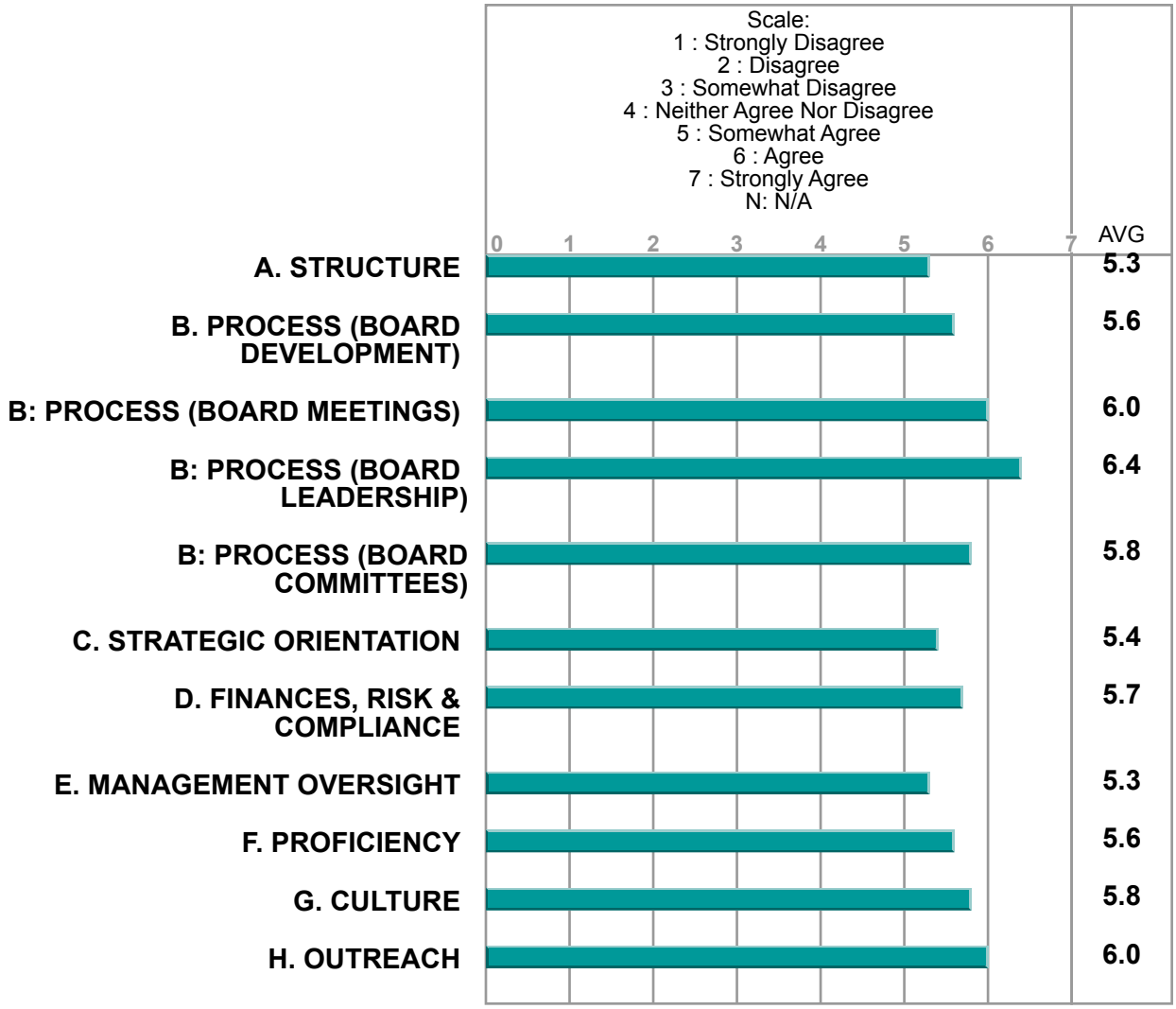
- *…it's been a very good 'ride' as a board member…*
- *…very much enjoy being on the board…*
- *…feel acknowledged and heard…*
- *… good experience overall…*
- *…good learning experience…*
- *…really added value to my personal growth…*
- *…proud of what the college has achieved…*
- *…good use of retreats and special education sessions…*
- *…board development is done well…*
- *…intentions are good – questions coming from a good place…*
- *…honored and privileged to be on the board…*
- *…cohesive, dedicated board members…*
- *…very well served by current board…*

Opportunity

- *…view the board as a partner on the same team…*
- *…enhance access to relevant background information…*
- *…work to ensure full engagement of all board members…*
- *…keep the board informed and engaged earlier regarding emerging issues…*

Section 2: Survey Results

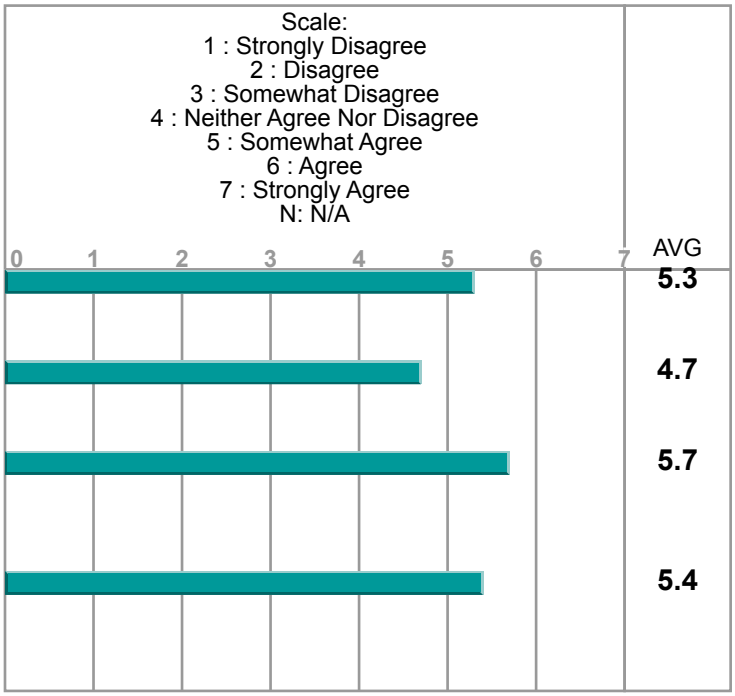
DETAILS
Average of response for each Heading, by response category



A. STRUCTURE

Ensuring appropriate board composition

Our Board Members...



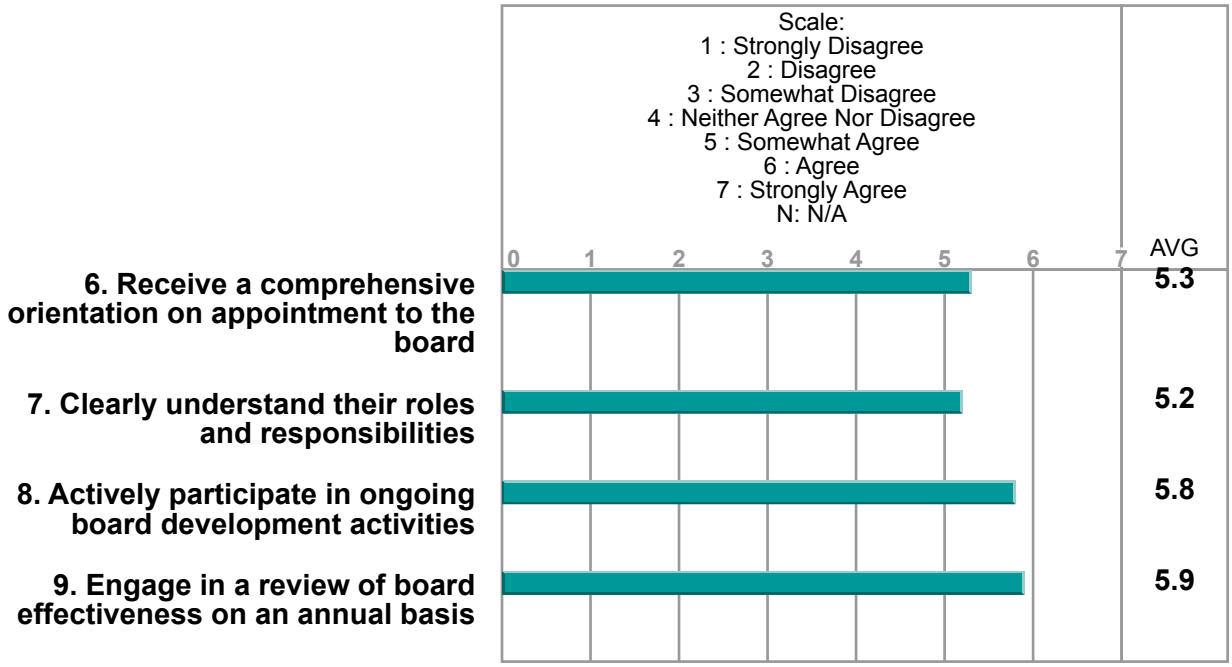
Comment Themes:

* Pursuit of increased board diversity is seen as valuable despite constraints related to the formal appointment process

B. PROCESS (BOARD DEVELOPMENT)

Enhancing board operations

Our Board Members...



Comment Themes:

* Desire for more comprehensive orientation process (i.e. more formalized ‘structure’ and greater depth of content) particularly information related to key aspects of college functioning

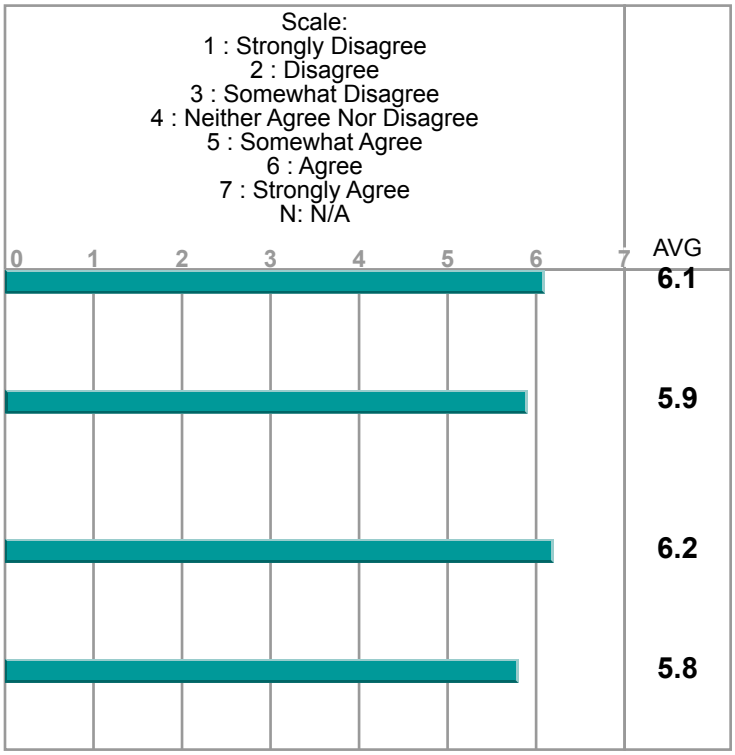
* Development opportunities are viewed quite favourably by board members (e.g. conferences, October retreat)

* Consider more formalized approach to mentorship of new board members through interaction with more experienced board members

B: PROCESS (BOARD MEETINGS)

Enhancing board operations

Our Board Members...



Comment Themes:

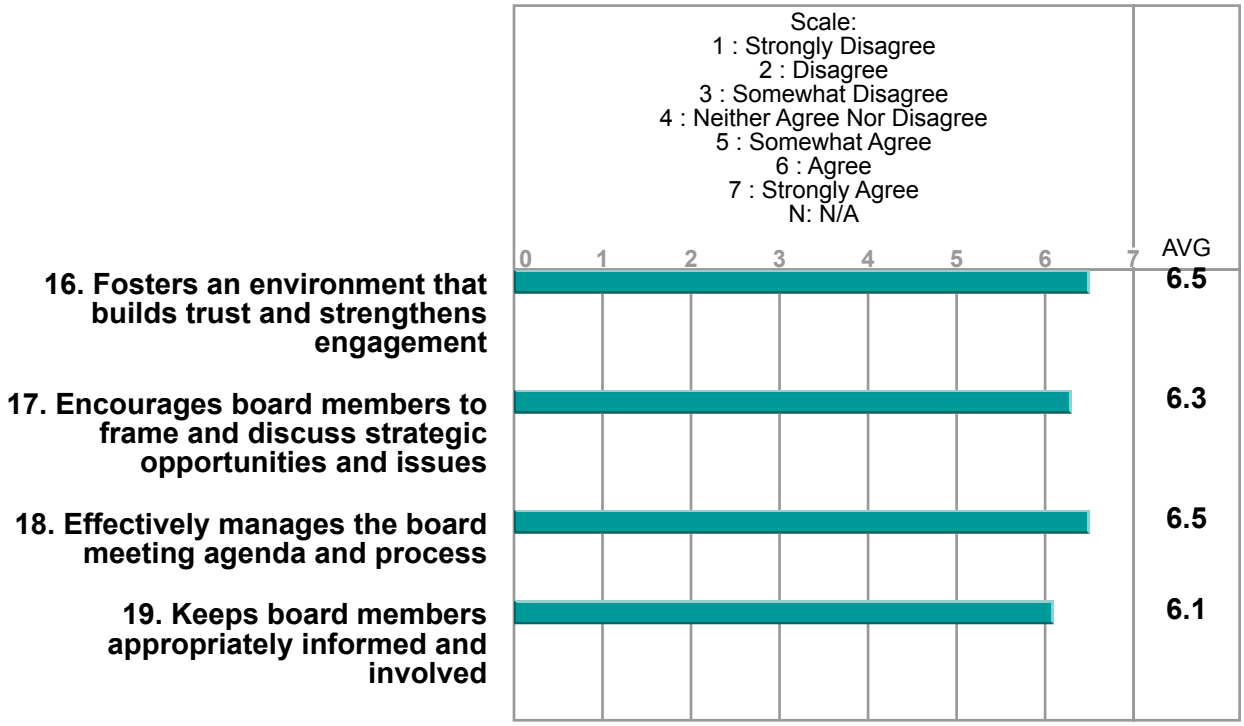
* Meetings are viewed as well planned, organized and conducted

* Additional relevant background information is desired for key items on the agenda

B: PROCESS (BOARD LEADERSHIP)

Enhancing board operations

Our Board Chair...



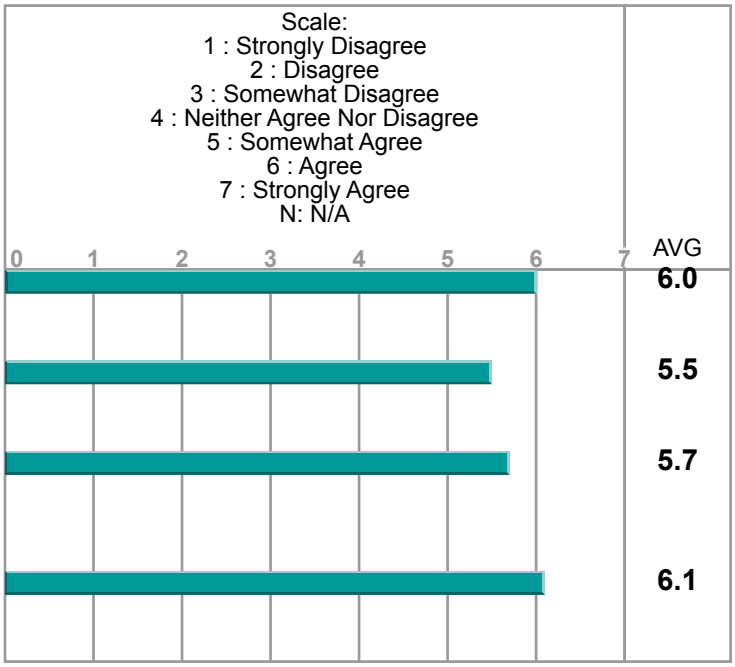
Comment Themes:

* General agreement that current board chair is quite effective in setting the appropriate tone and facilitating board discussions

B: PROCESS (BOARD COMMITTEES)

Enhancing board operations

Our Committee Members...



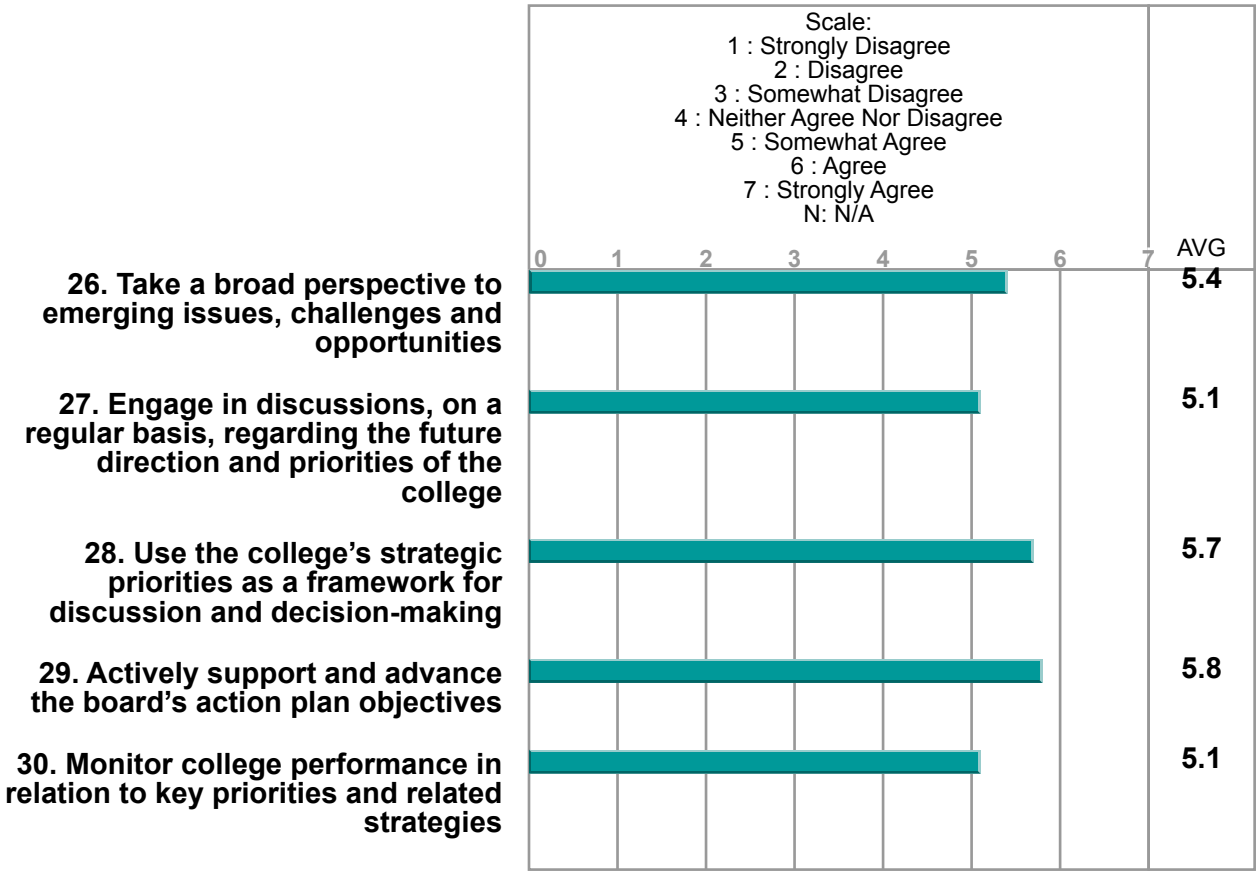
Comment Themes:

* No common themes identified

C. STRATEGIC ORIENTATION

Focusing on strategic direction and key priorities

Our Board Members...



Comment Themes:

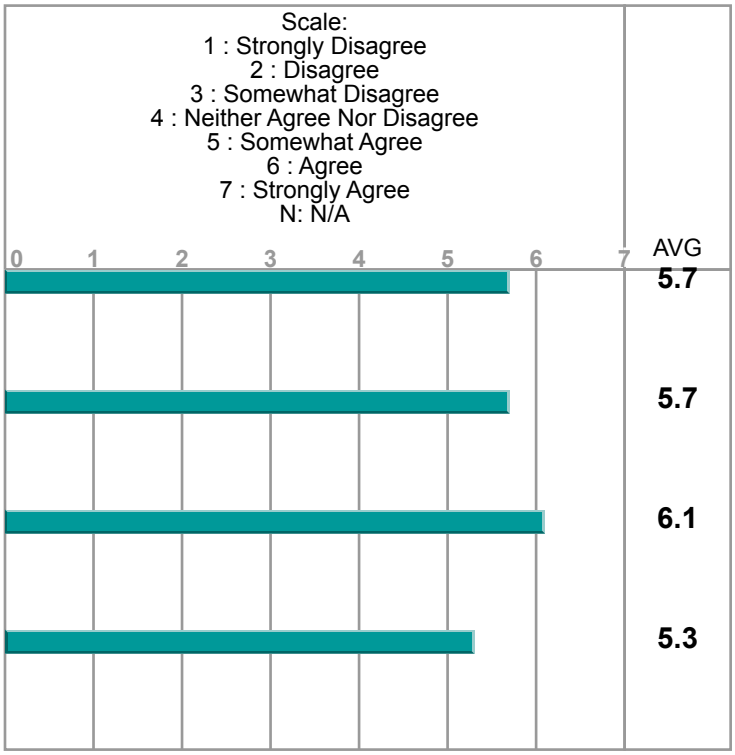
* There's a desire for more effective monitoring, reporting and follow-up in relation to progress on the college's strategic priorities

* More time for future-focused, strategic discussion is seen as a valuable component of board meetings, agendas often doesn't allow sufficient time for these types of conversations

D. FINANCES, RISK & COMPLIANCE

Overseeing financial performance and risk mitigation

Our Board Members...



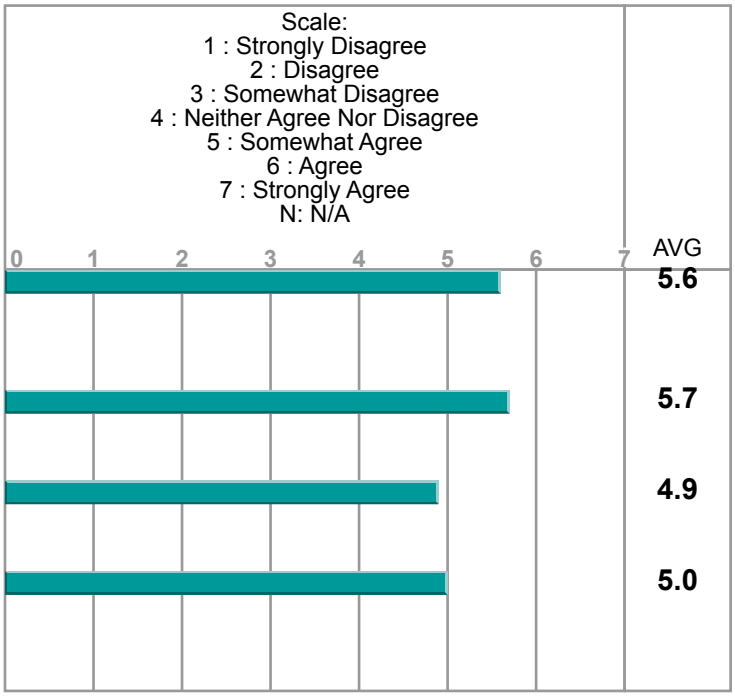
Comment Themes:

* No common themes identified

E. MANAGEMENT OVERSIGHT

Providing direction and guidance to senior management

Our Board Members...



Comment Themes:

* Desire for clear measures, metrics and performance indicators related to college strategic priorities

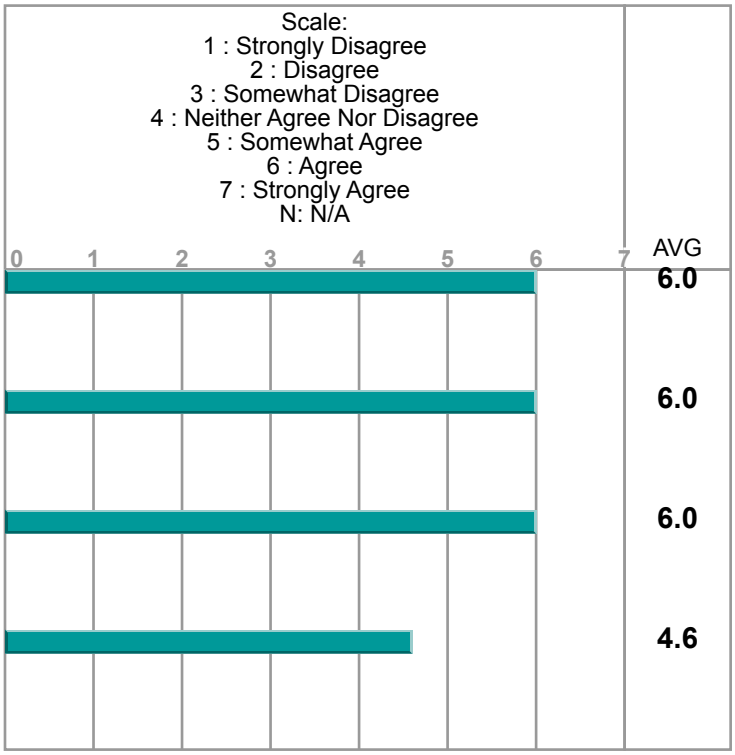
* Improved monitoring, reporting and accountability desired in terms of results achieved or results not realized

* Enhanced measurement, monitoring and reporting desired in relation to the President's performance commitments

F. PROFICIENCY

Ensuring personal effectiveness

Our Board Members...



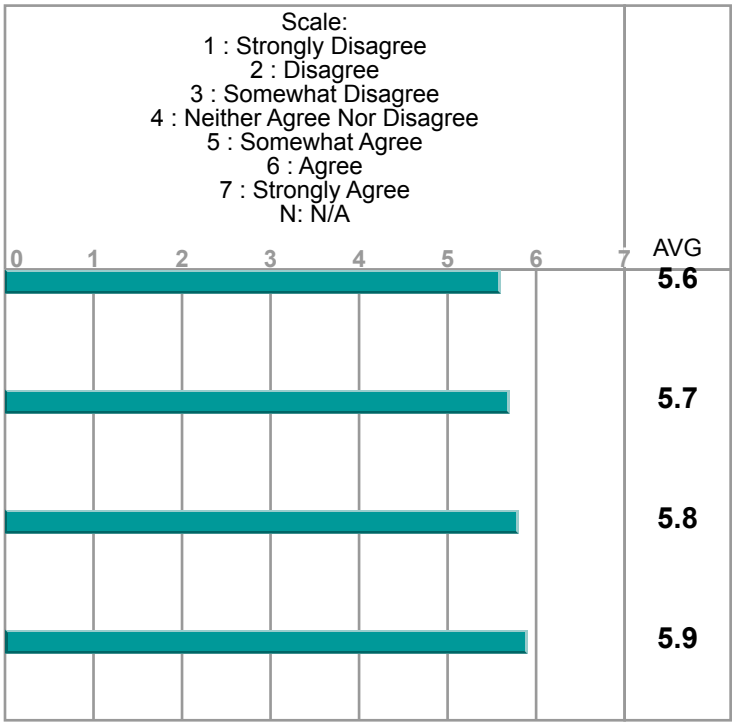
Comment Themes:

* No common themes identified

G. CULTURE

Strengthening group dynamics

Our Board Members...



