

<p style="text-align: center;"><b>NORTH ISLAND COLLEGE BOARD OF GOVERNORS</b>  <b>REGULAR MEETING</b>  <b>TO BE HELD IN THE STAN HAGEN THEATRE, COMOX VALLEY CAMPUS</b>  <b>THURSDAY, OCTOBER 22, 2020 @ 1:00 PM</b></p>
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## AGENDA

	Topic	Attachment	Action	Time
<b>1.</b>	<b>CALL TO ORDER</b>			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Welcome and Oath of Appointment (New Student Representatives)	✓	(To sign)	
1.3	Adoption of Agenda		To adopt	(15 mins)
<b>2.</b>	<b>CONSENT AGENDA</b>			
2.1	Minutes of the Regular Meeting of September 24, 2020	✓	To approve	
2.2	Executive Committee Report	✓	Information	
2.3	Board Planning and Meeting Schedule 2020/2021	✓	Information	
2.4	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
<b>3.</b>	<b>BOARD BUSINESS</b>			
3.1	Presidential Search Process Update		Information	
3.2	Board Committee Appointments		To confirm	
3.3	Board Retreat Topics/Objectives, November 2020	✓	To discuss	
3.4	Roundtable Board Member Reports		Information	(30 mins)
<b>4.</b>	<b>REPORTS ON STRATEGIC ACTIVITIES</b>			
4.1	President			
4.1.1	President's Report, October 2020	✓	Information	
4.1.2	Fast Facts – COVID 19 Recovery Plan	✓	Information	
4.2	Vice President, Finance and Facilities			
4.2.1	Financial Information Act Report	✓	To approve	
4.2.2	Financial Forecast 2020/21	✓	Information	
4.3	Vice President, Strategic Initiatives			
4.3.1	Strategic Initiatives Division /NIC Foundation Report	✓	Information	(5 mins)
4.4	Chair, Education Council			
4.4.1	Education Council Report		Information	(3 mins)
<b>5.</b>	<b>INFORMATION (<i>attachments</i>)</b>			
5.1	Commonly used acronyms			
5.2	Link to Board <a href="#">policies</a> and <a href="#">bylaws</a>			

6.

**NEXT MEETING DATES**

- Annual Board Retreat – Thursday and Friday,  
November 26, 27, 2020
  - Regular meeting – Thursday, November 26, 2020
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7.

**ADJOURNMENT**

3:00 pm

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**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*

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**MINUTES OF THE REGULAR MEETING OF THE  
NORTH ISLAND COLLEGE BOARD OF GOVERNORS  
HELD IN THE STAN HAGEN THEATRE, COMOX VALLEY CAMPUS  
THURSDAY, SEPTEMBER 24, 2020**

**BOARD MEMBERS  
PRESENT**

J. Atherton, Community Member, Comox Valley Region, Vice Chair  
D. Bellrose, Student Representative  
J. Bowman, President  
M. Erickson, Faculty Representative  
R. Everson, Community Member, Comox Valley Region  
S. Frank, Community Member, Comox Valley Region  
B. Harsell, Chair, Education Council  
D. Hoogland, Support Staff Representative  
R. Hunt, Community Member, Mount Waddington Region  
A. McCubbin, Community Member, Comox Valley Region  
B. Minaker, Community Member, Comox Valley Region  
E. Mosley, Community Member, Port Alberni Region, Chair  
J. Murphy, Community Member, Comox Valley Region  
J. Sawatzky, Student Representative

**BOARD MEMBER ABSENT**

V. Puetz, Community Member, Campbell River Region  
P. Trasolini, Community Member, Campbell River Region

**ALSO PRESENT**

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

**IN THE GALLERY**

W. Gus, Interim Education Council Chair  
Members of NIC Faculty Association, CUPE (support staff union)  
and North Island Students Union

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**1. CALL TO ORDER**

J. Murphy called the meeting to order at 1:04 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.

### **1.2 Oath of Appointment**

J. Murphy read the Oath of Appointment and requested all Board Members present to sign the form provided to them. All Board Members signed their respective Oaths of Appointments.