Comment Themes:

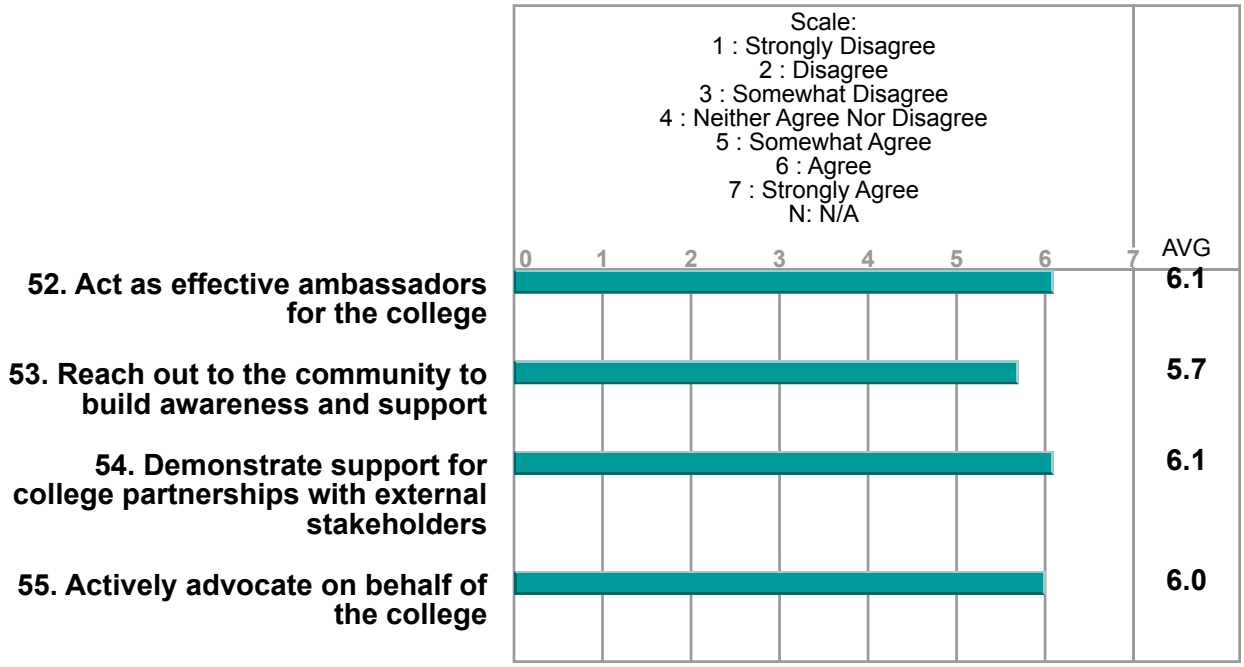
* More fulsome discussion at board meetings is warranted at times, full agendas often preclude sufficient time for these discussions

* Greater inclusion of perspectives from ‘quieter’ members is encouraged and would be welcomed

H. OUTREACH

Engaging with key stakeholders and the broader community

Our Board Members...



Comment Themes:

* Strong commitment by board members, many actively attend college-related events

* Degree of outreach by board members, beyond direct college-related activities, is difficult to gauge

Highest and Lowest Ratings

Highest Ratings	AVG
18. Effectively manages the board meeting agenda and process	6.5
16. Fosters an environment that builds trust and strengthens engagement	6.5
17. Encourages board members to frame and discuss strategic opportunities and issues	6.3
13. Experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing)	6.2
34. Oversee the integrity of financial planning, performance and results	6.1
Lowest Ratings	
45. Seek feedback regarding their personal performance as a board member	4.6
2. Are suitably diverse and reflective of our community	4.7
39. Provide direct and constructive feedback to senior management	4.9
40. Monitor the performance of the president against established metrics	5.0
27. Engage in discussions, on a regular basis, regarding the future direction and priorities of the college	5.1

NORTH ISLAND COLLEGE
NIC

Board of Governors

Proposed Meeting Day Schedule

10:00am	Board Members Arrive
10:15 – 11:15	**Committee of the Whole** Informal meeting time may be used variously for: 1) Strategic Dialogue sessions, 3) Board Education and Ongoing Orientation 3) Special Administrative Presentations related to Board Workplan Topics
11:15 – 12:15	**In-camera Business Meeting** (if required) **or** Community, Student, or Employee Presentations (presentations could also occur during 10:15 to 11:15)
12:15 – 1:00pm	LUNCH (may include community, employees, student, other guests)
1:00pm – 2:30pm	**Regular / Public Board Meeting**
2:30 – 2:45	Break
2:45 – 3:15	**Board Private Meeting with President**
3:15 - 3:45	**Board Members Only Meeting**
3:45	**Adjourn / Depart**

Draft

NORTH ISLAND COLLEGE
NIC

Board of Governors Annual Retreat

October 24-25, 2019
Mount Washington Alpine Resort, Main Lodge

Purpose/Objectives

The general purposes of the Annual Retreat are to enhance the effective functioning of the Board of Governors through concentrated engagement in planning, education and team development activities.

The specific objectives for the 2019 Retreat are:

1. To enhance knowledge of key Board governance roles, policy structure and Board functions.
2. To determine key steps to strengthen board performance based on evaluation feedback.
3. To further develop strong, positive and effective team working relationships and communications among Board members, with the President and Vice Presidents.
4. To review and assess performance and progress relative to the Board Objectives for 2019.
5. To develop new Board Objectives for 2020.
6. To enhance awareness regarding the college senior administrative structure, roles and responsibilities.
7. To identify and discuss NIC values and key elements to be included in the college vision and new Strategic Plan20-25.

DRAFT

Schedule

THURSDAY, OCTOBER 24		
Time	**Activity**	**Venue/Presenters/Facilitators**
11:00 am	**Arrival**	Whisky Jack room
11:15 – 12:00 pm	**Introductions** - Review of the Itinerary/Agenda	All
12:15 – 1:00 pm	**Lunch**	(TBC)
1:00 – 1:30 pm	**Icebreaker Exercise**	
1:30 – 2:00 pm	**College Administrative Structure, Programs and Services**	L. Domae, C. Fowler
2:00 – 2:30 pm	Continued…	
2:30 – 3:15 pm	**Board Governance Policies**	J. Bowman
3:15 – 3:30 pm	BREAK	
3:30 – 3:45 pm	**Outdoor Activity – Nature Walk**	
3:45 – 4:15pm	Continued…	
4:15 – 5:00 pm	BREAK/CHECK-IN	
5:00 – 5:30 pm	**Board Evaluation Feedback**	S. Borland
5:30 – 6:00 pm	**Board Action Planning**	S. Borland
6:00 – 7:15 pm	**Dinner**	(TBC)
7:15 – 8:15 pm	**Personality/Communication Preferences & Styles**	S. Borland
8:15 pm	**Free social time**	

DRAFT

FRIDAY, OCTOBER 25		
Time	**Activity**	**Venue/Presenters/Facilitators**
7:45 – 8:30 am	**Breakfast**	(TBC)
8:30 – 9:00 am	**Strategic Dialogue** (NIC values, future vision)	S. Borland
9:00 –9:30 am	Continued…	
9:30 - 10:00 am	Continued…	
10:00 – 10:15 am	BREAK	
10:15 – 11:30 am	**Board Action Plan: 2019 Review/Draft 2020**	S. Borland
11:30 am – 12:30 pm	Continued…	
12:30 – 1:00 pm	LUNCH	(TBC)
1:00 – 1:30 pm	**Board Action Plan, 2020**	S. Borland
1:30 - 2:30 pm	**Plan20-25 Process Update**	J. Bowman
2:30 – 3:00 pm	Wrap-up/depart	

DRAFT

OFFICE OF THE PRESIDENT

PRESIDENT'S REPORT
TO THE BOARD OF GOVERNORS
September 26, 2019

Prepared by John Bowman

This report covers the time period from June 14 to September 26, 2019. It is intended to provide an overview (not an exhaustive list) of the activities and events that the President has participated in during the time period. Other information notes are also provided under the related NIC Plan 2020 Strategic Priority headings. In some cases, items may be related to more than one strategic priority. On August 27, I published a President's Newsletter which provided the NIC community with updates on many topics of current interest. The President's Newsletter, August 27 is available on-line here.

College Plan20-25 Process

The College Plan20-25 Committee met on August 27. During the meeting, I presented a comprehensive update on the Planning Process, including the components completed in the Spring and those that will be undertaken this fall and winter. The four subcommittees will be meeting in September and early October:

- September 18 - Values and Vision Subcommittee
- September 19 - Student and Community Engagement Subcommittee
- October 2 – Performance and Assessment Subcommittee
- October 4 – Environmental Scan Subcommittee

A more comprehensive update on the College Plan20-25 Planning Process is provided in a separate report for the September 26, Regular Board Meeting.

Other the past couple of months, I have been visiting local government councils, school boards and regional district boards to invite their participation in the college's strategic planning process. Completed and planned outreach sessions have been as follows:

Municipal Councils	School Districts	Regional Districts
August 7 - Comox	September 3 – Campbell River #72	August 14 – Strathcona
August 12 - Port Alberni	September 24 – Comox Valley #71	August 27 – Comox Valley
August 19 - Courtenay	October 8 – Alberni Valley #70	August 28 – Alberni-Clayoquot
August 26 - Campbell River		September 17 – Mount Waddington
September 30 - Cumberland		
October 8 - Tofino, Ucluelet		

Student Success and Experience

Graduation Ceremonies

The Mixalakwila (Port Hardy) Completion Ceremony was held on June 12th. The College's annual graduation ceremonies were held in Campbell River on June 17, in Port Alberni on June 18, and in Comox Valley on June 20. Each ceremony was a wonderful celebration of student success.

Student Orientations

We welcomed new and returning students at Orientation events for the start of the Fall 2019 semester on Comox Valley, Campbell River, and Port Alberni on September 3rd. I provided the welcome to students at our Comox Valley campus and then travelled to Campbell River to participate in orientation activities. The day included outdoor marketplaces, music, games, prizes and a pizza lunch.

On September 17th, I travelled to Port Hardy to participate in the Orientation events at Mixalakwila Campus.

High Quality, Relevant Programs and Curriculum

NIC@ St. Joseph's Hospital

On September 20, the College celebrated the official opening of NIC's new leased space at the former St. Joseph's Hospital. The event program included a welcome from K'omoks First Nation Chief Nicole Rempel. BOG Chair Jane Murphy, Providence Health Care representative, Dean of Health and Human Services Kathleen Haggith, Associate Dean of Health and Human Services RaeAnn Hartman and myself offered remarks at the event. An official ribbon cutting followed with tours of the Health Care Assistant (HCA) and Early Childhood Care and Education (ECCE) teaching spaces.

YQQ and Aviation/Pilot Training Program

On September 24, I met with Comox Valley Airport Authority CEO Fred Bigelow for preliminary discussions on a potential partnership with a team from Victoria for a Pilot Training program for NIC. Joining me for the discussion were Cheryl O'Connell, Dean of Trades and Technical Programs, Lynne MacFadgen, Regional Director, Continuing Education and Training and David Nilson, Aircraft Structures Technician Program.

Aboriginal Education and Indigenization

Joint Meeting: College Board, Education Council and Aboriginal Education Council (AEC)

On June 14, the Board of Governors, Education Council and AEC held a joint meeting in the Comox Valley. The agenda for the meeting included 2018/19 NIC's response to the Truth and Reconciliation Commission's Calls to Action, student presentations on the Aboriginal Leadership Certificate (Lisa Iverson and Robyn Holme) and Kwak'wala Language (Marion Voyageur). T. Bellavia, Associate VP, Access and Programs also facilitated a discussion on Indigenization at NIC – Next Steps.

Aboriginal Eco-tourism Training Program (AETP)

On September 21, I travelled to the Nanaimo Campus of Vancouver Island University (VIU) to attend the completion ceremony for the AET program. The AETP is a partnership between VIU, NIC, Heilstuk Tribal Council and Aboriginal Tourism BC.

Aboriginal Gathering Place, Campbell River Campus

On September 25, I attended a meeting of the CR Gathering Place Committee. Updated renderings, the first schematic designs, and the overall project timeline were shared with the Committee.

International Education

New Student Orientations

I participated in the orientation events for new International students at the Comox Valley Campus on August 26 and Campbell River Campus on August 29.

Comox Valley International Welcome Event

On September 15, NIC, School District #71, the Immigrant Welcome Centre and other community partners hosted the annual International Welcome Event at the Native Sons Hall in Courtenay. Jennifer Barth and Markella Gionet from NIC's Office of Global Engagement were also in attendance and helped coordinate the event.

People, Organization, Culture

School of Trades and Technical Programs Meeting

On August 28, I attended a meeting of the School of Trades and Technical Programs. Agenda items included Occupational Health and Safety, capital systems and equipment management, and marketing and recruitment.

Campbell River Campus Welcome Back

On August 29, we welcomed returning faculty and staff to the newly renovated and expanded Campbell River Campus. It was a great opportunity to connect with new and returning colleagues as well as with the international students who joined us for lunch.

Diversity Matters Steering Committee (DMSC)

On September 25, I chaired a meeting of the DMSC focused on advancing short and longer term actions in support of our values with respect to Diversity and Inclusion.

Resources, Investment, Sustainability

North Island College Foundation (NICF)

On September 16, I attended a regular meeting of the NICF Board of Directors. The agenda for the meetings included reports from the Chair, Executive Director, Treasurer and Secretary. The NICF Investment, Planned Giving, Awards and Policies Committees also provided updates. The draft agenda of the BC Colleges Post-Secondary Advancement Conference to be held at Vancouver Community College on October 24-25 was also discussed.

Active Connections to Community

Comox Valley ElderCollege

On September 13, I participated in an event to celebrate the 20th Anniversary of the Comox Valley ElderCollege (CVEC). CVEC have provided support to NIC students through their NIC Foundation Endowment Fund which includes more than $110,000 in support for students and NIC resources (library resources, multimedia upgrades and building funds). During the event, CVEC announced the establishment of a new bursary named in honour of the 20th anniversary celebration.

The event program included remarks from founding, past and current ElderCollege chairs and instructors, and from NIC's Lynne MacFadgen, Regional Director of Continuing Education and Training, and myself. I also helped to unveil a new commemorative plaque outside the Stan Hagen Theatre.

Comox Valley Economic Development Society (CVEDS)

On August 22, I hosted a meeting with staff from CVEDS and NIC administrative team members to discuss our partnership and gather additional input to further inform and support CVEDS' Request for Proposals (RFP) submission for a Provincial Food Innovation and Processing Hub.

Other Topics

Minister of Advanced Education, and Skills Training

On August 9, Hon. Melanie Mark visited the Port Alberni campus. MLA/Minister Scott Fraser, Port Alberni Mayor Sharie Minions, and Vice Chair Eric Mosely were also in attendance. During her visit, the Minister and her senior staff were briefed about NIC in the Alberni-Clayoquot region and how we live and breathe our values and commitments regarding access, student supports, community connections, Indigenous partnership and reconciliation.

Despite the timing of her visit during a relative quiet summer period and the short duration, we were able to provide a very impactful experience for the Minister. The Minister particularly enjoyed meeting and hearing from the culinary and Market Gardner Program students.

Trades Training BC (TTBC)

On September 9, I attended the TTBC meeting in Vancouver. Cheryl O'Connell, Dean of Trades and Technical Programs joined me for the meeting. The agenda for the meeting included a strategic discussion on the focus/priorities and funding for TTBC; ITA role and relationship; funding for Trades; promotion; and curriculum and training.

BC Colleges (BCC)

On September 10, I chaired the Council of President's (COP) meeting held in Vancouver. The meeting agenda included an update on BC Council for International Education (BCCIE) and a discussion regarding future Study Tours on Indigenous Education Overseas. AEST's Deputy Minister S. Baskerville, ADM J. Vasey, ADM B. Sawchuk, Executive Director D. Hull, and Director of Forecasting C. Holling joined the meeting to provide updates. Other agenda items included a discussion on the federal election with Colleges and Institutes Canada's (CICan) VP Government Relations and Canadian Partnerships.

Post-secondary Employers Association (PSEA)

On September 11, I attended the Annual General Meeting of the PSEA. The meeting agenda included reports from PSEA's Board Chair Michael Marchbank, Chief Executive Officer Renzo Del Negro, and Chief Operating Officer Brian Chutter. Updates were also provided on bargaining, AEST, and College and Municipal Pension Plans. Keynote speaker Alex Usher, President of Higher Education Strategy Associates, spoke on the topic "Higher Education in 2030."

College Board of Governors

On August 20, I facilitated a meeting of the Board Executive Committee. I provided updates on the Campbell River Campus Project, Plan20-25 process and the Student Housing project. Board Business topics were also discussed that included orientation plans for new Board members, committees membership, Board Evaluation summary results, Board objectives/work plan, Board calendar/schedule and format of meetings, Board Retreat Fall 2019, and the Executive Committee Meeting 19/20 Schedule.

On September 12, I participated in a meeting of the Board Governance and Human Resources Committee to discuss the Board evaluation process and report.

On September 13, I facilitated a Welcome and Orientation Session for new board members. We reviewed the Board of Governors Information Manual, the BOG website and myNIC portal site, and College Plan2020. Lunch and a campus tour followed the orientation session.

Council of Ministers of Education (CMEC)

On July 24, I, along with some other college presidents, attended the CMEC Annual Meeting wrap-up dinner in Victoria at the invitation of Hon. Melanie Mark, Minister of Advanced Education and Skills Training. The event was an opportunity to learn more about the work of CMEC and to network with BC government and education leaders from across Canada. For more information about the CMEC meeting go to this link.

College *Plan20-25:* Process Update

August 19, 2019

A. INTRODUCTION

North Island College's Board of Governors approved the Strategic Plan, 2016-2020 (*Plan2020*) in June 2015. It was developed through a yearlong collaborative process lead by a college-wide committee comprised of employees, students and community members. *Plan2020* set out the College's mission, vision, values, priorities and goals that have been the focus of NIC's efforts for the past four years. The final year of *Plan2020* will end on March 31, 2020.

The College initiated the process to develop a new Strategic Plan, 2020-2025 (Plan20-25) in the fall of 2018. These notes provide an update on the process activities completed to date and those that will be undertaken in the fall of 2019 and spring 2020, leading to the completion and approval of Plan20-25.

> Strategic planning is an organizational activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, assess and adjust the organization's direction in response to a changing environment.
>
> It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.[1]

The College Plan20-25 will be composed of the following components. Descriptions for each of these components can be found in Appendix B. (College Planning Notes and Definitions).

Plan20-25 Components

Key Factors + Trends
Mandate + Mission (*Why do we exist*? Our purpose is. . .)
Values ⇔ Vision (W*hat is important to us*? We aspire to. . .)
Priorities ➡ Goals (Our focus. We want to achieve. . .)
Assessment ➡ Reporting + KPI's

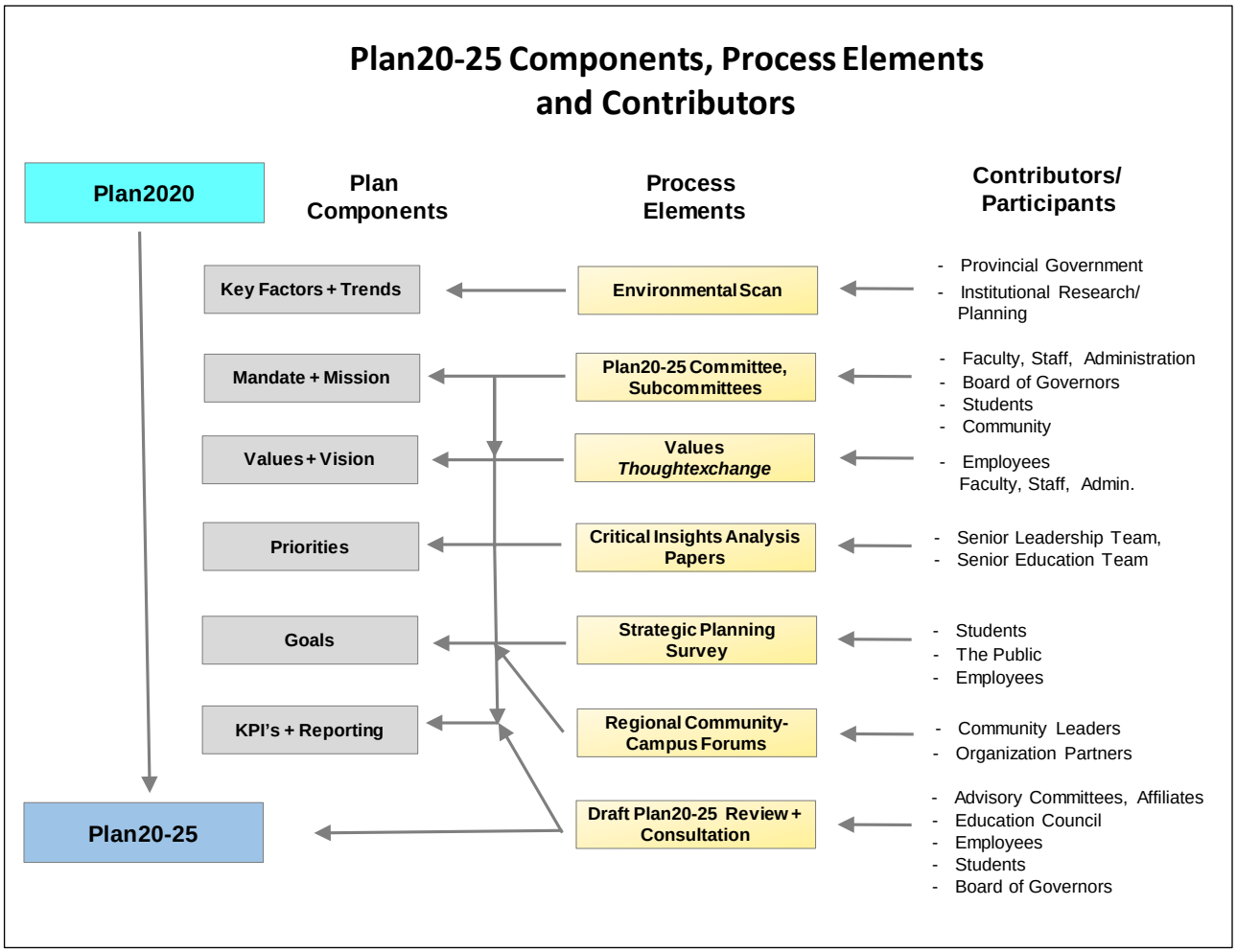
As a provincial government entity, NIC must reflect in its strategic plan, its statutory mandate and obligations (BC College and Institute Act) as well as the government's policies and priorities for post-secondary education as communicated through the Ministry of Advanced Education and Skills Training (AEST). As a regional community college, it is imperative the strategic plan also focus on the needs and priorities of communities within our service region.

Strategic Plan20-25 will provide overall direction and focus for the integration and alignment of the College's other multi-year plans, annual budgeting, operations and performance reporting processes. This topic is addressed in Section C. Integration/Alignment of College Plans/Operations below.

[1] Balanced Scorecard Institute Strategy Management Group. (n.d.) Retrieved from https://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics

The chart below provides an overview of the Plan20-25 components, the process elements used in their development and the contributors/participants who will be involved in each.

Chart 1



B. PLANNING PROCESS ELEMENTS

The following section describes the major process elements shown above in Chart 1 used in the development of College Plan20-25.

1. Environmental Scan - Key Factors + Trends

An organization undertakes the environmental scan process to systematically gather and interpret relevant data to identify external and internal conditions, forces and trends that could affect its ability to fulfill its mission. To plan effectively, it is imperative to understand how key issues and trends in both the external and internal operating environments have changed in recent years, as well how those and other variables are projected to change into the future. Preparing an up-to-date environmental scan is therefore an important element of the strategic planning process.

A new Environmental Scan was created in support of the 2020-2025 Strategic Planning Process. It identifies key factors and trends that will be considered in developing Plan20-25.

2. College Plan20-25 Committee (CPC) and Subcommittees

The College president established the CPC in December 2018 to support and coordinate the process for developing the new College Plan20-25, for approval by the Board of Governors. As such, the CPC, which the president chairs, is responsible for and will be directly and actively engaged in:

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

The committee composition is broadly representative including faculty, staff, administrators, Board members and community members. Volunteers were invited to participate, and others were selected by the president to ensure diverse perspectives, roles and campus participation. The NICFA, CUPE, NISU, ElderCollege and Aboriginal Education Council were invited to designate a member to serve as a liaison to the CPC. Committee meetings are open to all employees, students and Board members.

The Committee met on December 18, 2018, January 22, March 5 and April 9, 2019. On average 35 of the 50 members attended each of the meetings. Future meetings are scheduled for August 27 (confirmed), October 30, January 14, and March 11 (tentative).

Subcommittees

Four subcommittees (Environmental Scan, College Values, Student and Community Engagement, and Performance Assessment and Reporting) have been established to support the overall Committee's work.

In the spring of 2019, the **Environmental Scan Subcommittee** reviewed and provided input on the draft Environmental Scan, March 31, 2019 prepared by the Office of Institutional Research and Planning.

In the spring of 2019, the **College Values Subcommittee** provided direct input on the process used to engage employees in the identification of the College's core values using *Thoughtexchange,* an online conversation system (described below). In the fall of 2019, the Subcommittee will work with the ideas provided by employees and will draft a set of statements articulating the College values that will serve as guiding principles to be included in Plan20-25. The Values Subcommittee will also review feedback from the College community, students and employees regarding the College vision statement, and will consider developing a new or revised vision statement.

The **Student and Community Engagement Subcommittee** provided advice and direction regarding approaches for obtaining participation from students and community members in the development of the College's new strategic plan. The primary avenues and activities emerging from the Subcommittee's discussions for obtaining student participation are: 1) short video narratives, 2) social media, 3) an online survey and 4) in-person focus groups.

The primary avenues and activities identified for engaging community leaders, partner organizations and the public are: 1) outreach presentations to organizational stakeholders, 2) online survey and 3) Regional Community-Campus Forums. These avenues and activities are described later in this document. In the fall of 2019, the Subcommittee's work will include providing further advice on undertaking these activities and utilizing the information generated from them in the development of the draft Plan20-25.

The **Performance Assessment and Reporting Subcommittee** will contribute to the development of an annual performance assessment and reporting process for Plan20-25 that will culminate each year in the production of the Annual Accountability Plan and Report (IAPR). The Subcommittee will also provide input on the identification of Key Performance Indicators (KPI's) to assess and track the College's progress on important measures of success over time.

3. College Values *Thoughtexchange*

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

The first phase of this consultation process took place during College Values Week, April 1-5, using *Thoughtexchange,* an online tool that enables efficient sharing, review and ranking of information contributed by large groups of people. NIC employees were asked to comment on the following question:

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

In all, 190 employees from every campus and region shared 471 thoughts on the College's organizational values. The 471 individual thoughts were subjected to content analysis in order to distill out the most frequently cited values key words. Thoughtexchange results are available on the Plan20-25 pages of myNIC.

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

4. Critical Insights Analysis Paper (CIA) (Plan2020 Priorities)

Drawing on information contained in the previous three IAPRs and supplemented by new information provided in the Environmental Scan (2019), a three-to-four page Critical Insights Analysis (CIA) paper was developed for each of NIC's nine Plan2020 priorities, by the Senior Leadership Team (SLT) with input from others within the College. Each CIA paper provides context, a summary of progress related to the priority and identifies gaps and areas for potential further goal development and action. These papers will serve as resources for strategic thinking and dialogue involving the Board of Governors, Senior Leadership Team, College Plan20-25 Committee, Senior Education Team and Education Council.

Community Outreach Presentations

In order to generate awareness of and participation in the College strategic planning process on the part of the public and community leaders, the president will undertake a series of Community Outreach Presentations from August to October. Requests to provide a short presentation/briefing are being made to municipal and regional governments, school boards, chambers of commerce and other local and regional organizations. A brief slide show will inform audiences on the College's planning process as well as participation opportunities (described below) for community members.

These public presentations and any resulting media interviews and coverage should generate community awareness and interest on the College's planning process.

5. Strategic Planning Survey

A comprehensive online survey of community members, employees and students will be conducted from September to October 2019 to obtain broad participation and input into the development of the new Strategic Plan20-25. The survey's objective is to obtain feedback and suggestions on the redevelopment and renewal of NIC's mission, values, vision, strategic priorities and goals.

The survey will include approximately 15 multiple choice and open-ended questions and will require 10-15 minutes to complete. Participation will be open to all residents of the North Island College region including all current and former students and employees.

Access to the online survey will be provided and encouraged through direct email invitations as well as through promotion via the College website and social media platforms. The College will also announce the Strategic Plan Survey is open for public participation through a media release and ask media to publish the web URL link to the survey.

Various College partner organizations and groups (e.g. local governments, school districts and chambers of commerce) will be asked to assist in promoting participation in the survey through their own communications. In addition to completing the survey themselves, everyone will be asked to share the survey link and encourage their friends, family and co-workers to participate.

The survey questionnaire is modelled on a tool utilized by the Comox Valley School District (71) as a part of their own strategic planning process in 2019. The Office of Institutional Research and Planning (led by Manager, Wes Skulmoski) and the Planning and Communication Officer (Christiana Wiens) will support the survey process and data analysis. Survey results will be published and shared with the College community through Campus Town Hall meetings and the Regional Community-Campus Forums in November.

The survey engagement process and data gathered should be invaluable in helping to inform the development of the NIC Plan20-25 mission, values, vision, strategic priorities and goals.

6. Regional Community-Campus Forums

NIC will host in-person face-to-face, half-day Regional Community-Campus Forum meetings in the Comox Valley, Campbell River, Port Alberni and Port Hardy during the week of November 4-7. These forums will hope to engage community leaders, organizational stakeholders and College partners in dialogue regarding the major issues and trends in the College operating context (Environmental Scan), provincial government mandate, core values and feedback obtained from the Strategic Planning Survey regarding the College mission, vision, strategic priorities and goals.

Forum invitations will be sent to community leaders, organizational partners and stakeholders in September, with the hope that 50-80 participants will attend each one.

7. Draft College Plan20-25 – Review + Consultation

NIC will publish a draft College Plan20-25 online by December 20, 2019. Discussion and feedback will be solicited from January to March 2020 and comments, questions and suggestions from employees, students and community will be encouraged.

In addition to the College Plan20-25 Committee and subcommittees, other existing committees and organizational settings will be utilized to discuss and seek feedback regarding the draft Plan20-25, including: the Board of Governors; Education Council; Department Chairs Working Group (DCWG); Senior Education Team (SET); Aboriginal Education Council (AEC); NIC Students' Union (NISU); NIC Foundation Board; and, through regular departmental meetings.

The Campus Town Hall Meetings held in January and March 2020 will provide opportunities to review and discuss the draft Plan20-25 with College employees. Focus group meetings with students on each campus will be held in February to seek feedback.

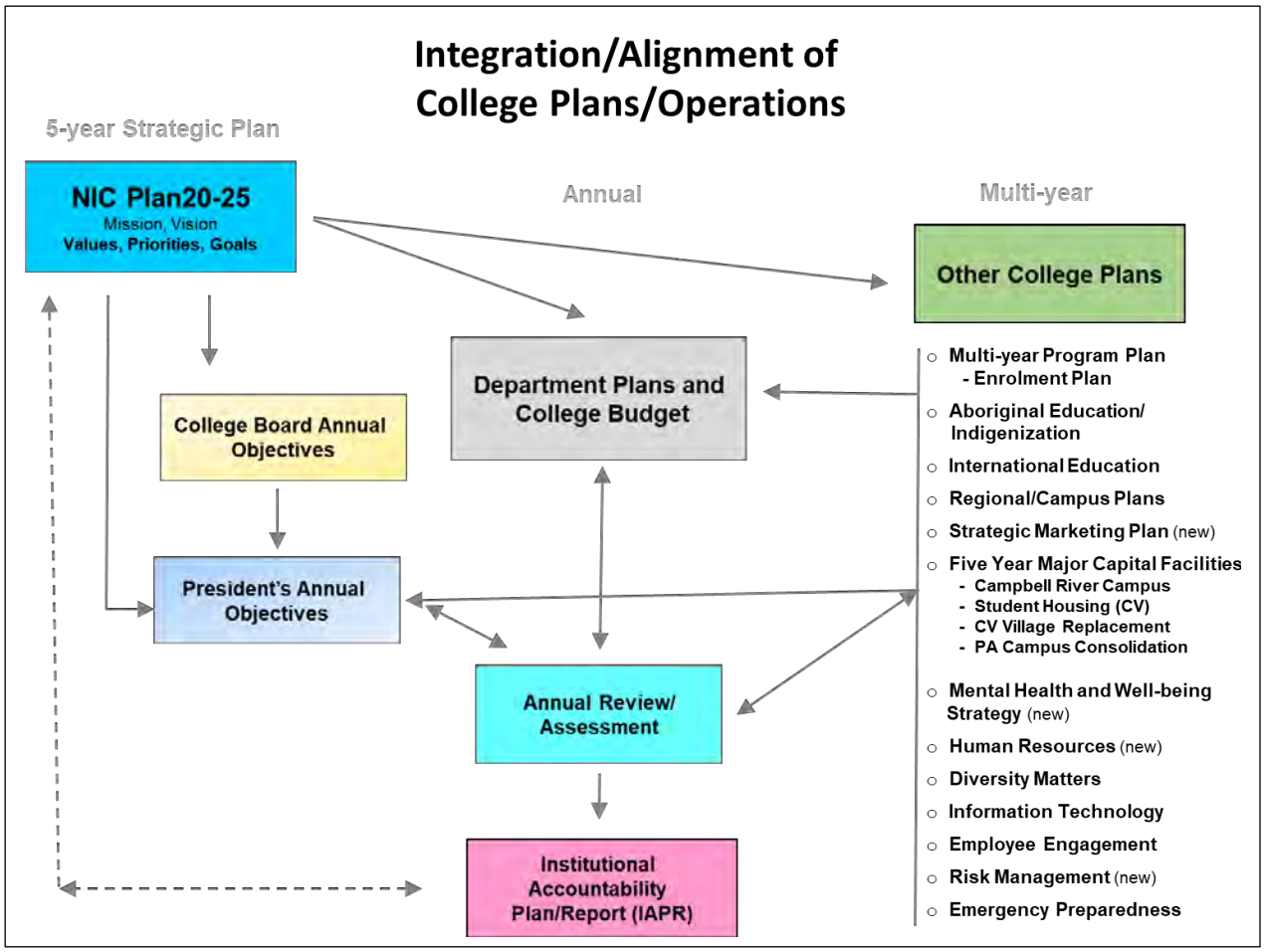
Community members will be invited to review documents online and provide comments regarding the draft College Plan20-25.

C. INTEGRATION/ALIGNMENT OF COLLEGE PLANS/OPERATIONS

The College's Strategic Plan framework will be implemented and advanced through effective alignment and integration of additional multi-year College plans as well as program and service delivery initiatives carried out annually through department plans and various other college-wide initiatives.

To ensure alignment and integration occur, College departments and working groups will be charged with documenting how their annual objectives and initiatives reflect and support Plan20-25 priorities and goals through the completion of a ***Planning and Priority Alignment Matrix,*** which will list key departmental objectives and initiatives in relation to the Plan20-25 priorities and goals framework.

Chart 2



D. PERFORMANCE ASSESSMENT – IAPR AND KPI'S

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

In support of the annual IAPR reporting process on Plan20-25 progress and performance (as well as NIC's other college-wide plans), a new assessment and online reporting system utilizing the ***Planning and Priority Alignment Matrix*** as a framework will gather and collate information from NIC departments regarding their work relevant to the College's priorities and goals.

A new set of Key Performance Indicators (KPI's) will also be determined for each strategic priority thematic area to measure and track important data points over time.

E. PROCESS TIMELINE: DECEMBER 2018 TO APRIL 2020

MONTH	ACTIVITY/FOCUS
December 2018	– Plan20-25 Committee established – Board Meeting, December 6 – Plan20-25 Committee 1st Meeting (18th)
January 2019	– Plan20-25 Committee 2nd Meeting (22nd) – Board Meeting 24th – Plan20-25 Process Framework Approval
February	– Planning/Communication Officer Appointed
March	– Environmental Scan Completed – Critical Insights Analysis re *Plan2020* – Plan20-25 Committee Meeting (5th)
April	– College Values *ThoughtExchange* – Campus Town Hall Meeting
May – July	Process Planning/Preparation
August 2019	– Community Outreach – Presentations – Plan20-25 Committee Meeting (27th)
September	– Community Outreach Presentations – Student/Community Engagement / Social Media – Strategic Planning Survey (Online, Sept. 1 to Oct.7)
October	– Campus Town Hall Meetings (1-3rd) – Subcommittee Meetings – Plan20-25 Committee Meeting (30th)
November	– Regional Community-Campus Regional (4-7th) – Campus Town Hall Meetings (25-27th)
December	– Subcommittee Meetings – First Draft Plan20-25 (20th)
January 2020	– Plan20-25 Committee Meeting (14th) – Review and Consultation re Draft Plan20-25 – Campus Town Hall Meetings (27-30th)
February	– Subcommittee Meetings – Student Focus Groups – Review and Consultation re Draft Plan20-25
March	– Plan20-25 Committee Meeting (11th) – Campus Town Hall Meetings (23-26th) – Board Review of Draft Plan20-25 (19th)
April	– College Board Meeting (26th) **Final Approval, Plan20-25**

APPENDIX A

Planning Principles

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

Engagement

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

Focus

The focus of the College and its multi-year planning processes will be on meeting the broad educational needs of students and other stakeholders as expressed in its current mission, vision and values.

Learning

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

Leadership

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

Sustainability

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

Systems Integration

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

Enterprising

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

Accountability

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

APPENDIX B

College Planning: Notes and Definitions

BC College and Institute Act

Provincial colleges are created by and operate under the legal framework provided by the College and Institute Act (as well as other pertinent BC statutes). The Act sets out (among other things): powers of the minister; objects of a college; Board composition; powers and duties of boards and education councils; functions and duties of the college; president and employees; duties of the president; and, the Institution as an agent of government. In pursuing their mandate and mission, and developing plans, the colleges are both empowered and limited by the provisions of the Act.

Ministry of Advanced Education (AEST) Service Plan, 2018/19 – 2020-21

The provincial government, through the Ministry of Advanced Education, Skills and Training (MAEST) sets out strategic directions for BC's public post-secondary education through a three-year service plan. The Ministry Service Plan reflects the government's priorities and the mandate directions assigned to the Minister by the Premier.

Mandate Letter from Minister AEST (Annual Update)

The Minister communicates through the annual Mandate Letter to post-secondary education institutions the priorities of the government and its expectations for specific policy, program and service directions for the year. Some of the directions to institutions carry forward over multiple years, while some may be discontinued and new ones added.

NIC Plan20-25 (Five-Year Strategic Plan)

The College's five-year Strategic Plan will identify and describe the institution's major priorities (or areas of focus) as well as the mid-term, multi-year goals related to those priority areas. The priorities and goals have college-wide applicability and they are intended to reflect the institution's core values and support advancement of the College's mandate, mission and vision for the future.

Mandate: The College's institutional mandate is its statutory purpose as set out in the BC College and Institute Act. The legal mandate is supplemented and clarified through provincial government policy directions and priorities communicated through the Ministry Service Plan, Institutional Mandate Letter, Annual Budget Letter and periodic ministerial directives.

Mission: The College mission statement summarizes why it exists, what it does and for whom.

Values: The College values are the ideas, qualities, behavioural traits and characteristics that are fundamentally important to the College. They are principles the College is deeply committed to supporting, embodying and advancing through how it operates.

Vision: The College vision statement is a future-oriented expression of what the institution aspires to be and create at its very best. The vision statement is driven by and supported by NIC's values.

Priorities: The College's priorities will be expressed and represented in broad thematic terms. They will be centred on clusters of the College's core values.

Goals: College major multi-year strategic goals will be stated in terms of broad outcomes, results, improvements or changes that can be measured, tracked and reported over time.

Other College Plans (multi-year functional)

The College develops a variety of multi-year plans related to specific college-wide functions (or areas of activity) that are integral to its success. Some of these plans are prescribed and submitted to the provincial government, while others are designed to support the College's functional or regional needs. It is expected these plans will be aligned and supportive of the College's five-year Strategic Plan.

College Department Plans

College departments develop objectives and tactical action plans that are supportive and aligned with the College's five-year Strategic Plan priorities and goals. For instructional areas, annual plans are developed through the Multi-Year Program Planning (MYPP) process.

President's Annual Objectives

The College president develops a set of annual performance objectives in consultation with the Board of Governors. The objectives identify and focus on activities (related to the College's strategic priorities and goals) and results that are of particular importance and urgency for the year. The president's objectives are supported by and largely achieved through the work of the Senior Leadership Team (SLT).

College Board Annual Objectives

The College Board creates an annual governance-oriented set of objectives that support the College's priorities and goals, as well as the development of effective Board operations and governance.

Annual Review/Assessment

Annual review, assessment and reporting will occur for each component and level of planning. In 2019, NIC will develop an improved system and tools for aggregating data and sharing information regarding its progress relative to its five-year Strategic Plan, priorities and goals as well as annual objectives and results at the campus, functional and department levels.

Institutional Accountability Plan/Report (IAPR)

The annual Institutional Accountability Plan/Report is the required public mechanism established by the provincial government for post-secondary education institutions to report to the minister and community regarding its activities and progress.

Key Performance Indicators (KPI's)

Key Performance Indicators (KPI's) are high level quantifiable measures established to assess over time the College's performance and progress (changes) relative to its strategic priorities and major goals. They may be categorized as **Input** measures (attributes or resources entering the College or being consumed); **Process** (or activity measures of efficiency, e.g. related to time, cost); **Outputs** (results measures indicating how much is produced); and **Outcomes** measures (related to accomplishments or impacts).

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 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 Financial Information Act report *(attachment)*

Background:

Each year the College prepares a series of financial disclosures required under the *Financial Information Act* for submission to the Ministry of Advanced Education, Skills and Training. The deadline for submission is September 30th, 2019.

All public bodies must prepare statements of information in accordance with the Act, and in the prescribed Statement of Financial Information (SOFI) format. The key reports that are disclosed in the SOFI are:

- A report showing each employee earning more than $75,000;
- A report showing amounts paid to suppliers of goods and services that are more than $25,000;
- A schedule of Guarantees and Indemnity agreements; and
- NIC's audited financial statements that were approved by the Board in June.

A copy of the disclosure report for FY 18/19 is attached for approval by the Board.

Action:

For the Board's review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2019 AS REQUIRED UNDER THE *FINANCIAL INFORMATION ACT*.

NORTH ISLAND COLLEGE

STATEMENT OF FINANCIAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2019

Financial Information Regulation (FIR) Schedule 1

NORTH ISLAND COLLEGE
APPROVAL OF FINANCIAL INFORMATION
FIR SCHEDULE 1, SECTION 9(1)
FOR THE YEAR ENDED MARCH 31, 2019

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

On behalf of North Island College:

_____
Chair
Board of Governors

_____
Date

NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9(3)
FOR THE YEAR ENDED MARCH 31, 2019

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

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

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

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

On behalf of North Island College:

_____	_____
Colin Fowler	Jane Murphy
Vice President, Finance & Facilities	Chair,Board of Governors
_____	_____
Date	Date

NORTH ISLAND COLLEGE
SCHEDULE OF DEBTS
FIR SCHEDULE 1, SECTION 4
FOR THE YEAR ENDED MARCH 31, 2019

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

NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2019

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

	Issue Date	Indemnity Number	Indemnitee	Description
1.	09/13/2017	20187771	Al Davidson Ltd.	1636 Peninsula Road lease
2.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
3.	10/13/2010	110962	Canadian Red Cross Society	First Aid Courses
4.	03/27/2018	20188649	City of Port Alberni	2018-2021 Lease 4751 Tebo Avenue
5.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
6.	05/17/2017	20187173	Frosst Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
7.	09/18/2013	20140898	Minister of Children and Family Development	Practicum Experience for students in Health and Human Services at NIC.
8.	11/01/2016	20176184	Minister of Indian Affairs and Northern Development	DIAND initiatives
9.	02/08/2017	20176579	Minister of Jobs, Tourism and Skills Training	Advanced Aquaculture training programs
10.	08/21/2018	20199423	Mitacs Inc.	Internships/Fellowships at Mt. Waddington
11.	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
12.	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software

NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2019

13.	06/18/2009	100349	Performance Objects Inc.	Master subscription agreement for Software
14.	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
15.	01/08/2014	20141314	SirsiDynix	Library Catalogue software
16.	07/11/2018	20199114	VIHA	Mt. Waddington Community food Initiative

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

A. Board of Governors

Name	Position	Remuneration	Expenses
Atherton, Jane	Board Member	2,000	-
Bell, Bruce	Board Member	500	-
Chaudhary, Nitesh	Board Member	1,000	300
Everson, Robert	Board Member	2,000	1,464
Grant, Roy	Board Member	2,000	1,744
Hunt, Ross	Board Member	1,500	808
Jain, Vikas	Board Member	1,355	761
Kortlever, Jennifer	Board Member	1,000	954
Lamb, Derek	Board Member	2,250	1,453
Minaker, Barry	Board Member	1,500	571
Mosley, Eric	Board Member	2,000	4,800
Murphy, Jane	Board Chair	2,250	3,935
Schofield, Nicolas	Board Member	1,000	1,785
		20,355	**18,576**

B. Other Employees > $75,000

Name		Remuneration	Expenses
Ackland, Shirley	Fac, Appld Bus Tech	92,838	-
Almond, Janis	Fac, Accessible Learning	104,226	2,500
Anderson, James	Inst, Human/Social Sciences	93,288	6,110
Awai, Katriona	Manager, Financial Services	78,800	3,124
Baird, Niki	Fac, Accessible Learning	84,371	2,824
Balfry, Patrick	Inst, Automotive, Trades	76,837	563
Banton-Smith, Samantha	Inst, Counsellor, Coordinator	79,748	1,282
Batch, Cory	Inst, Electronics	96,814	2,626
Bateman, Terri	Dist. Learning Facilitator	78,220	4,619
Batho, Catherine	Inst, Early Childhood Education	92,838	1,361
Beggs, Janet	Counsellor, Student Services	84,914	2,389
Bellavia, Antonio	Ass. Vice President Access	122,578	8,575
Bellham, Darin	Ass. Registrar, Student Services	77,223	596
Bemister, Geri	Inst, Humanities & Social Sciences	92,838	5,064
Bendle, Norman	Inst, English Second Language	86,880	2,500
Bird, Laurie	Inst, Health Care Assistant	92,838	5,990
Black, Casey	Dir, Information Technology	102,359	39
Bowman, John	President	187,794	19,488

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

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

Name		Remuneration	Expenses
Brady, Aisling	Inst, Math & Sciences	85,107	3,653
Burton, Pamela	Inst, Nursing	93,288	1,838
Cameron, Debra	Inst, ABE & Math & Sciences	90,785	3,100
Caraballo Acosta, Pedro	Inst, Tourism	92,432	5,804
Carrel, Alix	Inst, Human/Social Sciences/Abor.	96,513	1,955
Catchpole, Michael	Inst, Human/Social Sciences	93,073	2,394
Charette, Nick	Inst, Plumbing/Heating	84,557	1,554
Chow, Yiling	Inst, Human/Social Sciences	93,288	4,226
Connell, Katrina	Inst, Early Child Care Ed	78,906	132
Crewe, Ken	Dir, Human Resources	125,382	4,537
Cruickshank, Neil	Dean, Arts/Sciences/Tech	95,172	27,255
Cumming, Caryl	Inst, English	93,177	1,326
Davis, Ronald	Inst, Bus Admin	93,073	85
Deagle, Heidi	Inst, Nursing	75,911	5,992
Diemer, Jason	Inst, Math/Sciences	93,471	-
Domae, Lisa	Exec.VP, Academic CO	144,595	25,710
Ducharme, Marie	Fac, Accessible Learn Serv	77,460	3,717
Elias, Harley	Inst, Bus Admin	97,205	1,785
Erickson, Murray	Inst, Tourism, Bus Admin	95,634	3,645
Faust, Sandra	Inst, Adult Basic Ed	93,288	2,312
Fleck, Susan	Director, Finance	92,858	4,278
Forsyth, Deborah	Fac, Tourism	94,903	6,931
Fowler, Colin	Vice-Pres Finance & Facilities	138,558	6,343
Fraser, Joanna	Inst, Nursing	93,288	11,769
Gaetz, Roslyn	Fac, Access Learn Serv	87,340	1,506
Gallant, Lynette	Librarian, Public Services	92,388	2,909
Gardiner-Hynds, Richelle	Inst, Human/Social Sciences, ABT	84,952	767
George, Darren	Inst, Math/Sciences	94,342	2,500
Gereluk, Theresa	Inst, Early Child Care Ed	98,929	5,961
Gibson, Kimberley	Inst, Bus Admin	99,260	-
Gingras, Jeannette	Inst, Appld Bus Tech	93,928	-
Goodliffe, Rachel	Inst, Bus Admin	93,658	3,240
Graham, David	Dir, Facilities Management	103,238	10,231
Gray, Danean	Manager, Human Resources	88,909	6,042
Guenther, Mary Anne	Coord, Library Services	92,623	9,741
Gus, Wilma	Fac, Assessment ABE	83,114	4,154
Haggith, Kathleen	Dean, Health & Human Services	116,179	10,525

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

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

Name		Remuneration	Expenses
Hardin, Erik	Inst, Carpentry Apprentice	93,288	1,127
Harris, Wendy	Learning Specialist, CVC	101,283	3,709
Harrison, Donna	Inst, Math/Sciences	95,022	2,584
Harsell, Bradley	Inst, Math/Sciences (SH)	101,630	3,498
Hartman, RaeAnn	Assoc Dean, Health & Human	95,624	5,011
Hartnett, Caitlin	Fac, MW Campus & Comm Coord	92,639	8,515
Haugen, Robert	Mgr, Contract & Training Services	75,651	1,712
Hearnden, Margaret	Inst, HS & Global Learning Fac.	85,146	2,585
Hecht, Ben	Inst, English Language	79,359	-
Heidt, Randall	VP, Strategic Initiatives	136,327	23,834
Herringer, Mark	Exec Dir, Int'l Education	88,341	69,920
Hinman-Smith, Daniel	Inst, Human/Social Sciences	92,838	-
Holden, Ross	Inst, Welding	87,474	-
Hughes, Robert	Inst, Plumbing/Heating	93,288	3,128
Jay, Linda	Inst, Bus Admin	92,838	2,291
Johns, David	Inst, Electrical	79,301	-
Johnsen, Kelly	Inst, Human Services	76,236	2,040
Jones, Miriam	Mgr, Stud Servs & Projs	83,980	1,649
Kantor, Shelagh	Inst, Nursing	81,695	-
Khan, Alexandra	Dir, Marketing & Comm	102,114	3,310
Kuhnert, Kathleen	Assoc VP, Stu Serv/Registra	121,679	6,356
Laird, Robert	Inst, Carpentry Apprentice	92,463	1,174
Lawrence, Jeffrey	Inst, Human/Social Sciences	93,288	-
Lightfoot, Dennis	Inst, Math/Sciences	93,288	834
Lowey Mackenzie, Kerri	Inst, Human Services	93,288	1,229
Lu, Frank	Inst, Math/Sciences/Bus Admin	94,686	1,052
MacFadgen, Lynne	Regional Dir, CE & Training	106,512	8,446
Madarasz, Christian	Inst, Appld Bus Tech	93,288	3,981
Marriott, Judith	Inst, Bus Admin	85,727	-
Mason, Karen	Inst, Nursing (SH)	93,288	4,674
Mayboudi, Ali	Fac, Business Admin	91,053	2,477
McCaffrey, Noreen	Inst, Adult Basic Ed, Assessment	93,078	2,500
McIntosh, Stephen	Inst, Joinery/Cabinet	93,138	334
McPherson, Barbara	Inst, Practical Nursing	79,300	4,397
Meiers, Janice	Inst, Nursing	93,288	3,347
Michaud, Laurie	Fac, Teaching & Learning	95,634	4,303

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

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

Name		Remuneration	Expenses
Milligan, Sandra	Inst, Math/Sciences	97,885	3,796
Morrison, William	Inst, Math/Sciences	93,288	454
Naugler, Diane	Dean, Bus & Applied Studies	116,179	16,054
Nelson, Peggy	Adm Mgr, EVP Academic	75,930	250
Newton, Sean	Inst, English	93,288	1,342
Nilson, David	Inst, Aircraft Structures	78,662	344
Oberik, Lynne	Inst, Nursing	93,288	2,441
O'Connell, Cheryl	Dean, Trades & Technical	116,179	14,188
O'Donnell, Kathleen	Inst, Acc Learning	90,892	3,230
Parkinson, William	Interim Dean,Enroll Plan & IE Intg	109,429	405
Pelletier, Norma	Inst, Bus Admin	97,205	85
Perron, Linda	Inst, Fine Arts	93,288	1,854
Peterson, Ivan	Inst, Welding	76,904	231
Petr, Trevor	Inst, Electrical	90,892	-
Pinel, David	Inst, Adventure Guiding/ Tourism	88,062	6,259
Pollack, Walter	Inst, Electrical Apprentice	93,073	2,890
Posner, Christopher	Inst, Automotive Mechanics	76,178	1,502
Ronquillo, Jesse	Inst, Aquaculture	77,013	2,880
Russell, Elizabeth	Inst, Fine Arts	90,376	5,978
Schiller, Suzanne	Inst, English Language	81,211	276
Schmidt, Danita	Inst, Adult Basic Ed	78,207	1,034
Scholtz, Antonie	Inst, Social Sciences, English,	93,403	-
Shantz, Susan	Inst, Human Services	83,551	8,887
Simpson, Nadine	Inst, Adult Basic Ed	93,288	951
Skulmoski, Wes	Mgr, Inst Research & Planning	78,516	3,233
Tabata, Naomi	Manager, CARTI	85,624	14,033
Taylor, Jason	Inst, Electrical	87,422	673
Trudel, Anthony	Inst, Adult Basic Ed & Assessment	79,363	842
Tulloch, Laurie	Inst, Early Child Care Ed	92,838	3,349
Udy, Christopher	Dir, Trades & Technical	102,338	1,876
Vipond, Sara	Inst, Fine Arts	85,297	6,312
Walters, Kevin	Dir, IT - Infr & Educ Tech	103,238	10,244
Wang, Sherrie	Inst, Math/Sciences	92,388	3,664
Waters, Terry	Inst, Welding	93,288	2,290

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

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

Name		Remuneration	Expenses
Watts, Lesley-Anne	Inst, Adult Basic Ed, English	93,288	2,594
Willers, Michael	Inst, Math/Sciences	93,288	611
Wilson, Megan	Inst, Media/Graphic Design, Fine Ar	84,690	3,052
Wolfe, Naomi	Inst, English Second Language	86,746	1,409
Wrye, Jennifer	Inst, Human/Social Sciences	105,200	4,780
Yaklin, Evoin	Inst, Heavy Duty Mech	82,882	3,538
Yells, Bryan	Mgr, Capital Projects	79,753	-
Zhao, Chunxiao	Inst, Bus Admin	98,291	2,585
		12,415,391	**577,995**

C. Other Employees < $75,000

	Remuneration	Expenses
Consolidated Remuneration / Expenses < $75,000	**14,923,244**	**436,452**

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Remuneration & Expenses (per above)	Remuneration	Expenses
A. Board of Governors	20,355	18,576
B. Employees > $75,000	12,415,391	577,995
C. Employees < $75,000	14,923,244	436,452
	27,358,990	**1,033,023**

NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR YEAR ENDED MARCH 31, 2019

D. RECONCILIATION TO FINANCIAL STATEMENTS (continued)

Adjustments:	
Board of Governors	(20,355)
MSP & Life included in remuneration	(418,644)
Taxable and non-taxable employee benefits	6,088,714
Other timing/accrual differences	102,498
Adjusted Remuneration	**33,111,202**
Per Financial Statements	**33,111,202**

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2019

A. Payments >$25,000

Name	Payment
ABC Printing	28,883
AFC Construction	36,540
Agnel Egidor Worth	55,041
Aines and Tyler Electric Co Ltd	47,793
Alberni Valley Refrigeration	36,418
Archie Johnstone Plumbing & Heating	27,625
Aresi Pillay Thylamay	27,212
Atwell Systems Inc	52,140
BC Electronic Library Network	79,091
BC Hydro	355,623
BCNET	429,660
Bee-Clean Building Maintenance	577,838
Black Press Group Ltd	85,161
Blackboard Inc	31,435
Camosun College	31,423
Canam Consultants Ltd	63,931
CDW Canada, Inc	241,143
Chernoff Thompson Architects	1,012,285
Circle Dairy Ltd	32,949
City of Campbell River	51,009
City of Courtenay	94,328
City of Port Alberni	124,956
Colleen McClure Designs	27,171
College Pension Plan	1,707,961
Comox Valley Regional District	92,677
Compugen Inc	33,120
Custom Gourmet	25,012
Dale's Plumbing And Mechanical Ltd	57,559
Dell Canada Inc	202,903
Dependable Lawn Care Ltd	97,701
Digitel	38,469
DKI Services Ltd	53,448
Element Restorations Ltd	51,521
ESC Automation	593,817

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2019

A. Payments >$25,000 (continued)

Name	Payment
F12.Net Inc	69,254
Festo Didactic Ltd	36,580
Footprints Security Patrol Inc	159,295
Fort Modular Inc	141,097
FortisBC-Natural Gas	85,749
Frosst Financial Corp	154,298
Fulcrum Management Solutions Ltd	26,880
Genus Management	80,540
Grant Illuminated Signs	44,978
Greg Lloyd's Painting Co.	31,185
Hitec Screen Printing	26,041
Homewood Health Inc	41,362
Houle Electric Limited	380,889
Idp Education Ltd	36,253
Industrial Plankton	73,290
Innov8 Digital Solutions	33,236
Island West Coast Development Ltd	12,118,392
KPMG LLP T4348	36,120
Login Canada	88,050
Manulife Financial	1,975,028
McConnan Bion O'Connor & Peterson Law Corp	70,009
McGraw-Hill Ryerson	69,630
McGregor Access Control	33,165
McQueen Construction Ltd	251,027
Medical Services Plan of BC	208,581
Minister of Finance	31,973
MNP LLP	47,670
Moneris/Chase	165,968
Monk Office Supply Ltd	51,234
Municipal Pension Plan	744,310
Nelson Education Ltd	153,909
Oxford University Press	45,106
Peak Landscaping	27,059
Pearson Education Canada	190,404

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2019

A. Payments >$25,000 (continued)

Name	Payment
Pentair Aquatic Eco-Systems	42,211
Post Secondary Employers	31,500
Praxair Canada Inc	42,191
Prismrbs	30,296
Purolator Inc	31,931
Queens Printer	131,920
Receiver General of Canada	1,405,535
Ricoh Canada Inc	46,304
Rocky Point Engineering Ltd	34,178
Safety Net Security	30,197
Santa Monica Study Abroad Pvt Ltd	55,571
School District #72	226,010
Sehdev Travel & Education	29,864
Shell Energy North America (Canada) Inc	152,778
Soundbar Audio Visual	48,720
Staples Business Advantage	383,608
Sysco Victoria	83,615
TELUS Mobility	106,535
Tianxiang Liu (Victor)	53,096
Tim's Infotech Management And Maintenance	30,521
Tla-O-Qui-Aht First Nation	116,129
TLD Computers	164,343
Travel Healthcare Insurance Solutions Inc	43,865
Tyco Integrated Fire And Security	49,731
United Floors	45,932
University of Victoria	64,620
Vancouver Island Enterprises	31,484
Windsor Plywood	35,613
Workers Compensation	77,113
Total Payments > $25,000	**$ 27,857,815**

NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2019

B.	**Consolidated Payments <$25,000**	**$ 3,550,075**

C. Grants & Contributions

Consolidated Payments for Grants & Contributions > $25,000	258,907
Consolidated Payments for Grants & Contributions < $25,000	-
Total Grants & Contributions	**$ 258,907**

D. RECONCILIATION TO FINANCIAL STATEMENTS

Total Payments (per above)	
A. Payments > $25,000	27,857,815
B. Payments < $25,000	3,550,075
C. Grants & Contributions	258,907
	$ 31,666,797
Adjustments:	
Capital purchases	(12,140,398)
Employee expenses - reported in FIR Sched 1 (6)	(1,033,023)
Other timing/accrual differences	137,701
Adjusted Payments	**$ 18,631,076.5**
Per Financial Statements - Schedule of Expenses	48,838,138
Less:	
Salaries and wages	(27,484,753)
Amortization of capital assets	(2,722,308)
	$ 18,631,077.0
Unreconciled Difference	-

NORTH ISLAND COLLEGE
STATEMENT OF SEVERANCE AGREEMENTS
FIR SCHEDULE 1, SECTION 6(7)
FOR THE YEAR ENDED MARCH 31, 2019

There was one severance agreement made between North Island College and its non-unionized employees during fiscal year 2018-2019.