### **1.3 Election of Chair**

J. Bowman assumed the role of Presiding Officer for the purpose of conducting elections. He opened the floor for nominations to the position of Chair of the North Island College (NIC) Board of Governors.

S. Frank nominated E. Mosley to the position of Chair. E. Mosley accepted the nomination.

J. Bowman called for a second and a third time for nominations to the position of Chair. Hearing none, J. Bowman declared E. Mosley as Chair of the NIC Board of Governors by acclamation.

### **1.4 Election of Vice Chair**

J. B opened the floor for nominations to the position of Vice Chair of the NIC Board of Governors. R. Everson nominated J. Atherton to the position of Vice Chair. J. Atherton accepted the nomination.

J. Bowman called a second and a third time for nominations to the position of Vice Chair. Hearing none, J. Bowman declared J. Atherton elected as Vice Chair of the NIC Board of Governors by acclamation.

J. Bowman and E. Mosley thanked J. Murphy for her service as Board Chair for two years, B. Harsell as Education Council (EdCo) Chair, D. Bellrose and J. Sawatzky as student representatives.

### **1.5 Board Committee Appointments**

E. Mosley will be contacting Board Members regarding their interest in Board committees.

### **1.6 Adoption of Agenda**

**Moved J. ATHERTON / Seconded A. MCCUBBIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF SEPTEMBER 24, 2020 AS PRESENTED.**

**Motion carried**

## **2. CONSENT AGENDA**

- 2.1 Minutes of the Regular Meeting of June 25, 2020
- 2.2 Executive Committee Report, September 10, 2020
- 2.3 Finance and Audit Committee Report, September 15, 2020
- 2.4 Governance and Human Resources Committee Report, July 16 and September 1, 2020
- 2.5 College Highlights Report
- 2.6 Correspondence and Information (Agenda item #5)

**Moved J. MURPHY / Seconded S. FRANK: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF SEPTEMBER 24, 2020.**

**Motion carried**

### **3. BOARD BUSINESS**

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

J. Murphy, as Chair of the Board's Presidential Search Committee, reported that the committee has met and agreed on using a similar selection process adopted in 2012 including the creation of a Presidential Search Advisory Committee (PSAC) with a broader composition to include representation from the Indigenous Education Council in addition to representatives from the College's faculty, staff, administrations and students. She added that invitations to join the PSAC will be sent out in the next few weeks to start the process.

The executive search firm Leaders International has been retained to support the process in addition to support from the College's Director, Human Resources and Organizational Development K. Crewe.

#### **3.2 Board Meeting and Planning Schedule**

J. Bowman noted that some of the topics under Board education will be fleshed out during the forthcoming annual retreat.

#### **3.3 Board Retreat Topics/Objectives October 22/23, 2020**

It was proposed that a virtual retreat format be adopted for this year's retreat. J. Bowman reported that Scott Borland of Cygnus Management Consultants has been tentatively engaged to facilitate the retreat. He added that the draft topics presented in the agenda are preliminary and were identified through discussions with both the Executive and Governance and Human Resources committees.

Board Members requested the following topics to be prioritized:

- COVID-19 recovery planning including identifying possible opportunities for the College within the current pandemic environment;
- College finance in the context of the pandemic including the pandemic's impacts on enrolment and tuition revenues;
- A preliminary discussion around government advocacy noting that the Provincial elections will be held on October 24<sup>th</sup> with final results to be announced thereafter.

#### **3.4 Roundtable Board Member Reports**

Board Members reported participating in their respective committee meetings held during the last few months. S. Frank had registered to participate in the previously scheduled Indigenous Post-Secondary board Member Gathering. The event was postponed due to the Provincial elections.

J. Murphy shared her thoughts on the challenges around meeting health care service needs in both acute and long-term care during the time of the pandemic. She stressed the importance of NIC to be able to grow health and human services program to meet those needs.

E. Mosley noted a number of residential developments and plans for senior housing happening in the Port Alberni region.

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

#### **4.1 President**

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

The Board received the President's Report for September 2020.