This agreement represents a total of 13 months of compensation*

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

NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the year ended March 31, 2019

North Island College
Index to the Financial Statements
For the year ended March 31, 2019

	Page
STATEMENT OF MANAGEMENT RESPONSIBILITY	
INDEPENDENT AUDITORS' REPORT	
FINANCIAL STATEMENTS	
Statement of Financial Position	**1**
Statement of Operations and Accumulated Surplus	**2**
Statement of Changes in Net Debt	**3**
Statement of Remeasurement Gains and Losses	**4**
Statement of Cash Flows	**5**
Notes to the Financial Statements	**6-19**
Schedule 1 - Schedule of Expenses by Object	**20**

NORTH ISLAND COLLEGE

NIC

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. The integrity and objectivity of these statements is management's responsibility. Management is also responsible for all of the notes to the financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. The significant accounting policies are summarized in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The North Island College Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Audit and Finance committee. The Audit and Finance Committee reviews financial information on a quarterly basis and the external audited financial statements yearly. The external auditor has full access to the Audit and Finance Committee, with and without management present.

KPMG conducts an independent examination, in accordance with Canadian auditing standards, and expresses an opinion on the financial statements. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of the examination and their opinion on the financial statements.

On behalf of North Island College

John Bowman
President

Colin Fowler
Vice President, Finance & Facilities

June 14, 2019

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of North Island College, and

To the Minister of Advanced Education, Skills and Training, Province of British Columbia

Opinion

We have audited the financial statements of North Island College (the Entity), which comprise:

- the statement of financial position as at March 31, 2019
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2019 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditors' Responsibilities for the Audit of the Financial Statements"*** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

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

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
June 13, 2019

North Island College
Statement of Financial Position
As at March 31, 2019 with comparative information for 2018

	Note	2019	2018
Financial assets			
Cash and cash equivalents		$ 5,263,566	$ 9,856,583
Accounts receivable		836,554	714,487
Due from government organizations	3	2,033,544	123,151
Inventories held for resale		347,341	298,275
Portfolio investments	4	20,291,955	19,397,753
		28,772,960	30,390,249
Liabilities			
Accounts payable and accrued liabilities	5	8,729,742	9,787,850
Due to government organizations	3	634,830	450,834
Employee future benefits	6	517,310	628,846
Leasehold inducements	16	439,786	500,000
Deferred revenue		2,341,353	2,257,485
Deferred contributions	7	12,586,175	11,228,310
Deferred capital contributions	8	36,841,046	28,817,855
		62,090,242	53,671,180
Net debt		(33,317,282)	(23,280,931)
Non-financial assets			
Tangible capital assets	9	42,341,290	32,648,362
Prepaid expenses		133,768	97,120
		42,475,058	32,745,482
Accumulated surplus		$ 9,157,776	$ 9,464,551
Accumulated surplus is comprised of:			
Accumulated surplus		$ 7,951,224	$ 7,895,458
Accumulated remeasurement gains		1,206,552	1,569,093
		$ 9,157,776	$ 9,464,551

Commitments and contingencies (notes 11 & 12)
Contractual rights (note 15)
See accompanying notes to the financial statements

Approved on behalf of the Board of Governors

Jane Murphy,
Chair of the Board of Governors

Colin Fowler,
Vice President, Finance and Facilities

North Island College
Statement of Operations and Accumulated Surplus
For the year ended March 31, 2019 with comparative information for 2018

	Note	Budget 2019 Note 2(j)	2019	2018
Revenue				
Province of British Columbia		$ 29,901,991	$ 29,569,367	$ 28,918,262
Government of Canada grants		890,627	453,576	463,295
Tuition and student fees		12,040,695	12,589,054	10,214,478
Contract services		316,500	379,967	320,795
Sales of goods and services		1,412,500	1,478,378	1,560,694
Investment income		613,350	1,458,212	1,091,480
Other income		567,831	673,433	606,434
Revenue recognized from deferred capital contributions	8	2,025,872	2,291,917	2,306,083
		47,769,366	48,893,904	45,481,521
Expenses (Schedule 1)				
Instructional and non-sponsored research		44,791,539	46,172,799	42,639,503
Ancillary services		1,440,442	1,388,283	1,563,083
Sponsored research		680,985	436,174	440,008
Special purpose		856,400	840,883	823,211
		47,769,366	48,838,138	45,465,805
Surplus for the year		-	55,766	15,716
Accumulated surplus, beginning of year		7,895,458	7,895,458	7,879,742
Accumulated surplus, end of year		$ 7,895,458	$ 7,951,224	$ 7,895,458

See accompanying notes to the financial statements

North Island College
Statement of Changes in Net Debt
For the year ended March 31, 2019 with comparative information for 2018

	Budget 2019 Note 2(j)	2019	2018
Surplus for the year	$ -	$ 55,766	$ 15,716
Acquisition of tangible capital assets	-	(12,415,236)	(9,643,884)
Amortization of tangible capital assets	2,610,900	2,722,308	2,816,179
Gain on sale of tangible capital assets	-	(4,517)	(28,249)
Proceeds on sale of tangible capital assets	-	4,517	28,249
	2,610,900	(9,692,928)	(6,827,705)
Acquisition of prepaid expenses	-	(204,377)	(83,723)
Use of prepaid expenses	-	167,729	77,419
	-	(36,648)	(6,304)
Net remeasurement (losses) gains	-	(362,541)	(123,558)
Change in net debt	2,610,900	(10,036,352)	(6,941,851)
Net debt, beginning of year	(23,280,931)	(23,280,931)	(16,339,080)
Net debt, end of year	$ (20,670,031)	$ (33,317,282)	$ (23,280,931)

See accompanying notes to the financial statements

North Island College
Statement of Remeasurement Gains and Losses
For the year ended March 31, 2019 with comparative information for 2018

	2019	2018
Accumulated remeasurement gains, beginning of year	$ 1,569,093	$ 1,692,651
Unrealized gains attributed to:		
Portfolio investments	391,116	367,419
Amounts reclassified to the statement of operations:		
Realized gains on pooled funds	(753,657)	(490,977)
Net remeasurement (losses) gains for the year	(362,541)	(123,558)
Accumulated remeasurement gains, end of year	**$ 1,206,552**	**$ 1,569,093**

See accompanying notes to the financial statements

North Island College
Statement of Cash Flows
For the year ended March 31, 2019 with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operations		
Surplus for the year	$ 55,766	$ 15,716
Items not involving cash:		
Amortization of tangible capital assets	2,722,308	2,816,179
Revenue recognized from deferred capital contributions	(2,291,917)	(2,306,083)
Change in employee future benefits	(111,536)	246,944
Change in lease inducements	(60,214)	-
Gain on sale of tangible capital assets	(4,517)	(28,249)
Change in non-cash operating working capital:		
Increase in accounts receivable	(122,067)	(46,787)
Decrease (increase) in due from government organizations	(1,910,393)	410,771
Increase in prepaid expenses	(36,648)	(6,304)
Increase in inventories held for resale	(49,066)	(100,739)
Increase (decrease) in accounts payable and accrued liabilities	(1,058,110)	2,668,265
(Decrease) increase in due to government organizations	183,996	(44,440)
Increase in deferred revenue	83,868	342,712
Increase in deferred contributions	1,357,865	576,628
Net change in cash from operating activities	(1,240,662)	4,544,613
Capital activities		
Cash used to acquire tangible capital assets	(12,140,398)	(9,643,884)
Increase in deferred capital contributions	10,040,272	7,835,957
Increase in lease inducements	-	500,000
Proceeds on disposal of tangible capital assets	4,517	28,249
Net change in cash from capital activities	(2,095,609)	(1,279,678)
Investing activities		
Increase in investments	(1,256,743)	(930,942)
Net change in cash from investing activities	(1,256,743)	(930,942)
Net change in cash and cash equivalents	**(4,593,014)**	**2,333,993**
Cash and cash equivalents, beginning of year	9,856,583	7,522,590
Cash and cash equivalents, end of year	$ 5,263,566	$ 9,856,583

See accompanying notes to the financial statements

North Island College
Notes to the Financial Statements
Year ended March 31, 2019

1 Authority and purpose

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

2 Summary of significant accounting policies

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

(a) Basis of accounting:

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

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

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

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

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

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

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

2 Summary of significant accounting policies (continued)

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

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

(b) Cash and cash equivalents

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

(c) Financial instruments

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

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

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

(d) Inventories held for resale

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

2 Summary of significant accounting policies (continued)

(e) Non-financial assets

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

(i) Tangible capital assets

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

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

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

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

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

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

2 Summary of significant accounting policies (continued)

(f) Employee future benefits

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

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

(g) Revenue recognition

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

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

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

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

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

(h) Use of estimates

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

2 Summary of significant accounting policies (continued)

(i) Foreign currency translation

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

(j) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the North Island College 2018-2019 Budget approved by the Board of Governors of North Island College on April 19, 2018.

Budget figures are presented only for information purposes.

3 Due from and to government organizations

Due from:	**2019**	**2018**
Federal government	$ 1,490	$ 641
Provincial government	2,018,031	114,649
Other government organizations	14,023	7,861
	$ 2,033,544	$ 123,151

Due to:	**2019**	**2018**
Federal government	$ 416,564	$ 358,792
Provincial government	33,641	25,361
Other government organizations	184,625	66,681
	$ 634,830	$ 450,834

4 Portfolio investments

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

	2019	2018
Fixed income	$ 2,016,077	$ 1,397,531
Pooled bond funds	10,324,421	8,888,504
Pooled equity funds	7,951,457	9,111,718
	$ 20,291,955	$ 19,397,753

5 Accounts payable and accrued liabilities

	2019	2018
Trade payables	$ 1,257,803	$ 1,250,569
Salaries and benefits payable	991,562	906,265
Accrued leaves payable	3,161,804	3,037,302
Other payables and accrued liabilities	3,318,573	4,593,714
	$ 8,729,742	$ 9,787,850

6 Employee future benefits

(a) Pension benefits:

The College and its employees contribute to the College Pension Plan and the Municipal Pension Plan (jointly trusteed pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2018, the College Pension Plan has about 14,000 active members, and approximately 8,000 retired members. As at December 31, 2017, the Municipal Pension Plan has about 197,000 active members, including approximately 6,000 from colleges.

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

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

6 Employee future benefits (continued)

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

The College paid $2,447,125 for employer contributions to the plans in fiscal 2019 (2018: $2,234,775).

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

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

(b) Other benefits:

	2019	2018
Severance	$ 444,310	$ 560,846
Accumulated sick leave benefit	73,000	68,000
	$ 517,310	$ 628,846

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

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

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

	2019	2018
Discount rates	2.00%	2.00%
Expected wage and salary increases	2.75%	2.75%

7 Deferred contributions

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

	2019		
	Land Sale	**Other**	**Total**
Balance, beginning of year	$ 3,961,144	$ 7,267,166	$ 11,228,310
Contributions received	-	8,941,595	8,941,595
Revenue recognized	-	(7,583,730)	(7,583,730)
Balance, end of year	$ 3,961,144	$ 8,625,031	$ 12,586,175

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

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

8 Deferred capital contributions

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

	2019	**2018**
Balance, beginning of year	$ 28,817,855	$ 23,287,981
Contributions received during the year - cash	10,040,272	7,835,957
Contributions received during the year - in kind	274,836	-
Revenue recognized from deferred capital contributions	(2,291,917)	(2,306,083)
Balance, end of year	$ 36,841,046	$ 28,817,855

North Island College
Notes to the Financial Statements
Year ended March 31, 2019

9 Tangible capital assets

Cost	Mar 31, 2018	Additions	Transfers	Disposals	Mar 31, 2019
Land	$ 457,919	$ -	$ -	$ -	$ 457,919
Site improvements	2,404,933	-	-	-	2,404,933
Buildings	58,274,016	127,058	154,182	-	58,555,256
Furniture & equipment	4,163,787	419,514	60,856	(1,720,819)	2,923,338
Software & licences	48,200	-	-	(17,203)	30,997
Computer equipment	1,113,518	168,147	-	(160,124)	1,121,541
Leasehold improvements	1,631,007	-	-	-	1,631,007
Vehicles	554,500	104,667	-	(81,781)	577,386
Library books	471,566	42,392	-	(42,798)	471,160
Assets under construction	7,086,374	11,553,458	(215,038)	-	18,424,794
Total	$ 76,205,820	$ 12,415,236	$ -	$ (2,022,725)	$ 86,598,331

Accumulated amortization	Mar 31, 2018	Amortization	Disposals	Mar 31, 2019
Site improvements	$ 2,129,268	$ 77,377	$ -	$ 2,206,645
Buildings	37,540,010	1,645,747	-	39,185,757
Furniture & equipment	2,734,410	486,881	(1,720,819)	1,500,472
Software & licences	28,465	8,443	(17,203)	19,705
Computer equipment	564,910	191,350	(160,124)	596,136
Leasehold improvements	85,261	173,804	-	259,065
Vehicles	213,542	96,288	(81,781)	228,049
Library books	261,592	42,418	(42,798)	261,212
Total	$ 43,557,458	$ 2,722,308	$ (2,022,725)	$ 44,257,041

	Net Book Value Mar 31, 2018	Net Book Value Mar 31, 2019
Land	$ 457,919	$ 457,919
Site improvements	275,665	198,288
Buildings	20,734,006	19,369,499
Furniture & equipment	1,429,377	1,422,866
Software & licences	19,735	11,293
Computer equipment	548,608	525,405
Leasehold improvements	1,545,746	1,371,942
Vehicles	340,958	349,337
Library books	209,974	209,947
Assets under construction	7,086,374	18,424,794
Total	$ 32,648,362	$ 42,341,290

9 Tangible capital assets (continued)

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

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

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

9 Tangible capital assets (continued)

(a) Assets under construction

Assets under construction having a value of $18,424,794 (2018: $7,086,374) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

(b) Contributed tangible capital assets

Contributed capital assets are recognized at fair market value at the date of contribution. The value of contributed capital assets received during the year is $274,836 (2018 -$nil)

10 Financial risk management

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

(a) Credit risk

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

Accounts receivable primarily consist of amounts receivable from government organizations, students, clients and sponsors. To reduce the risk, the College regularly reviews the collectability of its accounts receivable and establishes an allowance based on its best estimate of potentially uncollectible amounts. As at March 31, 2019 the amount of allowance for doubtful debts was $154,370 (2018: $135,601), as these accounts receivable are deemed by management not to be collectible. The College historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

(b) Market and interest rate risk

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

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

10 Financial risk management (continued)

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

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

(c) Liquidity risk

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

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

(d) Foreign exchange risk

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

11 Contractual obligations

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

	Port Alberni Campus	Port Hardy Campus	Total
2020	$ 120,294	$ 148,452	$ 268,746
2021	120,294	148,452	268,746
2022	-	148,452	148,452
2023	-	61,855	61,855
Total contractual obligations	$ 240,588	$ 507,211	$ 747,799

12 Contingent liabilities

The College may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. In the event that any such claims or litigation are resolved against the College, such outcomes or resolutions could have a material effect on the business, financial condition, or results of operations of the College. At March 31, 2019 there are no outstanding claims.

13 Related parties

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

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

At March 31, 2019 accounts payable of the College included $23,465 (2018: $35,007) due to the Foundation.

	2019	2018
Bursaries	$ 397,792	$ 347,980
Donations and other	1,122,952	49,794
Gifts-in-kind	325,179	65,048
Foundation contributions to the College	$ 1,845,923	$ 462,822
College contributions to the Foundation	$ 84,250	$ 74,900

14 Comparative Information

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

15 Contractual rights

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

	Port Alberni Campus	Port Hardy Campus	Total
2020	$ 120,294	$ 148,452	$ 268,746
2021	120,294	148,452	268,746
2022	-	148,452	148,452
2023	-	61,855	61,855
Total contractual rights	$ 240,588	$ 507,211	$ 747,799

16 Lease inducement

In September 2017, the College entered into a 5 year renewable lease for premises located in Port Hardy. In conjunction with the lease, the landlord financed $500,000 of the improvements to be repaid by the College over 10 years. The amount is funded by the Province over the term of the lease.

North Island College
Schedule 1 - Schedule of Expenses by Object
For the year ended March 31, 2019 with comparative information for 2018

	Budget 2019	2019	2018
Expenses			
Salaries and benefits	$ 33,370,395	$ 33,111,202	$ 30,480,251
Other personnel costs	806,363	846,828	954,806
Advertising and promotion	784,295	585,223	730,072
Books and periodicals	249,269	252,709	267,359
Cost of goods sold	1,006,350	981,249	998,217
Equipment costs	1,332,491	1,935,999	1,610,023
Facility costs	2,456,348	3,591,203	3,125,750
Financial service charges	187,645	265,573	228,088
General fees and services	2,206,516	1,738,499	1,763,049
Student awards	644,180	645,415	593,952
Supplies and general expenses	968,085	1,164,290	864,266
Travel	944,029	738,733	745,744
Grant transfers	202,500	183,307	213,149
Donations to NIC Foundation	-	75,600	74,900
Amortization of tangible capital assets	2,610,900	2,722,308	2,816,179
	$ 47,769,366	$ 48,838,138	$ 45,465,805

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 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**
4.2.2 F19/20 Q1 Financial Statements *(attachment)*

Background:

Each quarter, NIC's Finance team prepares a set of year-to-date financial statements – in this case for the period April 1 to June 30th, 2019. These statements form part of a quarterly reporting package that the College sends to the Ministry of Advanced Education, Skills and Training.

The 1st Quarter financial statements as well as an analysis document are included in the Board package.

Action:

For information only

North Island College

1Q 2019/20 Financial Statement Analysis

The financial statements for the 3 months ended June 30, 2019 are attached. Below are explanations for the significant changes year-to-year or compared to budget, as well as an analysis of some of the significant account balances that require a deeper dive.

Statement of Financial Position

Cash and Cash Equivalents

2019/20	2018/19	Variance
2,580,033	6,634,409	(4,054,376)

NIC's Cash balance is at a low level at the end of June 2019. This relates to all the capital projects the College is currently working on, and the manner in which those projects have been funded. This low cash position is expected to continue through the summer months.

For the project in Campbell River, NIC decided to fund some renovation and expansion components into the project in support of the mult-year program plan for Campbell River. Doing this work while the current campus consolidation project was ongoing made sense rather than having a longer and disruptive construction timeline. The additional work included a nursing simulation lab, a total of 3 additional classrooms, additional space for a paint booth in the Aircraft structures building, and classroom and office renovations. There was two funding sources for this work; a deferred balance of $1.8 million in Annual Capital Allowance (now called Routine Capital funding), and NIC's current Routine Capital funding. These are both Provincial funding sources, and the Ministry was supportive of NIC using the funds in this manner.

College's used to be able to defer the Annual Capital Allowance if this funding wasn't spent in the current year. Given that this was provincial funding provided a number of years ago, the balance was sitting in NIC's long-term investment account (not in Cash).

In addition, NIC is now completing a large renovation of student services, as well as a renovation at St. Joe's for Health care programming. Both of these projects are funded by the Province, but the Cash had not arrived by June 30th.

Long-term Investments

	June 2019	June 2018
Balance - April 1	20,291,955	19,397,753
Income	152,478	122,185
Fees	(21,192)	(20,605)
Realized gains	28,542	334,604
Balance before withdrawls and market value adj	20,451,783	19,833,937
Withdrawls	0	0
Market value adjustment	80,046	24,424
Balance - June 30	20,531,829	19,858,361

The table above shows the year-to-date activity and final balance of the College's long-term investment account at June 30th. The portfolio returns are on course to meet budget expectations. As at June 30th, NIC hadn't made any withdrawls from this account. However, during the summer withdrawls of $1.757 million have been made to fund the Campbell River project work, as described in the Cash Balance section.

It is worth noting that NIC generally doesn't make withdrawls from the long-term investment account, as this funding is set aside for future capital projects. The exception is realized gains on investment as these are generally earmarked for capital projects, and this year the funding for the multi-year program plan in Campbell River.

Statement of Operations

The Statement of Operations at June 30th shows a loss of $284K compared to $216K for the same period in FY 18/19. A deficit in this range is the norm for the Q1 College statements due to the fact that some of the College's main sources of revenue (E.g. Tuition, Contract training) are earned between September and April each year. The College is on track to achieve a balanced budget for the fiscal year. The following are explanations of the significant variances to budget and to the 1Q results from FY 18/19:

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

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

Tuition and Student Fees

	June 2019	FY 19/20 Budget	% of Budget	June 2018
Base funded	979,198	4,755,975	17.35%	804,341
Continuing Ed & Training	481,957	1,349,782	27.49%	333,652
International	1,694,893	6,614,091	20.51%	1,269,891
Total	3,156,046	12,719,848	20.00%	2,407,884

The 1st Quarter tuition revenue reflects 24.8% of the total budget for the year, as indicated in the chart above. The first quarter includes revenues for the months April to June, so reflects the last month (April) of the Winter semester, and the first two months of Spring/Summer activity. As such, it can be difficult to draw too many conclusions from these figures. However it is a positive sign to see that the 1st quarter tuition revenue figures are up from last year in both Domestic and International areas.

Contract Services Revenue

Contract services revenue is well ahead of budget, due mainly to Continuing Education contracts. This had been budgeted at $200,000, but based on the additional contracts they have developed, this has been adjusted to $460,000.

Expenses

Salaries and Benefits

Salaries and Benefit costs have increased in 1Q 2019/20 over the same period in 2018/19 by 11.09%. This was anticipated in Budget 2019/20 and mainly relates to new program delivery; some of which is one-time funded programs (e.g. Health Care Assistant, Early Childhood Education). Wage settlements funded under the Economic Stability mandate increased salaries by approximately 2%. The Employer Health tax increases Salary and Benefit costs by 1.95%, and is partially funded by the Province (though the amount received in 2019/20 appears to leave NIC with a shortfall, more analysis is required in this area).

The table below breaks out salary and benefit costs by "fund", which provides more context. Much of the increase in Salary and Benefit costs is in the "Base Funded" category, which is includes all of domestic student programs activities. All of the College's Administration and support services are also part of Fund 10 activities. Although much of the program growth is funded with one-time operating grants, it is coded to Fund 10.

Fund	Description	F19 Q1	F19 Q1	Variance	% Change
10	Base Funded	6,809,098	6,381,811	427,287	6.69%
11 & 19	Contract and Continuing Education	356,416	265,335	91,081	34.33%
15	Special Projects	598,640	407,660	190,980	46.85%
18	Research	18,146	64,449	-46,303	-71.84%
23	International	760,939	621,732	139,207	22.39%
31 & 32	Capital	114,239	55,574	58,665	105.56%
51 &56	Ancillary	79,471	68,440	11,031	16.12%
Total		**8,736,949**	**7,865,001**	**871,948**	**11.09%**

NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the three months ended June 30, 2019 and 2018

North Island College
Index to the Financial Statements
For the three months ended June 30, 2019 and 2018

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

North Island College
Statement of Financial Position
As at June 30, 2019 and 2018

	June 2019	June 2018
Financial assets		
Cash and cash equivalents	$ 2,580,033	$ 6,634,409
Accounts receivable	819,876	483,058
Due from government organizations	576,637	436,890
Inventories held for resale	593,082	496,631
Portfolio investments	20,531,829	19,858,361
	25,101,457	27,909,349
Liabilities		
Accounts payable and accrued liabilities	8,258,094	7,468,114
Due to government organizations	404,135	393,380
Employee future benefits	490,046	531,534
Leasehold inducements	417,748	500,000
Deferred revenue	967,444	1,395,130
Deferred contributions	13,210,468	12,481,317
Deferred capital contributions	36,357,341	30,839,612
	60,105,276	53,609,087
Net financial assets (net debt)	(35,003,819)	(25,699,738)
Non-financial assets		
Tangible capital assets	43,730,344	34,853,692
Prepaid expenses	97,110	118,102
	43,827,454	34,971,794
Accumulated surplus	**$ 8,823,635**	**$ 9,272,056**
Accumulated surplus is comprised of:		
Accumulated surplus	$ 7,666,257	$ 7,678,539
Accumulated remeasurement gains (losses)	1,157,378	1,593,517
	$ 8,823,635	$ 9,272,056

North Island College
Statement of Operations and Accumulated Surplus
For the three months ended June 30, 2019 and 2018

	Budget 2020	% of Budget	June 2019	June 2018
Revenue				
Province of British Columbia				
Base Operating grant	$ 26,671,881	23	$ 6,180,921	$ 5,867,027
Industry Training Authority grant	2,805,683	28	774,114	792,846
Routine capital	160,592	81	130,000	-
Leases	235,560	27	64,098	58,890
Aboriginal service plan	405,093	33	134,793	57,226
Literacy grants	233,500		-	-
Student aid	317,399	3	9,935	4,476
Educational partnerships	789,000	19	146,307	114,903
Province of BC contracts	1,215,332	5	64,008	74,684
	32,834,040	23	7,504,176	6,970,052
Government of Canada	622,130	14	85,228	73,434
Tuition and student fees	12,719,848	25	3,156,046	2,407,884
Contract services	211,500	116	245,234	55,723
Sales of goods and services	1,418,000	12	173,107	149,674
Investment income	613,350	28	172,462	153,104
Realized gain(loss) from investments	-		157,761	334,604
Other income	559,189	18	98,189	90,624
Revenue recognized from deferred capital contributions	2,263,015	26	596,199	588,242
	51,241,072	24	12,188,402	10,823,341
Expenses (Schedule 1)				
Instructional and non-sponsored research	48,389,117	25	12,164,603	10,724,830
Ancillary services	1,376,319	16	220,033	185,614
Sponsored research	551,837	9	52,308	91,693
Special purpose	923,799	4	36,425	38,123
	51,241,072	24	12,473,369	11,040,260
Surplus for the year	**-**		**(284,967)**	**(216,919)**
Accumulated surplus, beginning of period	7,951,224		7,951,224	7,895,458
Accumulated surplus, end of period	**$ 7,951,224**		**$ 7,666,257**	**$ 7,678,539**

North Island College
Statement of Remeasurement Gains and Losses
For the three months ended June 30, 2019 and 2018

	June 2019	June 2018
Accumulated remeasurement gains, beginning of period	$ 1,206,552	$ 1,569,093
Unrealized gains (losses) attributed to:		
Pooled funds	108,587	359,028
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	(157,761)	(334,604)
Remeasurement gains(losses) for the period	(49,174)	24,424
Accumulated remeasurement gains (losses), end of period	**$ 1,157,378**	**$ 1,593,517**

North Island College
Statement of Cash Flows
For the three months ended June 30, 2019 and 2018

	June 2019	June 2018
Cash provided by (used in):		
Operations		
Surplus for the period	$ (284,967)	$ (216,919)
Items not involving cash:		
Amortization of tangible capital assets	688,072	688,956
Revenue recognized from deferred capital contributions	(596,199)	(588,242)
Change in employee future benefits	(27,264)	(97,312)
Gain on sale of tangible capital assets	(2,102)	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	16,679	231,430
Decrease (increase) in due from government organizations	1,456,907	(313,739)
Decrease (increase) in prepaid expenses	36,658	(20,982)
Increase in inventories held for resale	(245,741)	(198,356)
Decrease (increase) in Leasehold inducements	(22,038)	-
Increase (decrease) in accounts payable and accrued liabilities	(471,648)	(2,319,736)
Increase (decrease) in due to government organizations	(230,695)	(57,454)
Decrease in deferred revenue	(1,373,909)	(862,355)
Increase in non-capital contributions	624,293	1,253,007
Net change in cash from operating activities	(146,987)	(2,284,783)
Capital activities		
Cash used to acquire tangible capital assets	(2,075,024)	(2,894,288)
Proceeds from deferred capital contributions	112,494	2,610,000
Proceeds on disposal of tangible capital assets	-	-
Net change in cash from capital activities	(1,962,530)	(284,288)
Investing activities		
Decrease (increase) in investments	(239,874)	(460,608)
Net remeasurement gains (losses)	(49,174)	24,424
Net change in cash from investing activities	(289,048)	(436,184)
Net change in cash and cash equivalents	**(2,683,532)**	**(3,222,174)**
Cash and cash equivalents, beginning of period	5,263,566	9,856,583
Cash and cash equivalents, end of period	$ 2,580,033	$ 6,634,409

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the three months ended June 30, 2019 and 2018

	Budget 2020	June 2019	June 2018
Surplus for the year	$ -	$ (284,967)	$ (216,919)
Acquisition of tangible capital assets	-	(2,075,024)	(2,894,288)
Amortization of tangible capital assets	2,782,514	688,072	688,958
Gain on sale of tangible capital assets		(2,102)	-
Proceeds on sale of tangible capital assets	-	-	-
	2,782,514	(1,389,054)	(2,205,330)
Acquisition of prepaid expenses	-	(24,988)	(80,417)
Use of prepaid expenses	-	61,646	59,435
	-	36,658	(20,982)
Net remeasurement gains (losses)	-	(49,174)	24,424
Change in net financial assets (net debt)	**2,782,514**	**(1,686,537)**	**(2,418,807)**
Net debt, beginning of period	(33,317,282)	(33,317,282)	(23,280,931)
Net debt, end of period	$ (30,534,768)	$ (35,003,819)	$ (25,699,738)

North Island College
Schedule 1 - Schedule of Expenses by Object
For the three months ended June 30, 2019 and 2018

	Budget 2020	% of Budget	June 2019	June 2018
Expenses				
Salaries and benefits	$ 37,107,763	24	$ 8,736,949	$ 7,865,001
Other personnel costs	711,260	47	333,797	335,580
Advertising and promotion	761,220	27	203,601	116,500
Books and periodicals	267,060	20	53,989	68,898
Cost of goods sold	999,150	10	98,467	98,035
Equipment costs	1,162,745	65	758,376	340,527
Facility costs	2,321,752	29	675,783	701,129
Financial service charges	187,595	27	50,699	45,683
General fees and services	1,817,446	20	359,543	340,217
Student awards	679,115	5	35,561	39,373
Supplies and general expenses	1,246,566	22	276,242	190,870
Travel	963,386	21	202,290	209,491
Grant transfers	233,500	-	-	-
Amortization of tangible capital assets	2,782,514	25	688,072	688,956
	$ 51,241,072	24	$ 12,473,369	$ 11,040,260

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 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**
4.2.3 5 year capital plan *(attachment)*

Background:

Each year, the Ministry of Advanced Education, Skills and Training requests a Five-Year Capital Plan submission from all public post-secondary institutions. The Ministry provides a specific template for these submissions, which area attached for additional information.

The timing of the Ministry's request for this information each year requires the work to be done over the summer months when the Board doesn't meet. It is our normal practice to submit the report in draft form to meet the Ministry's timeline, but noting that it still needs to go to the Board for approval. A final version of the plan will be submitted after approval by the Board. The Ministry understands that their timelines necessitate this methodology.

Executive Summary:

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

Comox Valley campus Student Housing
Estimated Cost: $33 million
Proposed Funding Sources: Provincial Grant $22.5M, Debt Financing $7.5M, NIC $3M

Campbell River Aboriginal Gathering Place/Teaching Space
Estimated Cost: $1.6 million
Proposed Funding Sources: Provincial Grant $0.8M, NIC $0.8M

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

Port Alberni New Trades Building
Estimated Cost: $20M
Proposed Funding Sources: Provincial Grant $18M, NIC $2M

Tyee Classroom Addition
Estimated Cost: $5.250M
Proposed Funding Sources: Provincial Grant $4.5M, NIC $0.750M

Library Learning Commons
Estimated Cost: $2.75M
Proposed Funding Sources: Provincial Grant $2.5M

Campbell River Student Housing
Estimated Cost: TBD
Proposed Funding Sources: TBD

A summary of each of these projects is included, with the exception being Campbell River Student Housing, which has been added as a placeholder. Costing for this project will be done for next year's 5 year capital plan report.

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

Action:

For approval

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE YEAR CAPITAL PLAN DATED JUNE 2019 FOR FINAL SUBMISSION TO THE MINISTRY.

North Island College
5 Year Capital Plan

Table of Contents:

1.) Student Housing

2.) Campbell River Campus, Aboriginal Gathering Place

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

4.) Port Alberni Campus Consolidation

5.) Tyee Hall Classroom Addition

6.) Library Renovation and Learning Commons

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

Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Comox Valley/ Courtenay	Student Housing	3	1 of 6

1.0 Current Situation:

- North Island College is currently preparing a Design Brief for submission to the Ministry that will contain a Schematic/ Indicative Design and a class "C" estimate. Our RFP for the Indicative Design Prime Consultant and Engineering Team closes on July 5th. The Milestone Schedule in Section 8 incorporates this process.

Background:

- NIC has no Student Housing facilities at any of its campuses. This is proving to be a hindrance to enrollment by not having affordable housing available for Domestic, First Nations, and International Students.
- NIC has completed a feasibility study to establish the size, form of building, and market need, estimated cost and possible development options for student housing. In preparing this report, the consultant assessed students' interests and preferences. Information and data were obtained through interviewing College stakeholders, review of existing campus facilities, administering and analyzing an online student survey; examining the off campus rental housing market, reviewing student housing options at other British Columbia institutions, and conducting focus group sessions. The consultant also reviewed campus design guidelines and Master Plan, defined a concept design and location for new housing on the existing campus, and established a project budget.
- The project feasibility report was finalized in September of 2018 and showed a strong demand for student housing in the 150 to 200 bed range at the Comox Valley Campus.
- Currently in the vicinity of North Island College there are limited options for affordable student housing. NIC assists students to find accommodations for housing in homestay, peerstay and other short term accommodations, costing between $375 (no meals provided) and $600 (meals provided) per month per person. However, homestay and peerstay opportunities are becoming more difficult to find now in the Comox Valley.
- Due to the semi-rural and rural nature of the area surrounding the Comox Valley Campus, public transportation is limited. On campus housing has been identified by local, domestic, and international students as a key influence to making North Island College a more accessible and prospective institution.
- The NIC Comox Valley Campus has 6389 total students (F18/19) with 702 (11%) being self-declared First Nations and 579 International students from over 30 countries. Since 2011/12 international FTE's have grown by 300% which are a key demographic for Student Housing.

- Students typically occupy the same type of housing rental units that are used for low income housing. With Comox Valley having a 0.7% rental vacancy rate (CMHC, 2018), Student Housing will reduce pressure on affordable housing by taking upwards of 200 students out of that market.

2.0 Project Description:

- On Campus housing would not be focused on specific programs but we estimate that it would provide accommodation for between 150 – 200 students which would support student FTE generation. Student housing would be beneficial for students in smaller, remote regions of the North Island and Central Coast who wish to access courses at the Comox Valley campus.
- Based on the Demand Analysis, there is interest in student housing on the Comox Valley campus and if a desirable product mix at a rate perceived as affordable is provided, it would result in strong occupancy.
- The campus Master Plan has identified two locations for residential zoning and the College has identified the location nearest the Aquatic Centre as the location to build housing.

3.0 Project Objectives:

- The College's Strategic Plan 2020 states that North Island College will improve its ability to support the diverse needs of its students and their engagement in learning. Developing on-campus student housing is one of the ways that NIC can support student success.
- Increase Aboriginal participation in post-secondary education: North Island College has one of the largest geographical regions in the Province and 35 First Nations have their territories within our regional boundaries. In speaking with First

Nations Communities and families, NIC has learned that having housing where student could feel safe and supported would help students from smaller remote communities' access post-secondary education.
- Enriching the on-campus experience at NIC is one of the ways we can support student success. On-campus housing would enhance the student experience in a way that the Comox Valley campus currently doesn't have.

4.0 Options Considered:

- Currently a Design/Build option is being considered with the College operating the Student Housing.
- Provincial funding would make development of the building more likely and revenue from the building would fund operational and capital maintenance costs.
- NIC has considered other development options for Comox Valley student housing. Unfortunately, due to the smaller community size that NIC operates within, there is a very limited number of developers able to take on a project of this size without the assistance of Ministry Funding.

5.0 Project Outcomes

- Provide on-campus housing for NIC domestic, International and First Nations students through the construction of a 150 to 200 bed Housing project.

6.0 Project Funding

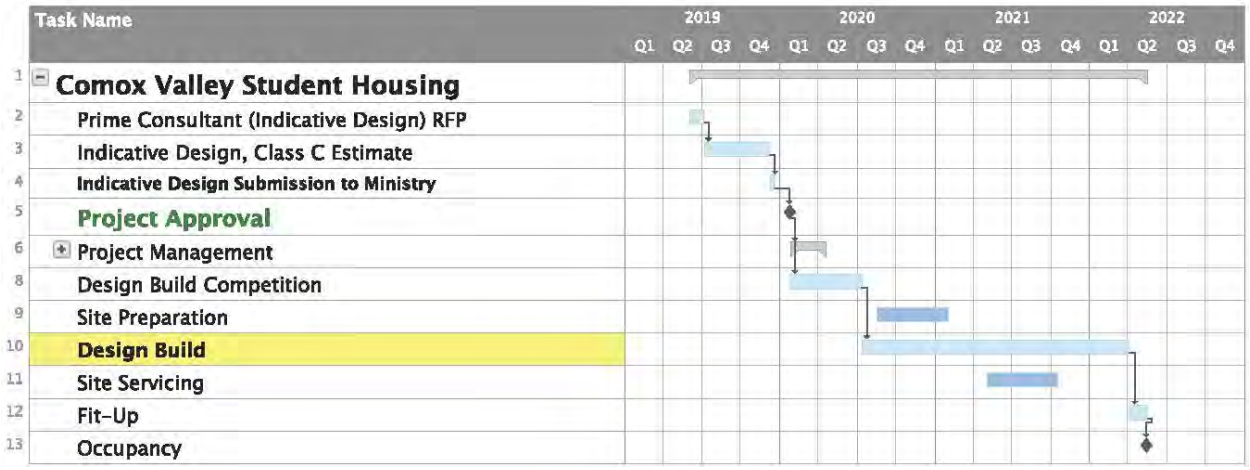
- $33,000,000; Province: $22,500,000; Debt Financing: $7,500,000; NIC: $3,000,000
- Recent approvals of small College housing projects indicate the Ministry is supportive of providing a larger percentage of grant funding to make housing more affordable to students.
- NIC is currently working on indicative design and will fine-tune project cost estimates as the information becomes available.

7.0 Key Risks

- Students from smaller communities, especially First Nations communities, may miss out on post-secondary opportunities because of a lack of affordable student-specific housing to meet their needs.
- The number of international students attending NIC could be affected because international students look for institutions that have student housing on campus.
- Without Provincial funding, NIC needs a P3 partner to develop Housing in a funding structure that would impact rental costs.
- A P3 partner may be difficult to attract to this project since it may be too small to attract larger provincial or national developers, but may be too large for small local developers.

- A high level of Institution funding may be too large a burden for NIC to accommodate, leading to a loss of opportunity. If borrowing for a portion of the NIC contribution, revenue from Housing could service the debt.

8.0 Project Schedule



<Table of Contents>

Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Comox Valley/ Courtenay	Campbell River Campus, Fist Nations Gathering Place	1	2 of 6

1.0 Current Situation:

- The 2010 Gathering Place structure did not have enough funding to adequately meet the needs of the Stakeholders. The current structure is open to the elements, has no power and unable to be used for educational purposes.

- A dedicated space is needed to support students and employees and to increase understanding and reciprocity among Indigenous and non-Indigenous people. This dedicated space will enhance Indigenous-centred services, learning environments, student and community spaces and learner success. This Gathering Space will build relationships with and be accountable to Indigenous communities.

2.0 Project Description:

Based on Student and Stakeholder feedback along with the Steering committee's priorities, an addition to the CR Campus main building in the range of 225sqm will be built to accommodate the Gathering Place. It will contain two offices, a large community room, washrooms, and storage space. The addition will visually tie into the existing building while featuring a local First Nations theme as it will be a principle feature at the front of the building, adjacent to the main entrance and bus loop.

3.0 Project Objectives:

This addition to the existing building will mirror the traditional Big House design of the Liqwiltokw People and will provide space for displays and ceremonies celebrating First Nations and Aboriginal culture and history. The structures will also house NIC's Elders in Residence' program, which provides counselling and support to Aboriginal students, as well as study and meeting space for students.

This Gathering Place will play a key part in the College's efforts to recognize and honour the fact that the institution sits in the traditional territories of the Liqwiltokw People. This structure will also substantially increase the visibility of traditional and contemporary aboriginal culture and society on the Campbell River campus. In addition, it will provide venues in which to celebrate First Nations and Aboriginal history, culture and traditions in settings that allow for the involvement of the rest of the members of the College community.

Display areas will be available to mount art and cultural artifacts and the building will be wheelchair accessible at both the exterior and interior entrances. The structure will be heated and air-conditioned and natural light will enter via skylights.

The design will accommodate barrier free design and access from both the interior and exterior entrances.

4.0 Options Considered:

- Two options were considered:
  - Complete the original vision for the 2010 Gathering Place project. This option was priced in the $2.5 million range and did not meet all the needs of the Stakeholders. It was not considered desirable to leave the main building to have to enter a separate detached building.
  - The second option was to build an addition to the existing Aboriginal Student Lounge. This would maintain a consistency in the cultural areas and provide easier access to students accessing this space. This option was priced in the range of $1.6 million and is the preferred option.

5.0 Project Outcomes

- This project will deliver several key outcomes:
  - Provide North Island College aboriginal students with a culturally significant, dedicated space for study. This space would be used as a classroom for First Nations programs, including language studies.
  - Being attached to the existing Aboriginal Student Lounge will provide amenity space by utilizing the existing kitchen allowing for efficiencies in services.
  - Permanent offices for the Elders in Residence and visiting First Nations educators.
  - A cultural space reflecting the local first nations people that can be used for events and celebration.

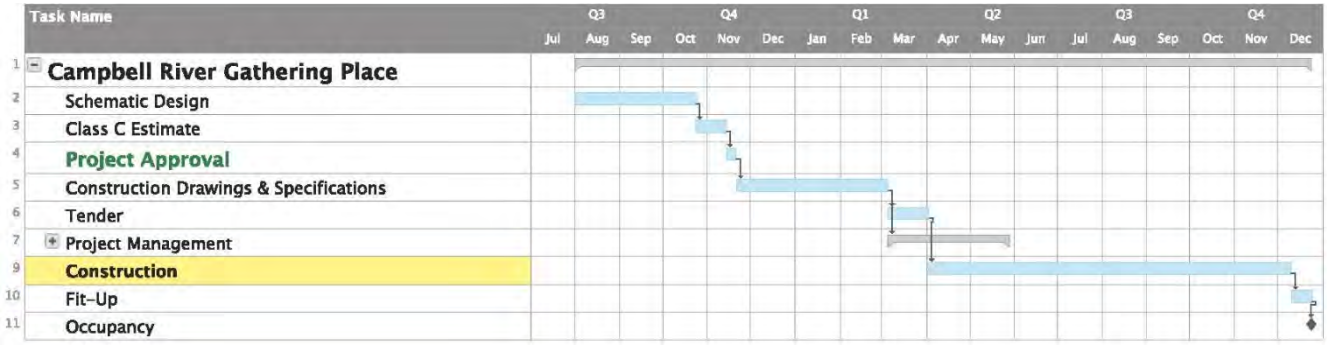
6.0 Project Funding

- $1,600,000; Province: $800,000; NIC: $800,000

7.0 Key Risks

- Maintaining cultural respect and stakeholder involvement to build a Gathering Place that represents the local culture.
- Ensuring enough funding is secured to build what is proposed and avoid a duplication of the 2010 project that failed to deliver on its promises.

8.0 Project Schedule



<Table of Contents>

Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Comox Valley/ Courtenay	Replacement of Portable Classrooms and Portable Office Facilities. New Academic classrooms and First Nations space.	2	3 of 6

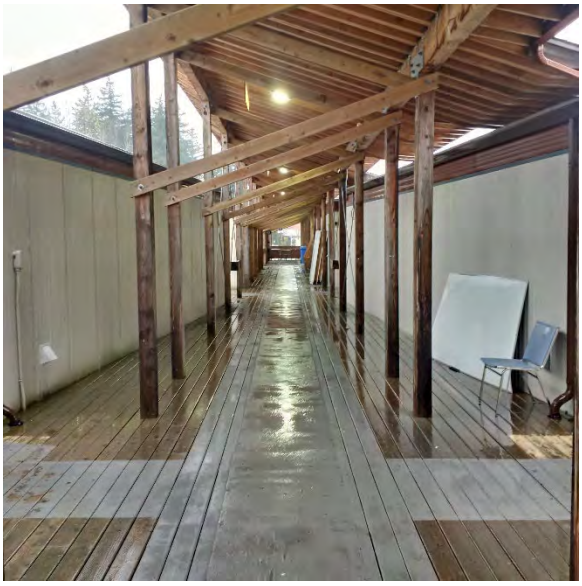
1.0 Current Situation:

- The "Village" portable classrooms are more than 20 years old and are in poor condition with a current FCI rating of 0.56 and an RI of 0.57. We receive complaints from students who attend classes in these portables as they do not represent quality education. They are hot in summer and cold in winter and maintenance to keep them in a reasonable state of repair is high. Students and staff have to use an external walkway, open to wind and blowing rain to access washrooms. Maintenance costs are rapidly increasing as major systems require replacement, with VFA projecting over $3 million dollars over the next ten years for renewals into what is a substandard facility of portable buildings.
- The portables are approximately 1,128 sqm with all circulation space external to them. The Portables have classroom space for 222 Students, 33 Faculty, and a Prayer Room for 12. These portables are expected to be demolished with the construction of a replacement building. Unfortunately, NIC has recently had to add two new portables to the Village due to space constraints at the Comox Valley campus.
- The Komoux Hall Annex is three portable units joined by a common external walkway and has an FCI of 0.59 and an RI of 0.60. There are no washroom facilities for Continuing Education faculty, Human Resources and Facilities Departments (~20 FTE) whose offices are in this location – they need to walk to another building to access a washroom. Age and condition is similar to the Villages although they do not get as much traffic/hard wear as the classrooms.
- Both the Village and the Komox Hall Annex do not have a fire protection sprinkler system and retrofitting one into portable buildings separated by unheated space would be cost prohibitive.
- When the campus was built, it was primarily a distant learning institution with a limited number of small classrooms. Since that time, the population of the Comox Valley has grown substantially. Larger classrooms would allow us to meet increased student demand at lower cost by aligning class size with the faculty collective agreement. When replacing the existing portable classroom space, we would address this issue and increase the number of classes that can hold 30

– 40 students. Enrollment at this campus has increase 59% since F07/08 and we would be able to achieve savings through use of larger classrooms.
- Since 2011/12 international FTE's have grown by 300%. Increasing the number of larger classrooms would also increase capacity for international students. With few large classrooms, we have programs that are limited by classroom capacity and cannot accommodate international students.
- This would be a Whole Asset Replacement & Renewal Project, with the Village portables being demolished once the new building is operational.

2.0 Project Description:

- The existing Portable buildings consist of:
  - Ten classrooms, ranging from 22 to 36 students.
  - Six office blocks
  - One washroom block.
  - Exterior access/circulation space for all buildings.
- The Replacement building would be 3,050 sqm, including 550 sqm self-funded gymnasium space. Circulation space for the portable structures is exterior to the units and is not included in the VFA measurements. It has been added in calculating the gross area of the project.



- This project will replace existing classroom and office space. Because of the poor condition of the classrooms, they are used as part of the general classroom pool and are the last classrooms booked. We have not undertaken detailed program planning for this facility so cannot indicate which specific programs would be located in the new facility. However, our Health and Human Services programs have exceeded their space in the Puntledge Building and are already expanding into the Village. This new building is anticipated to hold our Health and Human Services programs. With the opening of the new Comox Valley Regional Hospital adjacent to our Campus, we are expecting our H&HS programs to continue expanding. This is an opportunity to train local graduates who will stay in the North Vancouver Island region.
- Current labs accommodate only 12 students which results in higher costs and difficulty in scheduling classes. Without additional lab space we are unable to meet increased demand for health-related and science programs.
- NIC does not have fitness/sporting facilities on our campus. Medium or large sized events such as Graduation ceremonies, must be held off campus in rented

facilities. With Government approval, NIC would contribute funds from the sale of land for VIHA to this project to cover the cost of the gymnasium. The gym will act as multi-purpose auditorium space for events, larger capacity exams, and health and wellness space for students and employees.

- First Nations space. 1,136 students of self-declared Aboriginal ancestry took courses at NIC in 2016/17, making up 15% of the College's student population. Aboriginal student representation has consistently been at or above this level for the past five years. The proportion of Aboriginal students at NIC exceeds the proportion of Aboriginal people (12%) living in the College's service area. NIC does not have any dedicated First Nations space at the Comox Valley campus and this project would incorporate space for this use.
- Approximate gross size of building:
  - Current Village & KMX Annex: 1,390 sqm
  - Gross up Factor (50%)[1]: 660 sqm
  - Gymnasium: 550 sqm
  - Science Labs: 300 sqm
  - First Nations Space: 150 sqm
    - Total: 3,050 sqm

Note: 1 - *Circulation space for the portable structures is exterior to the units and is not included in the VFA measurements. It has been added in calculating the gross area of the project.*

3.0 Project Objectives:

- Currently NIC does not have space on this campus to meet the increasing need for short-term skills training that will lead to job creation. Much of this delivery is done through our Community and Industry Training department.
- International Education Strategy – this project would enable us to offer spaces to more international students. Over the past three years, NIC has made growth of international students a priority. Strategic Directions 1 and 4 of NIC's strategic plan speak to increasing international presence on our campus as well as offering international experiences to our domestic students.
- Strong growth on this campus over the past five years has resulted in a shortage of space which is impacting access for domestic students and limiting the number of international students.
- Reduction of operating and maintenance costs to our highest FCI building at the CV campus.

4.0 Options Considered:

- Our temporary Portable classrooms and offices have long exceeded their lifespan. A continuous maintenance cycle of repairing rotting foundations and wall sections, battling mold, heating and ventilation that no longer meets

Building Codes or healthy standards, all account for the high FCI for this group of portables.

- This building complex is an impediment to attracting students due to the poor condition and poor HVAC along with no air-conditioning, and as such status quo is not a viable option. Over $3.0 million in renewal funding is projected through VFA over the next 10 years pouring money into what was originally a temporary portable building complex.
- The existing small buildings are not suitable for renovations due to the construction techniques used to build a portable structure.
- The portable complex encompasses such a large percentage of our teaching spaces (approximately 30%), replacing/building new is the preferred option.

5.0 Project Outcomes

- This project will deliver several key outcomes:
  - Provide appropriate and healthier learning space for a number of important job skill programs, trades programs, and International students.
  - Provide First Nations learning space on campus where none currently exists.
  - Larger capacity Lab space to meet demand and reduce delivery costs.
  - Reduce maintenance and operating costs by replacing an old building in poor condition with a new, more efficient facility.
  - A poor learning/working environment will be replaced with a better functioning, significantly more energy efficient facility that will address shortages of specific types of spaces.
  - The campus will have gymnasium/auditorium space to act as multi-purpose space for events, larger capacity exams, and health and wellness space for students and employees.

6.0 Project Funding

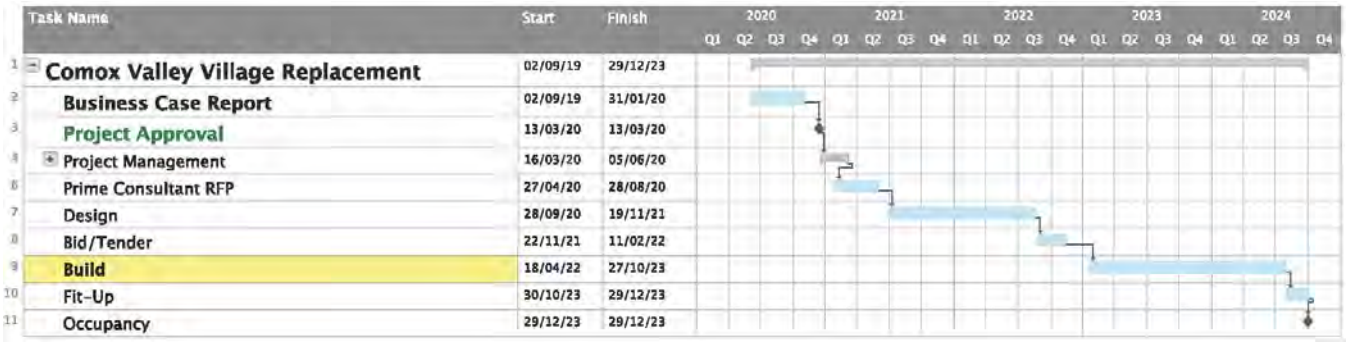
- $25,000,000; Province: $19,000,000; NIC: $6,000,000

7.0 Key Risks

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

- No Fire Protection. As the Village represents almost one-third of the Comox Valley classroom capacity, losing any significant part of this complex would have a drastic impact on the College's ability to deliver classes. This entire complex is combustible construction and has no Fire Protection Sprinkler System. A modern new building would be built to modern fire code and significantly reduce this risk to College operations.