#### 4.1.2 Recovery Planning Assumptions

J. Bowman presented a set of assumptions that the College will continue to consider moving forward.

### 4.2 Vice President, Finance and Facilities

#### 4.2.1 College COVID-19 Safety Plans

C. Fowler noted that the main pillar of the College's safety plan is the digital delivery mode of teaching and learning. Some of the safety measures currently being undertaken by the College are:

- Increased cleaning frequency of high touch areas;
- Takeout windows at bookstores;
- Buildings locked and closed to the public.

If a member of the College community tests positive for the coronavirus, it becomes a public health issue and therefore will need to be addressed through the office of the regional Medical Health Officer for North Island, Dr. Charmaine Enns.

#### 4.2.2 Financial Information Act Report

C. Fowler presented a preliminary draft of the Financial Information Act Report. The Board decided to discuss and approve the final report at its next meeting.

#### 4.2.3 First Quarter Financial Statements 2020/21

C. Fowler highlighted higher costs for the purchase of IT-related equipment to address the need to deliver programs digitally and online. He added that institutions, like NIC, within the post-secondary sector are facing deficit budgets going forward. He suggested inviting Kevin Brewster, Assistant Deputy Minister of the Ministry of Advanced Education, Skills and Training, as a resource person to a future Finance and Audit Committee meeting to clarify guidelines around surpluses, deficits and long-term investments.

#### 4.2.4 NIC 5-Year Capital Plan Priorities

C. Fowler noted that the list of capital projects is the same as last year's with the addition of the expanded daycare/early education centre in the Comox Valley campus for which the College hopes to receive additional funding from the Ministry of Family and Child Development.

C. Fowler also recommended reducing the College's contribution to the Comox Valley Academic Building (Village Replacement) from \$6 million to \$4 million and to the Port Alberni New Trades Building (Tebo) from \$2 million to \$1 million. J. Murphy proposed to amend the suggested resolution to incorporate these reductions to the College's contributions.

**Moved B. MINAKER / Seconded R. HUNT: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE YEAR CAPITAL PLAN FOR FINAL SUBMISSION TO THE MINISTRY OF ADVANCED EDUCATION, SKILLS AND TRAINING WITH THE FOLLOWING AMENDED NORTH ISLAND COLLEGE CONTRIBUTIONS:**

**\$4 MILLION FOR THE COMOX VALLEY ACADEMIC BUILDING; AND  
\$1 MILLION FOR THE PORT ALBERNI NEW TRADES BUILDING.**

**Motion carried**

#### 4.2.5 Line of Credit to Support COVID Operations

The Finance and Audit Committee supports and recommends the application for a line of credit with the College's bank for up to \$2 million to mitigate the financial impacts on the College of the economic downturn brought about by the pandemic. M. Erickson explained that the College may withdraw from the line of credit throughout the year and use proceeds from its long-term investment to repay the amount owing as revenues are anticipated to fall short by yearend.

**Moved M. ERICKSON / Seconded A. MCCUBBIN: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE ADDING A \$2 MILLION LINE OF CREDIT TO ITS BANKING ARRANGEMENT.**

**Motion carried**

#### 4.3 Executive Vice President, Academic and COO

##### 4.3.1 Fall 2020 Enrolment Update

The following factors stemming from the pandemic contributed to the delay in presenting a Fall stable enrolment report:

- Programming that began in Spring/Summer had to pause and resume in October following developments around the pandemic;
- The need to provide flexibility around the last date a student can withdraw from a course and receive a refund of tuition, as students need more time to make decisions.

L. Domae reported that currently, overall numbers are down seven percent inclusive of all domestic and international enrolment but noted that domestic enrolment is only down by one percent. She added that enrolment activity is very fluid at the moment and that overall enrolment in both domestic and international students is down nationally. L. Domae added that because of safety protocols, there are a number of programs requiring face-to-face instruction that the College is unable to offer.

Amid competition among post-secondary institutions, NIC hopes to differentiate itself by focusing on its client demographic of mature students and modernizing access to education, acknowledging that distance learning has long been an NIC asset.

##### 4.3.2 Widening Our Doorways

L. Domae presented Widening Our Doorways, a 10-point framework for NIC's learner-centric programs. J. Bowman suggested that the Board discuss each area in greater detail at subsequent meetings.