8.0 Project Schedule



<Table of Contents>

Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Port Alberni	Port Alberni Campus Consolidation	2	4 of 6

1.0 Current Situation:

- North Island College's Port Alberni Trades Training facility on Tebo Avenue is currently operating out of a 33 year old leased industrial building halfway across town from the college's main campus.
- North Island College moved into this building in 1992.
- Students at this building have no access to student services, counselling, library space, or study space, therefore are not receiving the same service level as students attending the Roger Street campus.
- This leased building has limited HVAC, no insulation, and failing curtain wall window assemblies.
- While this building is leased, the VFA FCI rating is 0.75 indicating it is in poor condition with limited HVAC, no insulation, and significant floor cracking.
- This leased building is over capacity with one program currently having to travel across town to the main campus for the classroom component of their training.
- The current Lease expires on March 31st, 2021.

2.0 Project Description:

- The existing Leased building on Tebo Ave would be replaced with a purpose built Trades facility on the site of the main Campus. This would allow for increased administrative efficiencies and reduced operational costs.
- This new facility would be significantly more energy efficient.
- Building size would be approximately 2100sqm.
- FTE's:
  - Automotive Service Technician: 16FTE
  - Carpentry Foundation: 16FTE
  - Joinery/Cabinetry Foundation: 16FTE
  - Welding Foundation, C, B, and A: 45FTE
  - Employment Transitions/Construction Labourer program: 14FTE

3.0 Project Objectives:

- Replace a leased facility in poor condition and rent costing $114,357 per year, with a purpose built Trades facility on College owned land at the main Port Alberni campus.
- Improve operating efficiency. The Tebo facility is at capacity will three dedicated "bays" delivering Automotive Service Tech, Joinery/Cabinetry Foundation, and Welding. The fourth bay is in high demand as multipurpose space covering the ET/CL program, Carpentry Foundation, and Electrical Foundation. If these courses are delivered at the main campus, underutilized classroom space can absorb the classroom components from Tebo freeing up shop space for delivery of additional key Provincial Trades Programs.

- Currently programs such as the ET/CL program must take their classroom instruction at the main campus, then travel to Tebo to continue with their shop instruction.
- Increase Aboriginal participation in post-secondary education: North Island College has one of the largest geographical regions in the Province and 35 First Nations have their territories within our regional boundaries. Memorandum of Understandings with several local First Nations relate to finding space to teach specific Trades programs.
- Provide appropriate learning space for a number of important trades and job skill programs.
- In addition to the programs currently delivered at the Tebo facility, NIC Port Alberni has regular and continued requests for:
    - Costal Forest Resource
    - Foundation Electrical
    - Aquaculture Technician
    - Coastal Log Scaling
    - Rigging
    - Power Engineering
    - Small Engine Repair
    - Marine Training.

  Multi-purpose space utilization could allow these courses to be run on a revolving bases increasing FTE counts for a minimal investment.

4.0 Options Considered:

- North Island College has explored several options:
  - In past Capital Plan submissions, NIC has considered purchasing this building. As time has passed and the building has aged we are re-evaluating and planning out options and strategies for renewing this facility. There is concern that purchasing this building will result in a rapidly expanding maintenance and renewal deficiency that will require significant yearly funding to manage. NIC is exploring funding options to have VFA conduct a building Audit so FCI values can be calculated and a more informed decision can be made.
  - Purchasing the Tebo Facility. Previous negotiations with the City have indicated the Tebo building and land sales price for NIC would be in the $1.0 million to $1.4 million range.
  - Building a new, purpose built Trades facility on existing NIC property. NIC has significant existing land assets at its main campus on Roger Street and co-locating the Tebo Trades facility to the main campus buildings will provide the best long term result. Utilization rates at this campus will be improved by sharing facilities, Tebo students will receive equal services, counselling, and educational support. Marginal services at the main campus such as the cafeteria will greatly benefit from the added FTE's. Co-location will reduce duplication of spaces and resources.

5.0 Project Outcomes

- Replacement and relocation of Tebo to the main campus will improve the learning environment for students currently at the Tebo facility.
- This project would improve utilization rates by allowing underutilized facilities at the main campus to be combined with new purpose built shop space.
- A new, energy efficient building will greatly reduce maintenance costs, operational costs, and utility bills.

6.0 Project Funding

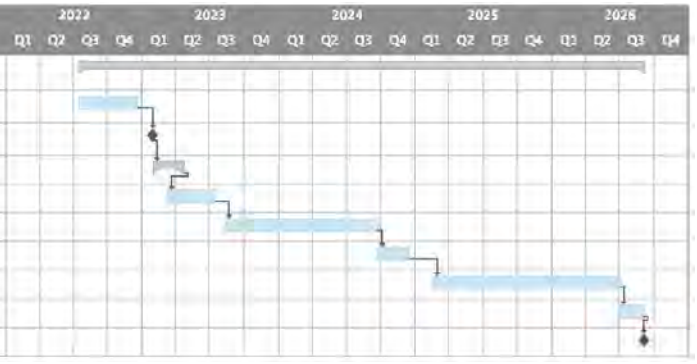
- $20,000,000; Province: $18,000,000; NIC: $2,000,000
- The Tebo facility is currently leased from the City at about $114,357 per year.

7.0 Key Risks

- Based on Provincial Skills Blueprint and LNG projections, adequate Trades training for local domestic and First Nations students will fall behind if we do not prepare for this opportunity. Local Mill and other industry shutdowns is providing a motivated adult student population ready to be retrained for current Provincial priorities.
- With the Tebo Facility at full capacity, the School of Trades and Technology is limited in the potential to diversify programming in Port Alberni to meet training needs supporting the West Coast, and to align with labour market considerations. This is impacting recruitment strategies.
- Maintenance costs will begin to rise dramatically as building systems fail. As this building is leased and has no VFA record, funding for renewals is both difficult to obtain and ultimately benefits the landlord.

8.0 Project Schedule

	Task Name	Start	Finish
1	**Port Alberni, Campus Consolidation**	15/10/21	04/12/25
2	**Business Case Report**	15/10/21	17/03/22
3	**Project Approval**	28/04/22	28/04/22
4	Project Management	29/04/22	21/07/22
6	Prime Consultant RFP	10/06/22	13/10/22
7	Design	11/11/22	21/12/23
8	Bid/Tender	22/12/23	14/03/24
9	**Build**	17/05/24	02/10/25
10	Fit-Up	03/10/25	04/12/25
11	Occupancy	04/12/25	04/12/25



<Table of Contents>

Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Comox Valley	Tyee Classroom Addition	1	5 of 6

1.0 Current Situation:

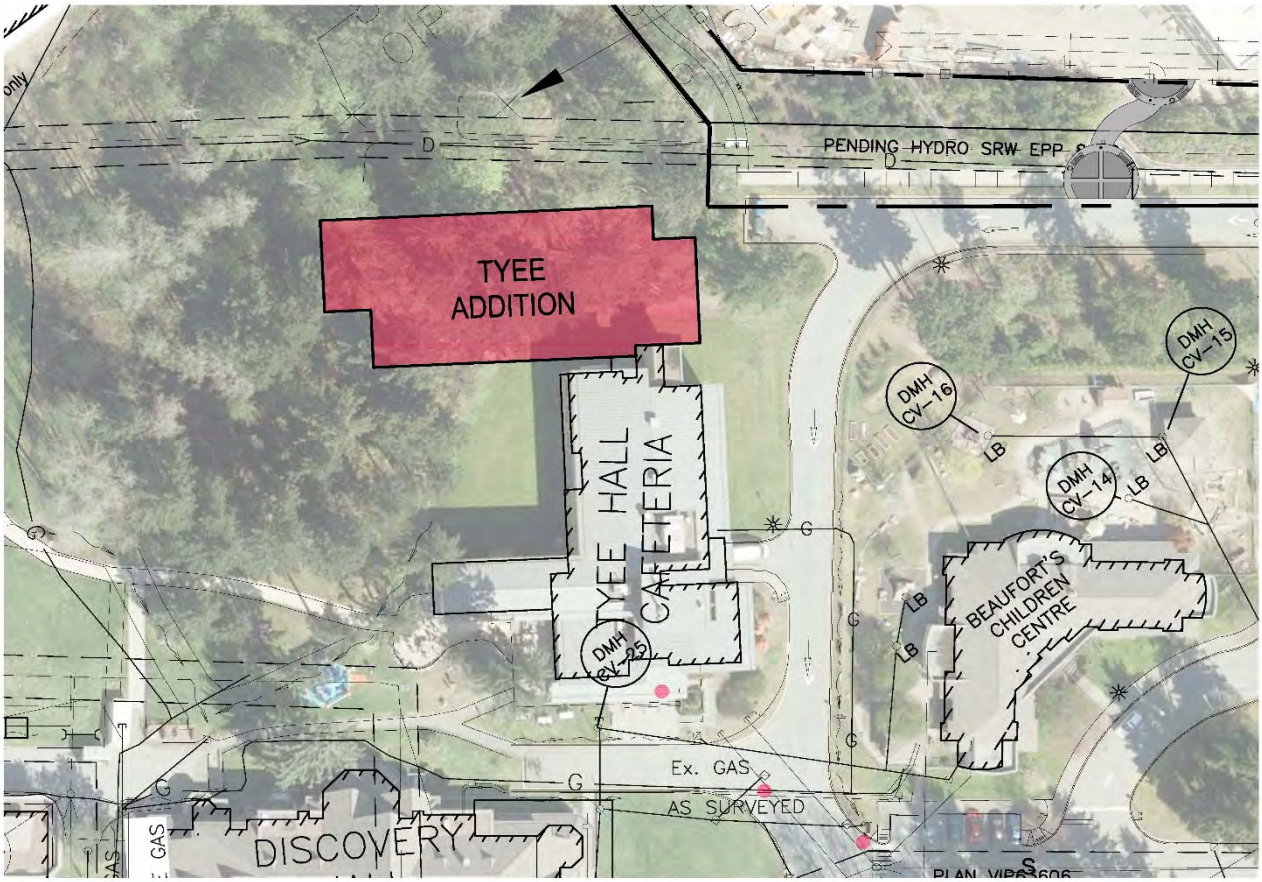
- When North Island College's Comox Valley Campus was built, it was primarily a distant learning institution with a limited number of small classrooms. Since that time, the population of the Comox Valley has grown substantially, program offering have increased and the campus is over capacity.
- With few large classrooms, we have programs that are limited by classroom capacity and cannot accommodate international students.
- The NIC Comox Valley Campus has 6389 total students (F18/19) with 702 (11%) being self-declared First Nations and 579 International students from over 30 countries. Since 2011/12 international FTE's have grown by 300%.
- Faculty offices are limited in size and number with most offices holding two or three faculty creating conflicts with student support office hours and productivity.

2.0 Project Description:

- To accommodate additional classrooms and faculty offices, space for four 50 student capacity classrooms of approximately 120sqm each is required. This would incorporate an addition to one of North Island College's newer buildings, Tyee Hall.
- Tyee Hall contains several classrooms and student/public spaces allowing for efficient use of existing amenities.
- The location of the addition will be on the outskirts of the future Campus inner courtyard as defined by the NIC Campus Master Plan (2013), and is adjacent to the new Comox Valley Hospital. Campus roadways already provide access to a convenient drop off area for a foyer/entrance to this addition.
- The location provides adequate space to be able to build a single story slab on grade building, thus keeping construction complexity to a minimum, reducing building volume required for multi-floor circulation space (eg: stairs).
- Outside of the Village complex, Tyee Hall is currently the classroom "hub" of the campus so additional classrooms would be functionally compatible with this building and would future-proof the addition.
- This option would include an additional 40 person classroom internally funded through a joint fundraising initiative between Elder College and International Education. This additional scope is to take advantage of the economy of scale opportunity provided by this addition, and the location of Tyee Hall being a classroom and student hub.
- This project consists of a single story slab on grade addition of 1,048 square meters to the existing Tyee Hall building.
- Large open flexible spaces, allowing for multi-purpose program uses as future demand changes.

3.0 Project Objectives:

- Larger classrooms would allow us to meet increased student demand at lower cost by aligning class size with the faculty collective agreement.
- Increasing the number of larger classrooms would also increase capacity for international students.
- Provide and on campus future location for Healthcare programs when our short term lease at St. Joe's Hospital ends.



4.0 Options Considered:

- The following options were identified and evaluated:
  - Option #1: Several small additions to existing buildings. High effort and low return due to multiple sites and no economy of scale.
  - Option #2: Lease space off campus. Low value and no benefit to existing on-campus services.
  - Option #3: Addition to Existing Building. Best option to maximize existing on-campus services.
- A decision matrix was used to evaluate each option based on objective Technical Criteria from the stakeholders, along with operational and support

requirements for the Facility, Financial evaluation, site servicing, and quantitative Risk analysis.

- Based on the selection criteria, Option #3 was deemed the best option to meet the project requirements, financial requirements, and accumulate the least Risk to the project.

5.0 Project Outcomes

- Demand and continued growth at the Comox Valley Campus is placing greater pressure onto classroom and faculty office utilization that is already over capacity.
- Successful recruiting initiatives, both domestic and international, along with proposed Student Housing will create a Risk of a further increase in enrollment, outstripping capacity. Adding classroom space will allow NIC to manage student enrollment and increase International recruiting while mitigating risks to its opportunity matrix.

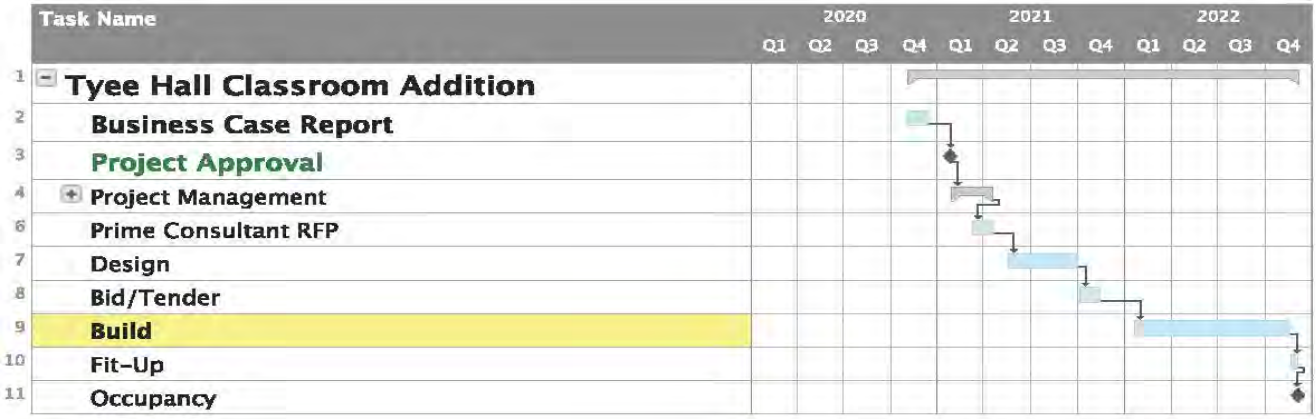
6.0 Project Funding

- $5,250,000; Province: $4,500,000; NIC: $1,000,000

7.0 Key Risks

- Higher than Market Construction costs. As several large scale local construction projects have begun, construction labour in several sub-trade categories is in short supply. This is also an Opportunity to save funds if project timing can accommodate lulls in these other projects.
- Delay in approvals for this project may cause capacity delays to new Program development and recruitment strategies.

8.0 Project Schedule



Institution	Campus/City	Project Title	Project Category (1, 2 or3)	Project Priority 1 of
NIC	Comox Valley, Courtenay	Library Renovation and Learning Commons	1	6 of 6

1.0 Current Situation:

- North Island College's existing library was built to 1998 library standards with extensive shelving/collections and limited study space.
- Modern student use is seeing less and less of the Library being utilized for quiet individual study and a high demand for collaborative group study space.
- To meet current student expectations and improve utilization, the existing library is in need of a redevelopment to a modern Student Commons space.

2.0 Project Description:

- The current library in the Comox Valley does not have space to accommodate the types of central services that form a learning commons – academic computing, research and writing assistance for students.
- Space is required for enhanced technology and space for structured and unstructured group and individual learning.
- While we continue to grow and enhance on-line library services, the blended learning models we use requires an appropriate balance of on-line support and physical resources.
- Increasing enrollments at Comox Valley has seriously strained library space.
- Gross area of the addition: 500 sqm - the project also includes significant renovations to the existing library space.

3.0 Project Objectives:

- Strategic Direction #2 of the NIC Strategic Plan states that North Island College will improve our ability to support the diverse needs of our students and their engagement in learning. Since the existing library was built, the way students use libraries and resources has changed dramatically. Students need to do more than study quietly and find information. They come to the library to engage in group work, collaboration and peer-to-peer interaction.
- The NIC Comox Valley Campus has 6389 total students (F18/19) with 702 (11%) being self-declared First Nations and 579 International students from over 30 countries. Since 2011/12 international FTE's have grown by 300% which are a key demographic for Student Housing.

4.0 Options Considered:

- The existing library is limited in the interior renovations it can accommodate. Minor interim renovations were completes in 2017/18 but are limited in scope.
- Alternate locations for the Library have been considered, but have proven to be too costly related to the proposed small addition.

5.0 Project Outcomes

- By expanding and renovating the existing library space, students will have access to more effective learning support.
- FCI and maintenance needs in the Library space (Discovery Hall Building) will be accommodated within the renovations.

6.0 Project Funding

- $2,500,000; Province: $2,000,000; NIC: $500,000

7.0 Key Risks

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

8.0 Project Schedule

	Task Name	Start	Finish
1	Comox Valley Learning Commons	05/10/20	30/12/22
2	Business Case Report	05/10/20	25/12/20
3	Project Approval	05/02/21	05/02/21
4	Project Management	08/02/21	30/04/21
6	Prime Consultant RFP	22/03/21	11/06/21
7	Design	12/07/21	24/12/21
8	Bid/Tender	27/12/21	04/02/22
9	Build	11/04/22	16/12/22
10	Fit-Up	05/12/22	30/12/22
11	Occupancy	30/12/22	30/12/22

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
September 26, 2019

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

AGENDA ITEM: **Regular Meeting**
4.3.1 FALL 2019 Stable Credit Enrolment Report ***(attachment)***

Relationship to values: **Accountability**

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

Reason:

Lisa Domae, Executive Vice President Academic & Chief Operating Officer will present the *Fall 2019 Stable Credit Enrolment Report*.

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

- Domestic students
  - Fall 2019 Stable Credit Enrolment Report - Instructional Area
  - Fall 2019 Stable Credit Enrolment Report - Campus/Location
- International students
  - Fall 2019 Stable Credit Enrolment Report - Instructional Area
  - Fall 2019 Stable Credit Enrolment Report - Campus/Location
  - Fall 2019 International Student Citizenship

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

The fall 2019 stable enrolment reports provide a comparison of student headcount on this year's fall term stable enrolment date of September 12, 2019 with last year's fall term stable enrolment date of September 13, 2018.

A total of 2,608 students were enrolled at the fall 2019 stable enrolment date, including 2,130 domestic students and 478 international students. Compared with last fall:

- total headcount is lower by seven students,
- domestic student headcount is lower by 39 students, and
- international student headcount is higher by 32 students.

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

Action: For the Board's information.

Suggested Resolution:
NONE REQUIRED.

DOMESTIC STUDENT ENROLMENT
Fall 2019 Stable Credit Enrolment Report
Headcount by Instructional Area - All Locations
At September 13, 2019 with Comparison Data at September 14, 2018

NORTH ISLAND COLLEGE
NIC

Instructional Area	Fall 2019	Fall 2018	Change	% Change
Aboriginal Education	**88**	**76**	**12**	**16 %**
Aboriginal Language Studies	67	40	27	68 %
Aboriginal Leadership	6	15	-9	-60 %
First Nations Studies	15	22	-7	-32 %
University Studies & Applied Programs	**1,069**	**1,183**	**-114**	**-10 %**
Applied Business Technology	110	124	-14	-11 %
Business Administration	184	206	-22	-11 %
Electronics Technician: Core	7	6	1	17 %
Electronics Technician: Industrial Automation Technician	5	14	-9	-64 %
Fine Arts	105	100	5	5 %
Information Technology & Computer Science	34	41	-7	-17 %
Interactive Media & Graphic Design	43	38	5	13 %
Professional Photography	12		12	
Tourism & Hospitality Management	28	27	1	4 %
Tourism: Adventure Guiding	14	24	-10	-42 %
Tourism: Hospitality Distance Learning		4	-4	-100 %
University Studies	761	832	-71	-9 %
Health & Community Care	**422**	**455**	**-33**	**-7 %**
Early Childhood Care & Education	108	110	-2	-2 %
Health Care Assistant	55	66	-11	-17 %
Human Services	70	81	-11	-14 %
Nursing: Bachelor of Science	157	160	-3	-2 %
Practical Nursing Diploma	32	38	-6	-16 %
Trades	**112**	**131**	**-19**	**-15 %**
Aircraft Structures Mechanic	5	12	-7	-58 %
Automotive Service Technician Foundation	26	25	1	4 %
Carpentry Foundation	5	9	-4	-44 %
Culinary Business Operations	9		9	
Electrical Foundation	14	23	-9	-39 %
Heavy Mechanical Foundation	16	24	-8	-33 %
Joinery/Cabinetmaking Foundation	10	11	-1	-9 %
Welding	27	27	0	0 %
Apprenticeship Training	**187**	**172**	**15**	**9 %**
Apprenticeship: Carpentry	58	54	4	7 %
Apprenticeship: Construction Electrician	47	42	5	12 %
Apprenticeship: Heavy Duty Mechanic	23	31	-8	-26 %
Apprenticeship: Plumbing	47	44	3	7 %
Apprenticeship: Professional Cook	9		9	
Apprenticeship: Welding	3	1	2	200 %
Adult Upgrading	**408**	**401**	**7**	**2 %**
Accessible Learning	102	80	22	28 %
Adult Basic Education	311	326	-15	-5 %
Continuing Education & Training	**68**	**41**	**27**	**66 %**
Activity Assistant	20		20	
Animal Care Aide	20	17	3	18 %
Hospital Unit Clerk	12	13	-1	-8 %
Metal Jewellery Design	9	11	-2	-18 %
Occupational Skills	7		7	
Total Unduplicated Headcount	**2,130**	**2,169**	**-39**	**-2 %**

Domestic Enrolment

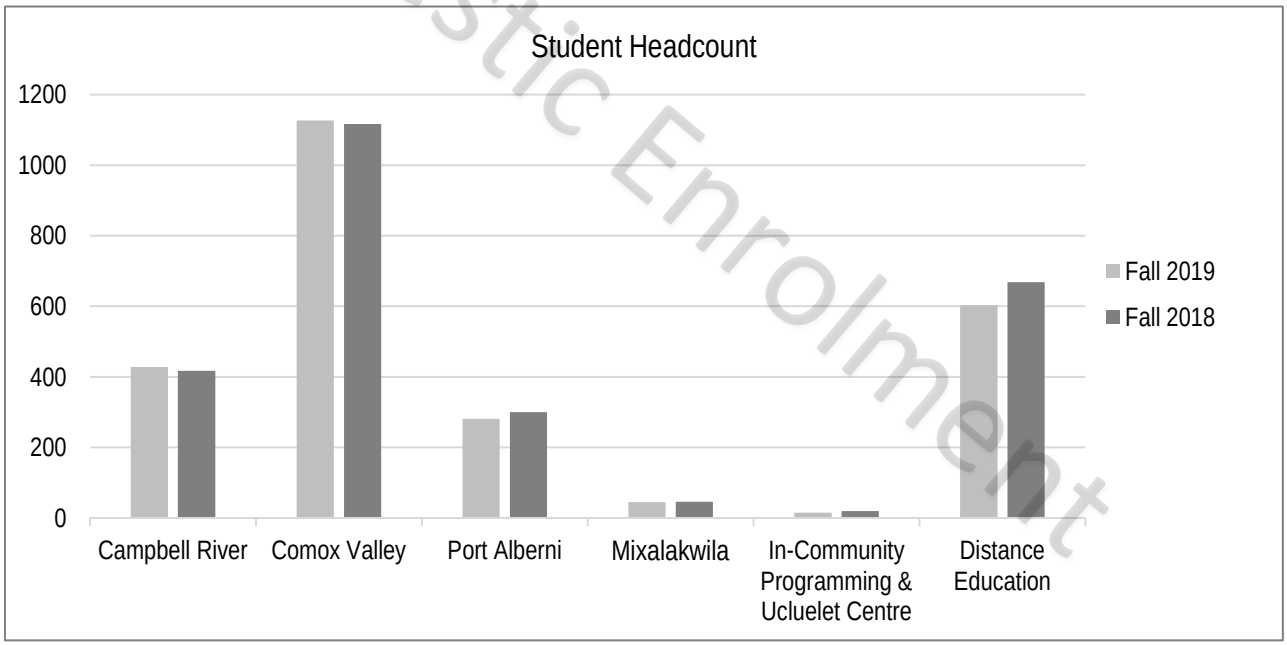
Notes:
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Headcount totals and subtotals show unduplicated headcount (i.e. the number of unique students) and will, therefore, not equal the sum of subgroups as students may be enrolled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

DOMESTIC STUDENT ENROLMENT
Fall 2019 Stable Credit Enrolment Report
Headcount by Location
At September 13, 2019 with Comparison Data at September 14, 2018

Location	Fall 2019	Fall 2018	Change	% Change
Campbell River	428	417	11	3 %
Comox Valley	1,127	1,117	10	1 %
Port Alberni	281	300	-19	-6 %
Mixalakwila in Port Hardy	45	46	-1	-2 %
In-Community Programming & Ucluelet Centre	15	20	-5	-25 %
Distance Education	603	668	-65	-10 %

Total Unduplicated Headcount	2,130	2,169	-39	-2 %

Domestic Enrolment



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

INTERNATIONAL STUDENT ENROLMENT
Fall 2019 Stable Credit Enrolment Report
Headcount by Instructional Area - All Locations
At September 13, 2019 with Comparison Data at September 14, 2018

NORTH ISLAND COLLEGE
NIC

Instructional Area	Fall 2019	Fall 2018	Change	% Change
Aboriginal Education	1	1	0	0 %
First Nations Studies	1	1	0	0 %
University Studies & Applied Programs	466	418	48	11 %
Business Administration	340	276	64	23 %
Electronics Technician: Core	1	1	0	0 %
Electronics Technician: Industrial Automation Technician	1		1	
Fine Arts	9	15	-6	-40 %
Information Technology & Computer Science	37	30	7	23 %
Interactive Media & Graphic Design	25	23	2	9 %
Professional Photography	1		1	
Tourism & Hospitality Management	80	70	10	14 %
Tourism: Adventure Guiding	1	1	0	0 %
University Studies	328	265	63	24 %
Health & Community Care	3	4	-1	-25 %
Early Childhood Care & Education	2	1	1	100 %
Human Services	1	3	-2	-67 %
Trades	1	2	-1	-50 %
Joinery/Cabinetmaking Foundation	1	2	-1	-50 %
Adult Upgrading	23	69	-46	-67 %
Adult Basic Education	15	44	-29	-66 %
English as a Second Language	8	26	-18	-69 %
Continuing Education & Training	1		1	
Metal Jewellery Design	1		1	