#### 4.4 Vice President, Strategic Initiatives

##### 4.4.1 Strategic Initiatives Division/NIC Foundation Report

R. Heidt presented his report, highlighting a contribution to the Foundation from former Board Chair Derek Lamb's accounting firm.

#### 4.5 Chair, Education Council

##### 4.5.1 Education Council Report

B. Harsell introduced Wilma Gus who will be taking over as interim EdCo chair. He expressed gratitude for his time as EdCo Chair and Board ex-officio member.

## **5. INFORMATION**

The Board received the following information items:

- 5.1 Election Timeline Fall 2020
- 5.2 President's Newsletter, Fall 2020
- 5.3 Enrollment Planning and Recruitment Newsletter, Fall 2020
- 5.4 AEST Indigenous Post-Secondary Board Member Gathering
- 5.5 2020 NIC Emeritus Recognition
- 5.6 AEST Guidelines for Post-Secondary Institutions, July 2020
- 5.7 AEST Here2Talk mental health counselling and referral service
- 5.8 2020 President's Award for Academic Excellence
- 5.9 Email from CVEC Past Chair re J. Bowman's retirement
- 5.10 Commonly used acronyms

## **6. NEXT MEETING DATE**

- 7.1 Annual Retreat, October 22/23, 2020 TBC
- 7.2 Regular meeting – Thursday, November 26, 2020 Comox Valley Campus

## **8. ADJOURNMENT**

The meeting adjourned at 3:17 pm.

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Eric Mosley, Chair

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Rachel Reid, Executive Assistant

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

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

The Executive Committee met via BlueJeans on October 8, 2020 with J. Murphy, E. Mosley, J. Atherton, P. Trasolini and J. Bowman attending. The topics reviewed and discussed were:

- Board Committee Appointments;
- Board meeting agendas and schedule for proposed meetings October 22, 2020;
- Draft meeting minutes of September 24, 2020; and,
- Fall 2020 Board Retreat Planning.

The Executive Committee discussed the following with respect to the Fall 2020 Board Retreat Planning:

- On September 24, during the Board members only meeting, a conclusion was reached that holding the Board Retreat as primarily an in-person event rather than via videoconference was strongly preferred by the Board. The option to enable videoconference participation for those Board members who preferred to attend remotely was also discussed.
- While holding the Retreat in-person has many advantages and will hopefully result in a more positive, and productive experience, it also poses a number of logistical challenges that create additional complexity in planning for the Retreat.
  - **Venue** – A suitable venue in which to host the event will have to be determined, with consideration being given to health and safety protocols, adequate spacing for participants, furniture and room organization that is conducive effective dialogue, interaction and activity facilitation, availability of technology infrastructure (equipment, adequate bandwidth for optional videoconferencing, and access to on-site technical support staff), and accessibility for potential student, college employee and community leader participation.

These considerations dictate that the main venue will likely have to be on one of NIC's campuses – The Bistro, Campbell River Campus and Room S-108, Port Alberni Campus maybe suitable spaces. Depending on the final venue, travel, accommodation and food services arrangements will also need to be made.

- **Facilitation** – Scott Borland, Cygnus Management Consultants was confirmed to facilitate the Retreat via videoconference. However, on October 6 he advised us that under the current health and safety context he is uncomfortable and not able to facilitate an in-person Retreat, and it is not feasible for him to do so remotely. As a result, it will be necessary to identify and engage a different facilitator.
- **Retreat Planning/Preparation Time** – In order to address the above considerations as well as other program elements additional planning time will be needed to prepare for an in-person Retreat. It will therefore be necessary to switch around the schedule of Board activities for November and October, with the Retreat to be held November 26-27 and a Regular Board meeting on October 22.

An overview and introduction to some of the Retreat topics will be provided on the morning of the October 22 Board meeting, which will provide Board members with time to for prior reflection and homework, before convening at the November sessions.

Delaying the Board Retreat until November (when it has been held in some previous years) will also afford a number of other benefits: 1) new student Board members will have the opportunity to attend an Orientation session, and a first Regular Board meeting prior to the Retreat; 2) the outcome of the October 24 Provincial Election will be known, and will help inform discussion of the Board's Advocacy Planning ; and, 3) November is better timing to enable potential program and service related presentations by students and faculty.

#### Adjournment

The meeting adjourned at 10:00 am.

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

MONTH/LOCATION	ROUTINE AGENDA ITEMS	SPECIAL ITEMS and PRESENTATIONS
<b>JULY / AUGUST</b> <b>Committee Meetings</b>		
<b>SEPTEMBER 24, 2020</b>	<ul style="list-style-type: none"> <li>• Election of Chair and Vice-Chair</li> <li>• Committee Membership</li> <li>• Banking Resolutions (if required)</li> <li>• 5-Year Capital Plan</li> <li>• BOG Retreat Agenda</li> <li>• Fall 2020 Stable Enrolment Report</li> <li>• First Quarter Financial Statements for 2020/2021</li> </ul>	<ul style="list-style-type: none"> <li>• NIC Distance Learning Presentation (Teaching and Learning Innovation)</li> </ul>
<b>OCTOBER 22, 2020</b>	<ul style="list-style-type: none"> <li>• BOG Retreat Planning</li> <li>• Board Committee Appointments</li> <li>• Financial Information Act Report</li> <li>• Financial Forecast 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>• Board Evaluation Survey Results</li> <li>• COVID-19 Impacts Fast Facts</li> </ul>
<b>NOVEMBER 26/27, 2020</b> <b>Port Alberni</b>	<ul style="list-style-type: none"> <li>• <b>Annual Board Retreat</b></li> <li>• 2021/2022 Budget Guidelines and Ongoing Budget Development Timeline</li> <li>• Second Quarter Financial Statements for 2020-2021</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 Recovery Planning Assumptions</li> </ul>

MONTH/LOCATION	ROUTINE AGENDA ITEMS	SPECIAL ITEMS and PRESENTATIONS
	<ul style="list-style-type: none"> <li>Fall 2020 Stable Enrolment Report</li> <li>Bylaw 6 – International Tuition and Fee Bylaw</li> <li>Bylaw 4 – Domestic Tuition and Fee Bylaw</li> </ul>	
<b>DECEMBER 2020</b>		
<b>JANUARY 21, 2021</b>	<ul style="list-style-type: none"> <li>Board of Governors Objectives, 2021</li> <li>2021-2022 Budget Preparation</li> <li>Financial Projections to Year End 2020/2021</li> <li>Third Quarter Financial Statements for 2020/2021</li> <li>Fall/Winter Cumulative Stable Enrolment Report</li> <li>Board Member Succession</li> </ul>	<ul style="list-style-type: none"> <li>Plan20-25 Approval (as recommended to the Board, June 25, 2020)</li> </ul>
<b>MARCH 25, 2021</b>	<ul style="list-style-type: none"> <li>Draft Government's Mandate Letter 2021/2022</li> <li>Planning for Board Evaluation</li> </ul>	
<b>APRIL 29, 2021</b>	<ul style="list-style-type: none"> <li>2021/2022 Budget Approval</li> </ul>	
<b>JUNE 17, 2021</b>	<ul style="list-style-type: none"> <li>Final FTE Report for Year End March 31, 2021</li> <li>2020/2021 Institutional Accountability Plan and Report Approval</li> <li>5-Year Capital Plan Priorities</li> <li>Audited Financial Statements for Year Ended March 31, 2021</li> </ul>	
<b>JULY / AUGUST</b> <b>Committee Meetings</b>		

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**October 22, 2020**

**AGENDA ITEM:**                      **Regular Meeting**  
   **3.3 Board Retreat, November 2020**  
   *(Attachments = 3)*

**Dates and Location**

The Board of Governors annual Education/Planning Retreat has been rescheduled to November 26-27 and will be held at the Port Alberni Campus. Overnight hotel accommodations will be booked for Board members for the evening of Thursday, November 26.

The option for Board members to participate in some of the Retreat activities via videoconferencing will be available. It is anticipated that most Board members will attend and participate in the Retreat in-person. All appropriate COVID-19 health and safety protocols will be followed.