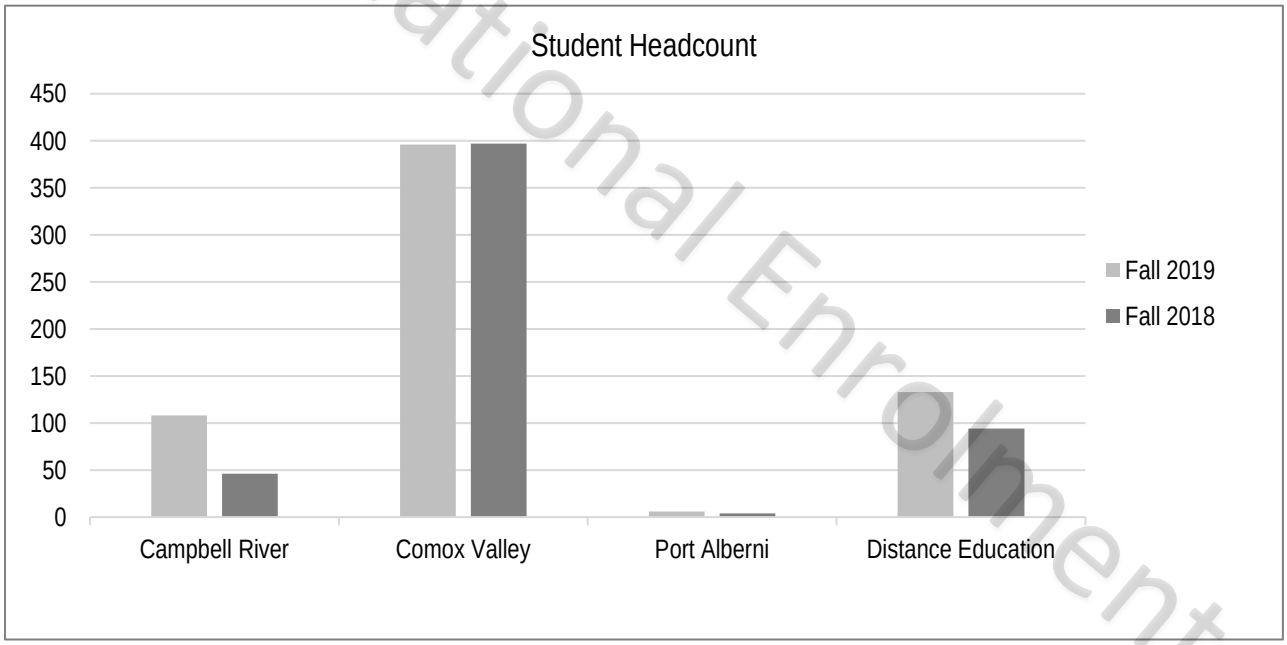
Total Unduplicated Headcount	478	446	32	7 %

International Enrolment

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

INTERNATIONAL STUDENT ENROLMENT
Fall 2019 Stable Credit Enrolment Report
Headcount by Location
At September 13, 2019 with Comparison Data at September 14, 2018

Location	Fall 2019	Fall 2018	Change	% Change
Campbell River	108	46	62	135 %
Comox Valley	396	397	-1	-0 %
Port Alberni	6	4	2	50 %
Distance Education	133	94	39	41 %
Total Unduplicated Headcount	478	446	32	7 %



International Enrolment

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

INTERNATIONAL STUDENT CITIZENSHIP
Fall 2019 Stable Credit Enrolment Report
At September 13, 2019 with Comparison Data at September 14, 2018

International Enrolment

Student Citizenship	Fall 2019	Fall 2018	Change	% Change
Bangladesh	2	2	0	0 %
Barbados	1		1	
Belgium	2	2	0	0 %
Brazil	1	1	0	0 %
Burundi	1	1	0	0 %
Canada	1	1	0	0 %
Chile	1		1	
China	17	16	1	6 %
Colombia	1		1	
Denmark		1	-1	-100 %
Egypt	1		1	
Germany	1	1	0	0 %
Hong Kong		1	-1	-100 %
India	370	331	39	12 %
Indonesia	1	1	0	0 %
Iran (Islamic Republic Of)	1	3	-2	-67 %
Israel		1	-1	-100 %
Italy		1	-1	-100 %
Jamaica	1		1	
Japan	9	11	-2	-18 %
Kenya	2	1	1	100 %
Mauritius	2	2	0	0 %
Mexico	2	3	-1	-33 %
Nigeria	4	5	-1	-20 %
Norway	1		1	
Pakistan		1	-1	-100 %
Philippines	9	13	-4	-31 %
Rwanda	1	1	0	0 %
South Africa	1	1	0	0 %
South Korea	3	5	-2	-40 %
Spain	1	1	0	0 %
Sri Lanka	1	2	-1	-50 %
Thailand	1	1	0	0 %
Uganda		2	-2	-100 %
Ukraine		1	-1	-100 %
United Kingdom	1	2	-1	-50 %
United States	6	2	4	200 %
Viet Nam	31	26	5	19 %
Zimbabwe	1	3	-2	-67 %

Total Unduplicated Headcount	478	446	32	7 %

NORTH ISLAND COLLEGE NIC

OFFICE OF THE VICE PRESIDENT
STRATEGIC INITIATIVES

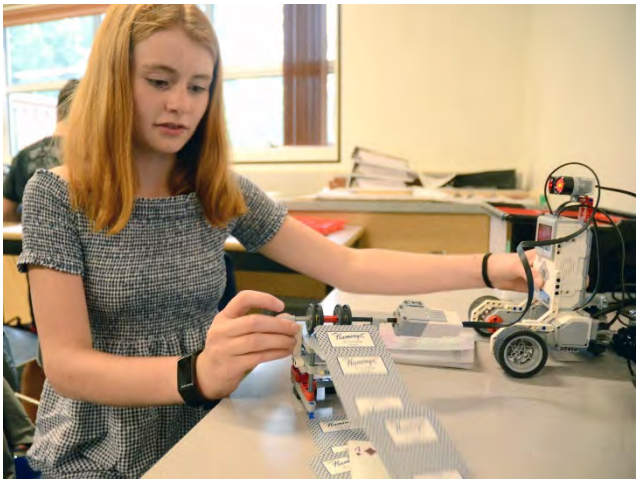
Vice President Strategic Initiatives Report to the Board of Governors

September 26, 2019
Prepared by Randall Heidt

This report covers the time period from June 6, 2019 to September 18, 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

Lego Robot camps surpass 700 students



NICBotCamps came alive in the halls of NIC again this summer with Level 2 camps as well as a Girls Only camp held in Comox.
A total of 218 students, including 45 females and 20 self-identified Indigenous learners, learned valuable Science, Technology, Engineering and Math (STEM) skills in the Lego Robotics camps. Since the camps inception, more than 700 students have taken part. Participants were able to build, program and control robots in a fun, hands-on weeklong camp.
Funding was received for these camps from Navigate NIDES, Engineers & Geoscientists British Columbia, BC Hydro, The Hamber Foundation, Houle Electric, Campbell River Creative Industries Council, and the Government of Canada. Special thanks to April Whalen and CARTI manager Naomi Tabata for organizing and running these camps, which give students like Sarah McQueen, (above) a chance to learn STEM.

Awards system greatly improved

The accuracy and efficiency of our student notification and awards payment system has increased greatly this year, thanks to the successful development and launch of a new digital information system led by Office of Advancement Manager Jolean Finnerty and Casey Black of NIC's Business Application Services team. The NIC-developed system integrates data from student records and a custom database housing all available NIC Foundation awards, allowing the Awards Advisor to merge selected students to awards and instantly email trackable notification letters in just a few clicks. The former manual paper-based system required several weeks, multiple letter batches, and relied on Canada Post delivery. The new system has improved service to students and made it possible, for the first time, to notify more than 400 successful recipients on July 31 in just over an hour. The new Award Acceptance Form also requires students to complete a fillable donor thank-you letter before proceeding to "submit." This feature not only expedites the administration of hundreds of student letters, it ties the letter submission to the moment of notification and has yielded

incredibly heartfelt sentiments, which improves donor recognition, while providing staff with more time for donor stewardship.
Please read the following excerpt below from one of this year's recipients:

"When I got the email saying that I received the bursary, I jumped out of my chair and started crying. I was so excited to know that I was guaranteed to go to NIC this semester. Your contribution has changed my life. I can be stress free for the upcoming month and I can finally afford books! I never had a great childhood, never knew my dad. My mom had many boyfriends, but I never let any of that drag me down. I always told myself things will get better. Well, now I'm about to go to college and I couldn't ask for anything more than that in the world... Without your contribution, I don't know if I could have afforded tuition this semester. I can't express my gratitude enough. Thank you so much for making my dreams come true!"

Donor communications upgrade

In August, our 2019 Awards Program donors received the first of a series of email communications that utilize ConstantContact, a third party email marketing system that is fully integrated with DonorPerfect, the NIC Foundation's new information system. The system supports donor relationship management, e-commerce, and financial administration. Similar to the student email tool, ConstantContact allows for personalization, communication tracking, and relationship management. Now launched, the email system will become a key asset in the donor stewardship plan.

Strategic Priority #9: College Identity and Brand

Digital signage installed

A new digital sign has been installed at the Comox Valley campus (right photo). The sign currently is operating on photocell electricity, which means it only works when it is dark outside. NIC facilities staff will be working on installing full electricity in late September with the goal of having the sign fully operational by October. Digital signage is an extremely effective way to market NIC programs, courses, awards deadlines and events to thousands of motorists per week who pass the College on Ryan Road.

Strategic Marketing Plan update

President John Bowman has requested that the advisory committee slow the Strategic Marketing Plan (SMP) process down to ensure it aligns with the timeline for the development and completion of College Plan20-25, which is expected in April 2020. This will help ensure the SMP is integrated and supportive of the college's strategic plan priorities and goals.
As many of you are likely aware, the College Plan20-25 committee is currently in the process of conducting a major on-line survey of students, employees and community members to be completed in September/October. This information will further inform the SMPAC *ThoughtExchange* survey and plan. Therefore, we have postponed SMP activities until after the College's strategic plan survey is completed in October.
In the meantime, our focus is on digital signage, new program and course promotional materials and strengthening the NIC website as requested by the advisory committee. I am delighted to report that Interactive Media and Graphic design (IMG) faculty Megan Wilson and Alex Khan, Director of

Marketing and Communications, are working on an exciting plan, which will see IMG faculty and alumni collaborating with Marketing and Communications to implement improvements to the website. Megan has agreed to review website design plans, which Marketing and Communications has developed based on user feedback. Over the next year, Megan will work with alumni, Alex and Casey Black's BAS team to implement the improvements to the website's front page as well as program and course sections. It's great that we will be improving the web experience for future students by working with faculty and alumni.

We are also working with Academica to perform student-user testing of our website this fall. This will provide us with timely, high quality data to inform further website improvements. Academica is the premier post-secondary research organization in Canada. It will use its StudentVu national research panel -- drawn from a community of over 5,000 high school, university and college students -- to test our website and provide qualitative data, which will inform future web decisions and the SMP.

Thanks to the work of Adventure Guiding faculty Dave Pinel and his students, we have piloted a program-specific logo (right) and program landing page on the website. We will be gathering feedback over the next year to determine if similar materials would be effective for other programs in the future.

New entrance sign at Campbell River campus

A new sign has been installed at the front entrance of the Campbell River campus. The sign utilizes photocell technology to increase in brightness based on the amount of ambient light in the area.

A new digital sign, similar to the one above from the Comox Valley, has also been designed for the Campbell River campus and local company Grant Signs was awarded the contract following a competitive process.
A permit has been submitted to Campbell River city council for approval.

Special thanks to NIC Facilities Director David Graham, Purchasing Manager Jason Wallace and Sherri Wilson for all of their hard work with these sign projects.

Strategic Priority #7: Resources, Investment, Sustainability

Dr. Lou Dryden Atrium update

The Office of Advancement team is putting the finishing touches on a web page that will host the photos and videos from the Dr. Lou Dryden atrium unveiling event with his family (right). Once the website is complete, an email will be sent to event attendees, NIC Foundation board members and others giving them an opportunity to view the photos and donate to the Dr. Lou Dryden Student Success Bursary. The award is tailored to full-time NIC students who demonstrate financial need, come from single parent homes and contribute to the community. Special thanks to those of you who have already supported this award.

Planned giving presentations

NIC Foundation Secretary Brett Woodside will be doing a planned giving presentation this fall with Sherri Wilson to the Comox Strathcona Probus Club. The presentation will be similar to the Leaving a Legacy presentation given the last two years at Elder College. Special thanks to NIC Foundation Board Chair Ilona for connecting us with her contacts at Elder College and the Probus Club, which has made these opportunities possible. If you can help us with similar opportunities, please let me know.

Campbell River Campaign update

Former NIC Board of Governor's member Roy Grant, Sherri Wilson and I had several successful meetings with leadership gift donors over the summer and will continue meetings and presentations over the fall and winter. That means Jessica Paton will continue working as my Executive Assistant and will also be working with the NIC Foundation board.

Strategic Priority #8: Active Connections to Community

Advanced Education Critics visit

Board of Governors member Jane Atherton, VP Finance and Facilities Colin Fowler, Education Council Chair Brad Harsell, Rachel Reid and I hosted two Advanced Education critics on September 10 at the Comox Valley campus.

Liberal Stephanie Cadieux, MLA, Surrey South and Simon Gibson, MLA Abbotsford-Mission, said they were impressed by the facilities and programming at NIC as well as our commitment to Indigenous learners.

(R 4.5.1)

Education Council Report for the Board Sept 2019

June to August 2019 (The June EDCO meeting was cancelled as we could not meet quorum. This is a very rare occurrence, but we will be discussing ways to minimize the chance of this occurring again at the September meeting.)

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

Policy and Standards

None

Approved Curriculum

The following new and revised curriculum were approved at the September 2019 EDCO meeting:

New Programs:

- Plumbing & Piping Trades Foundation Harmonized Certificate
- Hatchery Operations Certificate

Program Revisions:

- Bachelor of Science in Nursing (BSN)
- Applied Business Technology – All Certificate programs
- Tourism and Hospitality

New Courses:

- PFH 100,101,102,103,104,105,106, 107. 108, 109, 110, 111

Course Revisions

- ENG 013, 014, 015, 025, 026, 027,

Correspondence/Information

(Verbal) Report from SET *(T. Bellavia)*
(Verbal) Report from Aboriginal Education *(K. Shopland)*
Electronic elections *(K. Kuhnert)*
Update on curriculum software acquisition *(K. Kuhnert)*
EdCo and Standing Committee meeting schedule for 2019-2020
EdCo membership terms 2018-2020

Brad Harsell
Chair, Education Council

Board of Governors Calendar 2019/20

Month/Date	Event	Time	Location
October 2019			
24-25th	Annual Board Retreat		Comox Valley Region
29th	Awards Program Donor Appreciation Reception	4:30 – 6 pm	Campbell River campus
November 2019			
7th	Campbell River Information Night		(TBD)
13th	Awards Program Donor Appreciation Reception	4:30 – 6 pm	Comox Valley region (TBC)
20th	Comox Valley Parent/Student Info Night		(TBD)
25th	Awards Program Donor Appreciation Reception	4:30 – 6 pm	Port Alberni region (TBC)
28th	Board Meeting	1 pm	Komoux Hall Boardroom, Comox Valley Campus
January 2020			
23rd	Board Meeting; Joint Meeting w/ Foundation Board	1 pm	Komoux Hall Boardroom, Comox Valley Campus

February 2020			
19th	Port Alberni Open House		Port Alberni Campus
20th	Comox Valley Open House		Comox Valley Campus
March 2020			
19th	Board Meeting	1 pm	Campbell River Campus

April 2020			
23rd	Board Meeting	1 pm	Port Alberni Campus
June 2020			
11th	Board Meeting	1 pm	Comox Valley Campus

Fall 2019 Timeline for Election Contacts

Election for Board of Governors and Education Council

Date	Action
Aug 26	Posters, digital hallway monitor slide, nomination papers & Rules & Regs about Board of Governors and Education Council available to campuses/centre
Sept 20	Nominations close by 4 pm. These must have **arrived** at Registrar's Office by 4 pm Deadline for requesting mail-in ballots
Sept 23	Nominees ratified; candidates declared, campaigning period begins Nominees may review their biographies at Registrar's Office
Sept 25	Biographies and election materials available to all campuses/centres
Sept 23-27	Designation of scrutineers
Sept 30	**Election period begins**
Oct 3	**Election period ends**
Oct 4	Ballots counted and **results announced**
Oct 7 - 11	Appeal period
Oct 11	Education Council meets
Oct 14	Thanksgiving Day Stat (college closed)
Oct 24-25	Board of Governors retreat
Nov 8	Education Council meets

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

From: Prisiak, Lisa AEST:EX <Lisa.Prisiak@gov.bc.ca>
Sent: Tuesday, June 25, 2019 2:50 PM
To: Rachel Reid
Subject: FW: Board Appointments: North Island College
Attachments: 357-2019.pdf

From: AEST Deputy Minister AEST:EX
Sent: Tuesday, June 25, 2019 2:27 PM
To: 'Tyee43@hotmail.com'
Cc: Rachel.Reid@nic.bc.ca
Subject: Board Appointments: North Island College

Dear Ms. Murphy:

I am pleased to provide you with the following information on recent board appointments. Pursuant to section 9(1)(a) *of the College and Institute Act*, Order in Council #357/2019 (attached) was approved reappointing two members and appointing three new members to the Board of North Island College.

I have attached contact information and request that you formally advise each member of their appointment at the earliest opportunity. Please extend my best wishes to the appointees for a successful term. In addition, a Ministerial letter will be sent to each appointee in the very near future.

Should you have any questions regarding these appointments, please do not hesitate to contact Mr. Tony Loughran, Executive Lead, Governance, Legislation and Corporate Planning Division, at (250) 387-8871 or by email at Tony.Loughran@gov.bc.ca.

Member	Proposed Appointment	Proposed Term Expiry
Barry A Minaker	2019-07-31	2021-07-31
Ross Eugene Hunt	2019-07-31	2021-07-31
Andrew (Arlo)Peter McCubbin	2019-07-31	2020-07-31
Valery Sheila Puetz	2019-07-31	2020-07-31
Patricia Mary Trasolini	2019-07-31	2020-07-31

Regards,

Shannon Baskerville

Deputy Minister
Ministry of Advanced Education, Skills and Training

Barry Minaker

Barry Minaker is the former Director of the Regional District of Comox Strathcona – he also has previous work experience with the Department of Fisheries and Oceans. Active in his community, Mr. Minaker is a former Instructor with the Construction Industry Health and Safety Council as well as a previous Business Agent for the United Brotherhood Carpenters. Mr. Minaker holds a Bachelor of Arts from the University of British Columbia.

6381 Dunboyne Road
Courtenay BC V9J 1N1
250-650-1599 (cell)
minakerbarry7@gmail.com

Ross Eugene Hunt

Ross Hunt is a First Nation Support Worker with the First Nation Education Committee. Previously, he was a Youth Worker with the Gwa'sala-'Nakwaxda'xw Nations and was the Lead Hand for Hardy Buoys Smoked Fish Inc. Active in his community, he is a volunteers with Youth Activities with the Kwakiutl Indian Band. Mr. Hunt when to the University of Victoria and received a Child and Youth Diploma, then later attended the Native Indian Teacher Education Program and the University of British Columbia.

100 Tsakis Way
Port Hardy BC V0N 2P0
250-230-4131 (Cell)
chief@Kwakiutl.bc.ca

Andrew (Arlo) Peter McCubbin

Arlo McCubbin is currently the Treasurer for Cumberland Community Schools Society. He has had a long career as an accountant during which he has worked with First Nations as a controller, auditor, trainer and trustee for two Fist Nation settlement trusts. He also owned an accounting practice for twenty eight years for corporate, non-profit and personal clients. He has also been active in his community as the Treasurer for Street Link in Victoria and the Comox Valley Art Gallery. He was also on the board of the Cumberland & District Credit Union prior to the merger with First Credit Union after which he held the position of Audit Chair. Arlo has worked as a CUSO volunteer in Vanuatu setting up finance systems for Island Local Councils. He holds a HND Business Studies from Newcastle Polytechnic, UK and a Certified General Accounting designation from the former Certified General Accountants of British Columbia.

PO Box 1049
Cumberland BC V0R 1S0
250-702-7302 (cell)
Arlo.mccubbin@gmail.com

Valery Puetz

Valery Puetz has been the Executive Director of the Campbell River and North Island Transition Society for over 20 years, seeing them through major capital and program expansions. Valery has been a community leader working to advance services for the vulnerable of our community particularly in the areas of violence against women, addictions, homeless and housing. Valery has served on many community committees for the purpose of coordinating and partnering services, finding and solving gaps in service and working towards increased community understanding and acceptance of difficult issues. Valery holds a Diploma in Crop Production from Fairview College, a Qualified Plantsman Certificate from the University of Guelph and a Management Certificate from the Justice Institute.

2525 Milford Road
Campbell River BC V9W 5H3
250-287-6591 (cell)
valery.puetz@annelmorehouse.ca

Patricia Trasolini

Patricia Trasolini spent her career in the field of Education where she served as a teach of English, English Literature, Law and Public Speaking. After receiving her Masters' Degree in Secondary Counselling and Administration, Patricia went on to be a high school counsellor, vice-principal and ultimately retired as the Principal of Campbell River Secondary (Carihi). She remains active in her community as a volunteer with the Oyster River Enhancement Society, Island Soul Choir and Storey Creek Ladies' Club (Rules Committee). Patricia holds a Masters of Arts in Educational Counselling and Administration from the University of Victoria and A professional Teaching Certificate and Bachelor of Arts degree from Simon Fraser University.

9455 Bracken Road
Black Creek BC V9J 1E3
250-218-3256 (cell)
trasolinipatricia@gmail.com

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 357 *, Approved and Ordered* June 25, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 31, 2019, the following appointments to the board of North Island College are made:

(a) Andrew Peter McCubbin, Valery Sheila Puetz and Patricia Mary Trasolini are appointed as members for terms ending July 31, 2020;

(b) Barry A. Minaker and Ross Eugene Hunt are reappointed as members for terms ending July 31, 2021.

Minister of Advanced Education, Skills and Training

Presiding Member of the Executive Council

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

Authority under which Order is made:

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

Other: OIC 344/2018; OIC 345/2018

O10337827

NORTH ISLAND COLLEGE
NIC

President's Newsletter

AUGUST 27, 2019

Dear Colleagues,

Welcome back! I hope you enjoyed the summer and made the most of some well-deserved vacation time. As the fall 2019 semester is about to begin, it is timely to provide an update on important recent developments and activities at the College. The 2019/20 academic year promises to be another busy and positive year for NIC.

New Campus in Campbell River

Campbell River faculty, staff and students are returning to a newly renovated and expanded campus this September.

Starting this week, the campus will host a School of Trades and Technical gathering (Aug. 28), a Welcome Back for Campbell River employees (Aug. 29) as well as the International Student Welcome (Aug. 29-30) before Student Orientation Day (Sept. 3).

Students and employees will be on hand to orient employees and students to the new layout, as well as to help find classrooms and meeting areas. A map of the new campus, with suggested parking areas, is attached.

The multi-million dollar campus upgrade includes the café and bistro, which are open to the community and accessible to all Timberline Secondary School employees and students.

The campus now includes new Heavy Mechanical trades and Aircraft Structures shops, which replaces the shops at Vigar Vocational Centre. It also includes an Aquaculture training lab, a new teaching kitchen for Professional Cook and Culinary Business students, and a simlab for Licensed Practical Nursing students in Campbell River. The campus boasts more classrooms for business and university transfer students, Early Childhood Care and Education students and space for NIC's new Computer Information Systems certificate, scheduled to go to Education Council this September.

The campus proudly features its first Student Commons, a central hub for student activities and engagement. The Commons includes nearby Student Services offices, a student lounge and a modern Library and Learning Commons with informal study rooms for group learning. The bookstore will be relocated closer to the Student Commons later this fall.

While the main construction is complete, several areas are still undergoing renovations. We appreciate everyone's continued patience. My thanks to employees who worked throughout the summer to support the move from the Vigar Vocational Centre and prepare for fall programming.

We will be welcoming students to tour campus at Orientation on Sept. 3, as well as at NIC Information Night on Nov. 7, 2019. Watch for an official grand opening celebration in the new year, pending provincial and federal government schedules.

NIC at St. Joseph's General Hospital

Starting this week, one of seven additional NIC Health Care Assistant certificate programs for 2019/20 will begin at the former St. Joseph's General Hospital (St. Joe's).

NIC is leasing the former Surgical Day Care space on the first floor of the building for four academic years, to make room for more in-demand Health Care Assistant as well as Early Childhood Care and Education cohorts. Feasibility studies are underway for other programs to take place at St. Joe's.

The new space helps alleviate an ongoing classroom shortage at the Comox Valley campus and provides opportunities for more students to prepare for careers in the community.

We are grateful to the Views at St. Joe's and the Providence Residential and Community Care Services Society for supporting NIC students, as well as the Ministry of Advanced Education, Skills and Training for program funding and site renovations.

Watch for an invite to attend a community Open House on Friday, Sept. 20, when we welcome employees and the public back into St. Joe's.

Improved Student Services Space at the Comox Valley Campus

Comox Valley students will now be able to access all their student services needs from one location in Discovery Hall. Starting this August, the campus' entire Student Services team are located in one area.

The renovation adds 1,800 square feet of offices, registration and advising facilities, specifically designed to improve the student experience. It features a newly accessible outside door to welcome students and facilitate traffic flow between Discovery, Tyee and Puntledge Halls, a separate waiting area and exit for students with counseling appointments and height adjustable computers for students in wheelchairs.

The space will be home to the Associate Vice President, Student Services and Registrar, Assistant Registrar and Student Services team. We expect it will improve accessibility, communication and supports while freeing up office space across the campus.

Watch for more details of an Open House, planned for Monday, Sept. 16.

2019/20 One-time/ Special Program Funding

The College is excited to have received more than $2.4 million in one-time special program funding from the Ministry of Advanced Education, Skills and Training and other funding partners this spring.

We are grateful for their support of students in Pre-Health and Health Care Assistant Training, Early Childhood Care and Education, Prep Cook, as well as Carpentry and Forestry programs across the region. The funding also creates capacity for NIC to establish a Mental Dealth Peer Support program, pilot work-based skills training resources for employers and apprentices, as well as grow our adult special education resources and work placement program this year.

Continuing Education and Training also received $167,000 to support Cruise Line Training and Market Gardener Training in Port Alberni.

The funding provides NIC the flexibility to deliver in-demand programs that respond to community needs.

2018/19 Student Enrolment

At the June 13 Board of Governors meeting, the Board approved the 2018/19 Full-Time Equivalent (FTE) Student Enrolment Report for submission to the Ministry of Advanced Education and Skills Training.

For the 2018/19 year, NIC enrolled 2,234 domestic student FTEs and 506 international student FTEs, for a total of 2,740 FTEs. This represents an eight per cent increase (190 FTEs) from the previous year with gains in both domestic (up two per cent or 47 FTEs) and international student FTEs (up 39 per cent or 142 FTEs).

Overall, Comox Valley and Campbell River campuses experienced slight increases in total domestic FTE students in 2018/19 compared to previous year, while enrolments at the Port Alberni and Mixala'kwila (Port Hardy) campuses in 2018/19 were largely unchanged. In-community domestic FTE student enrolments increased sharply (49 per cent), while those delivered by Distributed Learning decreased (14 per cent).

Compared to the previous year, most program areas experienced small increases in domestic FTEs, remained the same, or experienced small decreases. One-time funded and contract training FTEs represented 203 FTEs (9%) in 2018/19. Cost-

recovery tuition-based programs and Continuing Education and Training courses totaled 255 FTE students.

More information on NIC's FTE Student Enrolment Reports can be found on myNIC.

Plan20-25

Work on the College's new strategic planning process will kick back into high gear with the start of the fall semester. The College Plan20-25 Committee will meet Aug. 27 to review and provide input regarding the planning process activities that will be undertaken over the next eight months. The four subcommittees will also meet to continue their work in September. The Plan20-25 Process Update (August 19) is online. A Strategic Planning Survey is the next important opportunity for employees, students and community members to contribute to the development of Plan20-25. Watch your email for an invitation to complete the survey (coming soon!).

College Board of Governors

On June 14, the Board of Governors held a joint meeting with Education Council members and the Aboriginal Education Council to learn about the Truth and Reconciliation Commission (TRC) Calls to Action related to post-secondary education, as well as the College's Aboriginal Education programs and supports to students and communities. The meeting was a positive learning experience for all and underscored our shared commitments to work in partnership to support student and community success.