**Objectives**

Draft Objectives (Attachment 1.) for the Retreat have been developed based on input from the Governance and Human Resources Committee, the Executive Committee and Board as a whole (on September 24).

**Facilitator**

Due to the change in format (primarily in-person) it has been necessary to identify a new facilitator for the Retreat. James Pratt ([www.prattconsulting.ca](http://www.prattconsulting.ca) Attachment 2.) has been tentatively engaged (subject to the Board's concurrence) to provide planning and facilitation services for the Retreat.

**Retreat Agenda/Schedule**

A more detailed draft Agenda/Schedule will be developed for review/feedback by November 16. Attachment 3. is a preliminary notional Agenda/Schedule for the Retreat.

**Suggested Resolution**

None



Attachment 1.

**Board of Governors  
Fall 2020 Education/Planning Retreat**

November 26 (10:00 am – 8:15 pm) and November 27 (8:30 am – 2:30 pm)

**Room S108 PORT ALBERNI CAMPUS**

**Objectives**

The general purpose of the Board Retreat is to enhance the effective functioning of the Board of Governors through concentrated engagement in planning, education, strategic dialogue and team development activities.

The specific objectives of for the Fall 2020 Board Retreat are:

1. To enhance Board members knowledge of board governance policies, individual members roles, and effective meeting practices.
2. To strengthen effective teamwork, communication and relationships among the Board members.
3. To review and assess Board performance and progress relative to the Board's Objectives and Action Plan, 2020.
4. To develop a new set of Board Objectives and Action Plan for 2021; establish and discuss key Board priorities and activities to be completed (e.g. New President Search//Transition process, COVID-19 Recovery Planning, Government Advocacy, and others).
5. Develop new and greater knowledge and understanding regarding:
  - a. the impacts on the College of the COVID-19 pandemic;
  - b. Indigenization, Reconciliation and Decolonization;
  - c. aspects of the North Island College service region (e.g. economy, etc.); and,
  - d. college programs and student services.
6. Other ?

# James Pratt MCIP, RPP

PRINCIPAL, PRATT CONSULTING

## OVERVIEW

My mission is to facilitate game changing processes.

A Registered Professional Planner, I bring over 26 years of experience as an independent consultant serving First Nations, all levels of government, non-profits, and network organizations.

I am known as a principled, dedicated professional. For each project, I focus on your unique requirements, context, and intentions. I work collaboratively, respectfully and with integrity.



## SERVICES

Working individually and sometimes in teams, I provide strategic planning, organizational development, facilitation, and stakeholder engagement services.

## IDENTITY

I am deeply grateful to live on unceded Lekwungen land, home of the Songhees and Esquimalt Nations, also known as Victoria, BC.

I am a Metis Nation member, with mixed European, Coast Salish (Nisqually), Saulteau, and Haudenosaunee ancestry.

The father of three grown children, I greatly enjoy being an uncle and am "in training" to be a grandparent someday!

Current community work includes volunteering as a youth wilderness leader and facilitating rites of passage ceremonies.

## QUALIFICATIONS

MA IN COMMUNITY AND REGIONAL PLANNING

University of British Columbia

BA IN COMMUNICATIONS

Simon Fraser University

### MEMBERSHIPS:

Canadian Institute of Planners

Planning Institute of BC

Organizational Development Café



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| (250) 920-7826 LAND

| (250) 858-1001 CELL

## EXAMPLES OF CLIENTS PROJECTS

### Strategic Planning and Board Development – Victoria Women's Transition House

I have served Victoria Women's Transition House Society on countless assignments over 20 plus years, including facilitation of strategic planning and board development.

- Designed and facilitated strategic planning processes
- Designed and conducted evaluations of all programs
- Facilitated board strategy sessions, for example regarding a large bequest
- Facilitated a process to explore a possible merger
- Facilitated board sessions to clarify governance and operational roles.



*"James is very skilled at balancing the need for process with the need for movement in a project. He allows people to have their say and to work through their concerns and issues, but is also able to guide both discussion and a project toward timely completion. James is an excellent facilitator with a genuine concern for people and the issues important to them."* - Carolyn Fast, former Executive Director

### Formation of a Community Research Alliance

I designed and facilitated a series of sessions that generated the Vancouver Island Community Research Alliance (VICRA). Working with a graphic recorder, I engaged voices from five Island post-secondary institutions, two United Ways, First Nations, local governments, and diverse stakeholders.



*"James did a great job for our five Vancouver Island post-secondary institutions helping us to develop the plan for the creation of the Vancouver Island Community Research Alliance. He was also our planner for the development of a service plan for the Office of Community Based Research. Very insightful, experienced, and committed to values of building an inclusive Community."* - Budd L. Hall, Director of OCBR, University of Victoria

### Post Secondary Team Development and Planning

I facilitated team retreats for faculty and staff of the Royal Roads University School of Leadership Studies, and the School of Humanitarian Studies.



## Nation Building & Strategic Planning – Ktunaxa Nation Council

I served the Ktunaxa Nation Council, a federation of five bands, on multiple assignments:

- Designed and facilitated multi-day Chiefs' Strategy Sessions for Chiefs, Council members and senior staff (twice)
- Developed a *Planning and Evaluation Framework* for use by organizations within the Nation
- Facilitated a rebuild of Nation-provided health and social programs, to create an integrated Social Sector
- Facilitated planning and development of the Economic and Investment Sector and employment training programs.



*"Working with James was easy. His quiet nature and easygoing ways complemented the natural qualities found in many of our First Nations people, so James fit well and this made it more comfortable for people to participate. I found his professional ethics to be outstanding and his willingness to learn, as well as to guide, was noted and appreciated. I would definitely work with James again."* - Gwen Phillips, Governance Transition Coordinator, Ktunaxa Nation Council

## Community Planning and Organizational Rebuilding – Aq'am Community

I served as a consultant with Aq'am Community as it transitioned from being known as "St Mary's Indian Band", with multiple assignments such as:

- Facilitated the development of *Our Thinking*, a comprehensive community plan, through extensive community involvement and mentorship of a young Nation member
- Facilitated an organizational rebuild and team building retreats.



## Strategic Planning – First Nations Technology Council



First Nations  
Technology Council

I served as strategic planning consultant for the First Nations Technology Council, developing a sense of "who we are" and "where we're headed" for an innovative BC-wide network linking Indigenous sovereignty and the rapidly expanding technology and innovation economy.



## Community Health Planning – Q'wemtsin Health Society and Three Corners Health Services Society

I served as principal consultant in community health planning for two Secwepemc agencies, each serving three Nations. These processes involved extensive engagement of leadership, staff and community members.

For Q'wemtsin Health, I also facilitated a comprehensive organizational review and evaluation - including governance, administration, and all programs and services.



## Land and Marine use Visioning – Dzawada'enuxw First Nation

I co-facilitated development of a land and marine use vision for the Dzawada'enuxw territory, working with mapping specialist Charles Burnett.



## Examples of Other Clients

AVI Health and Community Services Society  
BC Association of Clinical Counsellors  
BC Cooperative Association  
BC Healthy Communities  
BC Housing  
Bridges for Women Society  
City Green Solutions  
City of Victoria  
Capital Regional District  
Centre for Earth and Spirit

Communitas Supportive Care Society  
Cowichan Tribes  
District of Saanich  
District of Sooke  
First Nations Technology Council  
Federation of Associations for Counselling Therapists in British Columbia  
Food Share Network  
Fraser Valley Regional Library  
Greater Vancouver Shelter Strategy  
Greater Victoria Coalition to End Homelessness  
Haven Society  
Khowutzun Development Corporation  
Learning Through Loss Society  
LifeCycles Project Society  
Lookout Housing + Health Society  
Ministry of Health  
Ministry of Municipal Affairs and Housing  
Ministry of Social Development  
Nanaimo Family Life Association  
NEED2 Suicide Prevention, Education and Support  
Okanagan Regional Library  
Our Cowichan Communities Health Network  
Pacific Hepatitis C Network  
Pacifica Housing  
posAbilities Association of BC  
Royal Roads University  
Sierra Club of BC  
Social Planning Cowichan  
Squamish-Lillooet Regional District  
Stepping Stone Community Services Society  
Surrey Public Library  
Three Corners Health Services Society  
Township of Esquimalt  
United Way of Greater Victoria  
University of Victoria  
Vancouver Economic Development Commission  
Vancouver Island Strata Owners Association  
Victoria Dandelion Society

Attachment 3.