The province also appointed three new community representatives to the Board of Governors in July. Andrew (Arlo) McCubbin (Comox Valley), Valery Puetz (Campbell River) and Patricia Trasolini (Campbell River) each bring valuable experience and skills to the Board. Their first Board meeting will be Sept. 26, 2019. Elections for student representatives will be held in October. For more information on the Board, including new member biographies, visit the Board Members web page.

International Enrolment & Student Life

The addition of international students and programming in Campbell River in 2018/19 was such a success, the campus will welcome another 20 students from Kenya, Japan, India and Vietnam this fall. Total international enrolment in Campbell River, including new students, will be about 100 students. We are grateful for the continued community support.

At the Comox Valley campus, we look forward to welcoming students from several countries including Belgium, Brazil, Burundi, Chile, China, Denmark, Japan, India, United States and Vietnam this fall. The projected new international student enrolment for the Comox Valley is expected to be 70 to 80 students. Although that number may seem small for a fall intake, overall student numbers and registrations are still higher than fall 2018.

In January 2020, Port Alberni will welcome about 20 international students from India. This group of Early Childhood Care and Education diploma students will be NIC's first international Health and Human Services cohort and we look forward to their arrival.

The Office of Global Engagement (OGE) is finding new ways to improve student life on campus. In addition to hiring a Global Engagement Liaison in Campbell River, OGE partnered with Student Services to merge the Student and Intercultural Ambassador programs into the Campus Life & Engagement Student Assistant Program. New staff will work closely with the Manager, Student Life to engage students across NIC campuses this year.

Student Housing at Comox Valley Campus

In July, NIC completed the Request for Proposals (RFP) process to select an architectural firm to undertake the preliminary design of the new student housing on the Comox Valley campus. Dialog Design, a major national group, with offices in Vancouver, across Canada and the U.S., was the successful proponent. Dialog Design has an abundance of student housing and post-secondary campus building

design experience, including projects for SFU and UBC.

The RFP calls for a total of 168 beds for single student and family housing to be built on campus, between the Aquatic Centre and existing parking lots. Our timeline for the new housing to be open and in use by students is September 2022.

The Dialog Design team will be working with the Student Housing Planning and Advisory Committee and Subcommittees over the next four months to design plans for the student housing project.

The next steps in the development of the final business case for submission to the provincial government are:

- September: Site Planning & Design Options Study
- September - November: Schematic Indicative Design to create preliminary plans and drawings
- November: Cost Estimation and Approval of Indicative Design
- December: Submission to Provincial Government for approval

For more background information on the Student Housing project please read the Status Report provided to the Board of Governors on June 13 and the Student Housing Design Brief (May 2019).

Institutional Accountability Plan and Report (IAPR)

In June, the Board of Governors approved the 2018/19 IAPR for submission to the Ministry of Advanced Education, Skills and Training. The report details the College's progress in relation to the provincial government's mandate priorities and our Plan2020 goals. Once approved for publication by the Ministry, the report will be posted on the Reporting page of the NIC website. The North Island College 2018 Fast Facts is an updated infographic included in the IAPR.

Campus Town Halls

Please join us at NIC's first Campus Town Hall meetings this fall. They will be held from 12 to 1 pm, on:

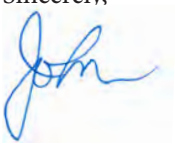
- Monday, Sept. 30
  Port Alberni Campus, CEN 205
- Tuesday, Oct. 1
  Comox Valley, Stan Hagen Theatre, and
- Thursday, Oct. 3
  Campbell River, CWG 270

I look forward to discussing the topics highlighted above at these meetings, as well as any others that are of interest.

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

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

Sincerely,



John

Resources and Links:

- Campbell River Classroom Map
- Aboriginal Education Newsletter
- North Island College 2018 Fast Facts
- Upcoming Events September/October 2019

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Alexander Dawson
4148 Gartley Point Road
Courtenay, BC
V9N 9T3

Dear Alexander:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence - University Studies for the highest academic standing in the Associate of Arts Degree program.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Tamae Kubota
1809 Mallard Drive
Courtenay, BC
V9N 8M1

Dear Tamae:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your academic achievements in the English Language Program.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Tony Bellavia, Associate Vice President, Access and Regions
Darin Bellham, Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Sylvia Collins, Grad Coordinator

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Meesh Qx
1506 Mallard Drive
Courtenay, BC
V9N 8J8

Dear Meesh:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Fine Arts Diploma program. This award honours the student who has achieved the highest academic standing upon completion of a diploma.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Frieda Humphreys
PO Box 124
Heriot Bay, BC
V0H 1P0

Dear Frieda:

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

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

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Jack Basha
2215B Willemar Avenue
Courtenay, BC
V9N 3M7

Dear Jack:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Mobile Application Development program. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Warisa Sukree
3661 Maitland Avenue
Port Alberni, BC
V9Y 3X5

Dear Warisa:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Bachelor of Science in Nursing program. This award honours the student who has achieved the highest academic standing.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Sheldon Falk
107 -1860 Nelson Street
Vancouver, BC
V6G 1N1

Dear Sheldon:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence for your achievements in the Bachelor of Business Administration program. This award honours the student who has achieved the highest academic standing.

The College would like to confirm your receipt of this award at the Comox Valley graduation ceremony being held on Thursday, June 20th at 1:00 p.m. at the Comox Valley Sports Centre located at 3001 Vanier Drive in Courtenay. Plan to arrive and check in at the main lobby by 12:00 p.m. as a reserved seat has been set aside for you. Please contact Sylvia Collins at 250-334-5000 Ext. 4002 or 1-800-715-0914 or, by email at sylvia.collins@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

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

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Patrisha Girard
#2-3856 Keeha Drive
Port Alberni, BC
V9Y 8C8

Dear Patrisha:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as this year's recipient of the President's Award for Academic Excellence for your academic achievements in the Adult Basic Education program.

The College would like to confirm your receipt of this award at the Port Alberni graduation ceremony being held on Tuesday, June 18th at 1:00 p.m. at the Alberni Athletic Hall located at 3727 Roger Street in Port Alberni. Plan to arrive and check in at the main entrance at 12:00 p.m. as a reserved seat has been set aside for you. Please contact Jessie Broekhuizen at 250-724-8702 or 1-800-715-0914 or, by email at jessie.broekhuizen@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Tony Bellavia, Associate Vice President, Access and Regions
Felicity Blaiklock, Director, Student Affairs and PA Campus Administrator
Jolean Finnerty, Manager, Office of Advancement
Jessie Broekhuizen, Grad Coordinator

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Christopher Blackburn
c/o Ken and Elaine Blackburn
5079 Venture Road
Courtenay, BC
V9J 1L8

Dear Christopher:

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Diploma Programs for your achievements in the Industrial Automation Technician Diploma program. This award honours the student who has achieved the highest academic standing upon completion of a diploma.

Although the College would have liked to present you with the President's Award for Academic Excellence – Diploma Programs at the Campbell River graduation ceremony on June 17th, I understand you are not available to attend. As you have requested, we will ensure that the President's Award is mailed to your parents' home.

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

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Cheryl O'Connell, Dean, Trades and Technical Programs
Sandra Billard, Acting Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Tara Idiens, Grad Coordinator

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Dawson A. Vanderwiel
541 Thulin Street
Campbell River, BC
V9W 2L2

Dear Dawson,

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

It is my distinct pleasure to inform you that the North Island College Awards Committee has selected you as one of this year's recipients of the President's Award for Academic Excellence – Certificate Programs for your achievements in the Electrical Foundation Certificate program. This award honours the student who has achieved the highest academic standing upon completion of a certificate.

The College would like to confirm your receipt of this award at the Campbell River graduation ceremony being held on Monday, June 17th at 1:00 p.m. at the Tidemark Theatre located at 1220 Shoppers Row in Campbell River. Plan to arrive and check in at the main lobby by 1:00 p.m. as a reserved seat has been set aside for you. Please contact Tara Idiens at 250-923-9700 Ext. 7803 or 1-800-715-0914 or, by email at tara.idiens@nic.bc.ca to confirm your attendance.

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

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Cheryl O'Connell, Dean, Trades and Technical Programs
Sandra Billard, Acting Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Tara Idiens, Grad Coordinator

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

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

NORTH ISLAND COLLEGE

NIC

OFFICE OF THE PRESIDENT

June 12, 2019

Christopher Blackburn
c/o Ken and Elaine Blackburn
5079 Venture Road
Courtenay, BC
V9J 1L8

Dear Christopher:

Re: Governor General's Collegiate Bronze Academic Medal

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

Although the College would have liked to present you with the Governor General's Collegiate Bronze Academic Medal award at the Campbell River graduation ceremony on June 17th, I understand you are not available to attend. As you have requested, we will ensure that the Medal award is mailed to your parents' home.

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

Sincerely,

John Bowman
President

cc. North Island College Board of Governors
Lisa Domae, Executive Vice President, Academic and COO
Kathleen Kuhnert, Associate Vice President, Student Services and Registrar
Cheryl O'Connell, Dean, Trades and Technical Programs
Sandra Billard, Acting Assistant Registrar
Jolean Finnerty, Manager, Office of Advancement
Tara Idiens, Grad Coordinator

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

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

BRITISH COLUMBIA

Our Ref. 116135

July 9, 2019

Mr. Roy A. Grant
404 – 2676 South Island Hwy S
Campbell River BC V9W 1C7

Dear Mr. Grant:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service, dedication and commitment in carrying out your duties as a member of the Board of North Island College.

I appreciate the time you have invested with the Board over the last six years. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Again, thank you and my personal best wishes to you for the future.

Respectfully,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

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

Ms. Jane Murphy, Chair of the Board
North Island College

Mr. John Bowman, President and CEO
North Island College

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

Ministry of Advanced Education, Skills and Training

Office of the Minister

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

Location:
Parliament Buildings
Victoria

BRITISH COLUMBIA

Our Ref. 116135

July 9, 2019

Mr. Derek M. Lamb
631 Nelson Rd
Campbell River BC V9H 1V1

Dear Mr. Lamb:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service, dedication and commitment in carrying out your duties as a member of the Board of North Island College.

I appreciate the time you have invested with the Board over the last six years. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Again, thank you and my personal best wishes to you for the future.

Respectfully,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

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

Ms. Jane Murphy, Chair of the Board
North Island College

Mr. John Bowman, President and CEO
North Island College

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

Ministry of Advanced Education, Skills and Training

Office of the Minister

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

Location:
Parliament Buildings
Victoria

(R 5.7)

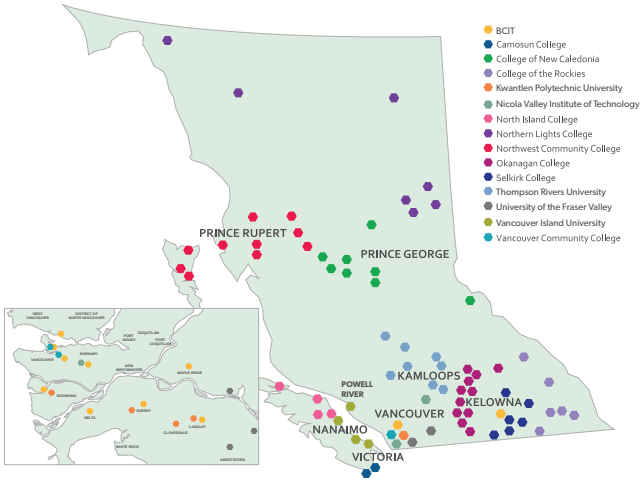
TRADES TRAINING BC

Get to work.

What is TRADES TRAINING BC?

Trades Training BC (TTBC) is a unique consortium of **15 public, post-secondary institutions** that provides a coordinated approach to public, trades training in BC.

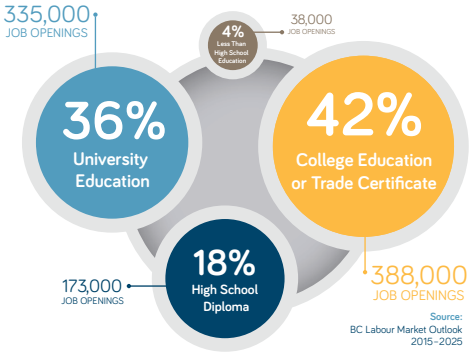
TTBC members deliver 90 per cent of all skilled trades training in BC via more than **35 FOUNDATION** and **50 APPRENTICESHIP** programs to **20,000** students annually at **over 40 training sites**, serving every region of the province.



The consortium's primary purpose is to produce strategies that align BC's public, post-secondary institutional capacity with the demand for trades training in BC. And, it leverages system training resources and provides advice to government, labour and industry on how public training capacity best addresses BC's advanced skills and trades training requirements. This is achieved through a coordinated, long-term public trades training plan for British Columbia.

Through this close collaboration, TTBC members deliver relevant, timely, innovative programming to meet industry demand and align labour market priorities with the training required to produce a highly skilled and job-ready future workforce.

The Largest Percentage of the
934,000 Projected Job Openings
Require Training at TTBC Member Institutions



What opportunities can TTBC help British Columbians secure?

There are almost one million job openings forecast in BC in the next decade and over 40 per cent of them will require a college education or trade certification.

To meet this demand British Columbia must educate and train more British Columbians especially in key demographics that are traditionally underemployed, including: women, immigrants, people with disabilities, Aboriginal people and youth at risk.

TTBC members provide 90 per cent of all skilled trades training in BC and provide British Columbians with one-stop access to that training via a comprehensive website that details current programming in real time. Helping British Columbians get the training they need; where and when they need it.

Additionally, TTBC promotes careers in skilled trades and technology to secondary school students via Discover Skills BC. Discover Skills BC is a youth outreach partnership with the K-12 system, that delivers youth-friendly information for the exploration of over 50 in-demand career pathways in trades and technology.

Pathways to Success

The BC public training system offers two pathways to a successful career in the trades:

- **Foundation** or entry level trades training programs provide trainees with the basic knowledge and skills to enable graduates to successfully transition to an apprenticeship, to other post-secondary programs or the workforce.
- **Apprenticeship** training combines paid, work-based training (about 80% of training), with technical training in a classroom or shop setting (about 20% of training). TTBC members deliver over 90 per cent of advanced skills programming, offering 50 different programs in over 40 locations throughout BC.

What is the Impact of Trades Training on Students? [1, 2]

- 90% of former Foundation students and 93% of Apprenticeship completers are satisfied with their education.
- 81% of former Foundation students and 93% of former Apprenticeship students said the knowledge and skills gained in their program was useful in performing their jobs.
- The employment rate for Foundation graduates is 92% and for Apprenticeship completers it is 97%.
- Of those Foundation graduates employed, 74% are in a training related job and of those Apprenticeship completers employed, 90% are in a training related job.

Trades Training BC: By the Numbers

- 94% of training seats available in Foundation programs and 89% of training seats available in Apprenticeship programs are filled annually.
- TTBC members provide more than 35 Foundation and 50 Apprenticeship programs to 20,000 students annually, 5,000 in Foundation and 15,000 in Apprenticeship.
- TTBC member institutions have a combined annual economic impact to BC of $9.6 billion.[3]

How can TTBC help to advance BC's labour market development in 2017?

TTBC efforts are focused on three areas to advance BC's labour market development to develop a more sustainable workforce to advance BC's economy:

1. **Partnership Development**
   Advance further collaboration, partnership and innovation within the public training system, and with the K-12 system, labour, industry and the ITA to further improve the production of highly skilled, job-ready graduates to meet BC's labour market requirements.

2. **Indigenization**
   Provide access and relevance for First Nations, Metis and Inuit students through program modification, delivery and collaboration with Aboriginal trainers. Priority will be given to introducing new opportunities for entry into trades training, retention and upon completion of training, successful transition to a job.

3. **Long-Term Planning & Funding**
   Engage with public partners to set long-term programming and funding plans that better utilize the training system infrastructure, introduce innovative approaches to training and attract new investment that aligns with regional and provincial labour market requirements.

TRADES TRAINING BC maximizes the capacity of the public trades training infrastructure to ensure BC has the highly skilled workforce critical to its economic growth and prosperity. TTBC continues to collaborate with industry, government, labour and the ITA to meet BC's shifting labour market needs. Through innovation and continuous improvement in training, TTBC's 15 member institutions will provide access to all British Columbians to the quality post-secondary education required to build a strong and sustainable workforce to power BC's economy.

TRADES TRAINING BC

Get to work.

[1] BC Student Outcomes – Apprenticeship Student Outcomes (APPSO) Survey – 3-year average (2014 – 2016).

[1] BC Student Outcomes – Diploma, Associate Degree and Certificate Student Outcomes (DACSO) Survey – 3-year average (2014 – 2016).

[2] BC Stats.

[3] Economic Impact Studies of 15 member institutions.

(R 5.8)

July 19, 2019 VIA EMAIL

Dear Board Chairs:

Institutional Board Members have an important role to play in terms of ensuring that our member institutions deliver quality post-secondary education within their public mandate. As the bargaining agent for the province's teaching universities, colleges and institutes, PSEA is working hard to achieve agreements that are fair to employees while enabling institutions to prepare students for current and emerging opportunities. Thank you for your ongoing support during this round of collective bargaining.

To date we have reached agreements with BCGEU Faculty for five of our member institutions: Camosun College, Coast Mountain College, Northern Lights College, Okanagan College, and Selkirk College. These renewals were negotiated within the sustainable services negotiating mandate for the public sector. We remain focused on achieving freely negotiated agreements between our member institutions and their remaining unions within the mandate set by government and administered through the Public Sector Employers' Council Secretariat.

Some member institutions have reported union representatives reaching out to individual board members during this round of collective bargaining. For this reason, I am taking this opportunity to remind Board Chairs and board members it is important for them to refrain from entering into discussions with unions during bargaining. Entering into discussions with union representatives and union members at this time may cause some confusion and can potentially undermine the bargaining process. This letter provides guidance for board members on best practices to follow when employees or union representatives approach them about issues related to negotiations:

1. Avoid any individual conversations about issues in negotiations as these could be misrepresented or taken out of context.

2. Refer the individual to the appropriate staff member by encouraging them to contact a member of the negotiating team.

The Board and its management are a team; the Board and individual board members should avoid any perception of mediating between union representatives and management.

#300-2889 E. 12th Avenue · Vancouver BC V5M 4T5
Tel: 604-895-5050 · Fax: 604-895-5069
Email: psea@psea.bc.ca · website: www.psea.bc.ca

While negotiations are slower than anticipated, the tone at all tables is respectful and bargaining will continue in the fall. We appreciate your continued support and patience as we work hard to renew agreements.

Please share this information with your colleagues on your Board. Contact me if you have any questions.

Yours truly,

Michael Marchbank
Board Chair

C: Renzo Del Negro, CEO

BRITISH COLUMBIA

VIA E-MAIL
Ref: 244242

July 15, 2019

Dear Post-Secondary Institution Board Chair:

Since Childcare BC launched in 2018, we have taken great strides towards our vision of universal child care: a system that will provide parents with access to affordable, high-quality child care whenever and wherever they need it.

One of the key pillars of Childcare BC is accessibility. Under this pillar, the Childcare BC New Spaces Fund offers funding to create new licensed child care spaces for British Columbian families.

Today, we have good news to share. Public sector organizations, Indigenous Governments, and non-profit societies can now access more money through the Childcare BC New Spaces Fund to create spaces. Based on feedback from communities throughout British Columbia, we have tripled the funding maximums up to:

- **$3 million per facility** (previously $1 million) **for up to 100% of project costs** for public sector organizations and Indigenous Governments,
- **$1.5 million per facility** (previously $500,000) **for up to 100% of project costs** for Indigenous non-profit societies, and
- **$1.5 million per facility** (previously $500,000) **for up to 90% of project costs** for non-profit societies and Child Development Centres.

We are making this change to recognize that in many communities, high capital costs can be a barrier to creating child care spaces. Increasing funding maximums means that more communities can access the Childcare BC New Spaces Fund, and more families will benefit from access to licensed child care.

For a breakdown of applicant type, new funding maximums and provincial contribution levels, see attached table.

Looking ahead, the ministry is also creating a multi-project funding stream so that public sector organizations and established non-profit societies can submit a single proposal for multiple projects, or for large-scale projects that require more than the funding maximums. More information on this stream will be available in coming weeks.

.../2

Ministry of Children and Family Development
Office of the Minister
Mailing Address: Parliament Buildings Victoria BC V8V 1X4
Location: Parliament Buildings Victoria

Appendix: Contribution Percentages and Funding Award Commitment by Applicant Type

Applicant Type	Required Organization Contribution	Provincial Contribution	Maximum Provincial Funding Amount*	Funding Award Commitment
Public sector organizations and Indigenous Governments	0%	100%	Up to $3,000,000	Up to 15 years
Indigenous Non-Profit Societies	0%	100%	Up to $1,500,000	Up to 15 years
Non-Profit Child Care Providers and Child Development Centres	10%	90%	Up to $1,500,000	Up to 15 years
For-profit child care organizations (Businesses and Incorporated Companies).	25%	75%	Up to $250,000	Up to 10 years
**The maximum provincial funding amount applies to a single physical location. Projects occurring within the same physical location are considered as a single project.*				

Investing in child care and early childhood education is a shared priority between government and the BC Green Party caucus, and is part of the Confidence and Supply Agreement.

Learn More:

For more about Childcare BC, visit: www.gov.bc.ca/childcare

To learn more about the Childcare BC New Spaces Fund and to apply, visit: www.gov.bc.ca/childcare/newspacesfund

To find child care in a community, view the online child care map: http://maps.gov.bc.ca/ess/hm/ccf/

Child care factsheet: https://news.gov.bc.ca/18430

Contact:

Ministry of Children and Family Development
Government Communications and Public Engagement
(250) 356-2028

(R 5.10)

BRITISH COLUMBIA

Our Ref. 116828

August 28, 2019

To All Presidents
Public Post-Secondary Institutions

Dear Presidents:

I am writing about my ongoing commitment, as the Minister of Advanced Education, Skills and Training, to ensure safe learning environments for post-secondary students in British Columbia.

At the Moving Forward Together Forum on June 4 and 5, 2019, institutions, students, faculty, union and community representatives came together with government, to share and gather information to help build capacity to prevent and address sexual violence and misconduct at post-secondary institutions. This collaboration and information sharing is invaluable in informing the work going forward to ensure our campuses are safe.

During the Forum, I announced $760,000 in funding to support work to make campuses safer for everyone. This funding will be used towards: increasing availability of training and resource materials; developing a student climate survey; supporting awareness initiatives at rural post-secondary institutions; and, supporting institutions in a plain language review of their sexual violence and misconduct policies and materials.

Ministry staff will also be facilitating a community of practice around sexual violence and misconduct policy best practices and lessons learned, exploring a common framework for data and reporting, and exploring partnerships with the K-12 sector. Ministry staff have begun to reach out to institutions, faculty and student representatives to start work on these initiatives and will continue to do so over the fall.

Government will also be launching a Sexual Violence and Misconduct Awareness Campaign starting on August 29, 2019.

Building on Government's 2018-19 awareness campaign, this year's campaign incorporates feedback received from over 120 students and staff from public post-secondary institutions as well as community organizations during the Moving Forward Together Forum, and recent focus groups that included student, faculty and community representatives. The campaign brings awareness to the meaning of consent and to a policy of zero tolerance for sexual violence on campuses. Safety for everyone on our campuses is of utmost importance.

… /2

Ministry of
Advanced Education,
Skills and Training

Office of the
Minister

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

Location:
Parliament Buildings
Victoria

This year, the campaign depicts a range of situations that students could find themselves in where sexual assault or misconduct could occur. There is also an opportunity for institutions to co-brand the campaign which answers a direct call to action from consultations. The campaign consists of print posters on campus, radio, student media, and digital platforms. The campaign will run at local pubs and restaurants within a 2km radius of many campuses as well as advertising on popular dating apps.

All Public Post Secondary Institutions are encouraged to post the attached campaign materials as soon as Thursday, August 29th so that as students return for their coming semester, they see the campaign, and the messages are foremost in their minds. The posters make reference to a URL - SafeCampusesBC.ca – which will be live on Thursday, Aug. 29th. The URL is linked to the Sexual Violence and Misconduct resources component of the Ministry of Advanced Education and Skills Training website.

Your communications departments have received these materials and additional information about the campaign. I appreciate your assistance in ensuring that this year's campaign builds off the success we saw last year.

Working together means safer campuses in British Columbia for everyone. Your continued leadership and support of this important work at your institution and across the province is valued and appreciated.

Respectfully,

Melanie Mark
Hli Haykwhl Ẃii Xsgaak
Minister

Attachment: Campaign Posters

pc: Max Blouw, President
Research Universities' Council of BC

Ruth Wittenburg, President
BC Association of Institutes and Universities

Colin Ewart, President
BC Colleges

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

Jeff Vasey, Assistant Deputy Minister
Post-Secondary Policy and Programs and Division Responsible for Learner Supports
Ministry of Advanced Education, Skills and Training

SEX WITHOUT CONSENT IS RAPE.

Consent must be voluntary – otherwise it's assault.

Make campuses safe for everyone.

BRITISH COLUMBIA

SEX WITHOUT CONSENT IS RAPE.

Consent must be voluntary – otherwise it's assault.

Make campuses safe for everyone.

BRITISH COLUMBIA

Indigenous Post-Secondary Board Member Gathering - Draft Agenda

Date: Friday, September 20, 2019
Time: 9:00am to 3:30pm
Location: Musqueam Cultural Education Resource Centre, 4000 Musqueam Ave, Vancouver, BC V6N 3S2

Time	Activity	Description
9:00am – 9:30am	Welcome Snacks/Coffee	Networking Opportunity
9:30am – 9:45am	Acknowledging Territory, People and Culture	Musqueam Elder - TBD
9:45am – 10:00am	Gathering Overview	Facilitators to provide overview of the day.
10:00am – 10:30am	Opening Addresses Acknowledgement of Board Member Contribution	Honourable Melanie Mark *Minister of Advanced Education, Skills and Training* Tyrone McNeil *President, First Nations Education Steering Committee (FNESC)* Clara Morin Dal Col *President, Métis Nation BC (MNBC)*
10:30am – 11:20am	Indigenous Post-Secondary Education Context Dialogue and Questions	AEST / FNESC / MNBC and Dialogue with All Participants o *Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan (2012)* o *Dialogue and Questions – How does this strategic document guide your work? Is progress being made?* o *UN Declaration on the Rights of Indigenous Peoples* o *Truth and Reconciliation Commission's Calls to Action* o *Dialogue and Questions – How do we action these calls to action and visionary concepts?* o *Ministry and Institution Mandates* o *Dialogue and Questions – How is the direction to implement the TRC and UN Declaration being received? What is working? What needs to be improved?* o *Commitment Document* o *Key Initiatives* o *Dialogue and Questions – Are there other priorities that should be considered? What else do we need to consider?*
11:20am – 11:30am	Snack Break	Networking Opportunity

Indigenous Post-Secondary Board Member Gathering - Draft Agenda

11:30am – 12:30pm	Role of Boards in Advancing Systemic Change	Dialogue with All Participants – Roles, Opportunities, Obstacles, and Ideas for Moving Forward o *As an Indigenous board member, how do you see your role in advancing systemic change? What opportunities and obstacles do you face?* o *Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan* o *UN Declaration on the Rights of Indigenous Peoples* o *Truth and Reconciliation Commission's Calls to Action* ▪ *Is the dial being turned? Is systemic change being addressed? How are these vision-setting documents being actioned at your institution? What is working? What needs improvement?* o *Capacity Building for Systemic Change* o *How can boards be better supported moving forward?* o *Relationship Building with First Nations* o *What is working? What needs improvement?*
12:30pm – 1:30pm	Lunch	Networking & Refreshments
1:30pm – 3:00pm	Enhancing the Board Experience	Dialogue & Planning with All Participants – Building Board Capacity to Recognize and Address Contemporary Challenges Facing Indigenous People o *How has your experience on a board been? What is going well? What additional supports do you need? What role can the Ministry play?* o *Appointment process* o *Orientation/Onboarding experience* o *Recommendations for improvement* o *Awareness of history and contemporary realities of Indigenous peoples* o *Boards and systemic change in the post-secondary system* o *Boards and the UN Declaration and TRC Calls to Action* o *Professional development*
3:00pm – 3:30pm	Next Steps	Facilitator & All Participants o *Recap* o *Summarizing key recommendations* o *Dialogue*