**Board of Governors  
 Fall 2020 Education/Planning Retreat**

November 26 (10:00 am – 8:15 pm) and November 27 (8:30 am – 2:30 pm)

Room S108 PORT ALBERNI CAMPUS

**Agenda/Schedule**

<b>THURSDAY, NOVEMBER 26</b>		
<b>Time</b>	<b>Activity</b>	<b>Presenter/Facilitator</b>
10:00 am	<b>Arrival</b>	
10:15 – 11:00 pm	<b>Introductions</b> - Review of the Itinerary/Agenda, etc.	
11:00 – 12:00	<b>Session 1. Board Governance Policy</b>	
12:15 – 1:00 pm	<b>Lunch</b>	
1:00 – 2:00 pm	<b>Regular Board Business Meeting</b>	
2:00 – 3:00 pm	<b>Session 2.</b> (to be determined)	
3:00 – 3:15 pm	<b>BREAK</b>	
3:15 – 4:00 pm	<b>Outdoor Activity (e.g. Nature Walk ?)</b>	
4:00 – 5:00 pm	<b>Session 3.</b> (to be determined)	
5:00 – 6:00 pm	<b>Hotel CHECK-IN</b>	
6:00 – 7:15 pm	<b>Dinner</b>	
7:15 – 8:15 pm	<b>Session 4. Board/Team Development</b>	
8:15 pm onward	<b>Free social time</b>	

<b>FRIDAY, NOVEMBER 27</b>		
<b>Time</b>	<b>Activity</b>	<b>Presenter/Facilitator</b>
7:45 – 8:30 am	<b>Breakfast</b>	
8:30 – 9:00 am	<b>Session 5. Strategic Dialogue</b> (Topics tba)	
9:00 –9:30 am	Continued...	
9:30 - 10:00 am	Continued...	
10:00 – 10:15 am	<b>BREAK</b>	
10:15 – 11:30 am	<b>Session 6. Develop Action Plan 2021</b>	
11:30 am – 12:30	Continued...	
12:30 – 1:15 pm	<b>LUNCH</b>	
1:15– 2:00 pm	Continued. . .	
2:00 – 2:30 pm	Wrap-up/depart	



**PRESIDENT'S REPORT  
TO THE BOARD OF GOVERNORS  
October 22, 2020**

**Prepared by John Bowman**

This report covers the time period from September 24 to October 21, 2020. 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.

**Provincial Election/BC NDP and Liberals Platform Commitments**

The BC provincial election will be held on October 24. The BC New Democratic Party election platform commitments are available on their website at this [link](#) and the BC Liberals platform at this [link](#). The pages from each party platform related to post-secondary education and training have been extracted and are attached to this report for ease of reference.

**Ministry of Advanced Education, Skills and Training (AEST)**

On September 30, the Deputy Minister, Advanced Education, Skills and Training hosted a videoconference with the 10 BC Colleges Presidents. The purpose of the meeting was to discuss the progress of the Fall 2020 semester across the BC College institutions and for the Ministry to request information from colleges to be included in briefing information that will be provided to the new government and Minister of AEST after the October 24 election.

**BC Colleges (BCC) Executive Committee**

On October 1, I attended (in my capacity as Past Chair) a teleconference meeting of the BC Colleges Executive Committee. The agenda included receiving updates from Colin Ewart, the President of BCC regarding his work over the past month and to prepare for the October 22 regular meeting of the Council of Presidents to be held via videoconference.

For more information about BC Colleges, visit the [website](#).

**Post-Secondary Employers' Association (PSEA)**

On October 1, Lisa Domae, Ken Crewe and I participated in a telephone interview to provide input on the development of a new Strategic Plan for PSEA. We responded to questions regarding the future vision, mandate and priorities for PSEA as well as the opportunities and challenges that may lie ahead for the organization.

For more information regarding PSEA go to this [link](#).

**Okanagan Charter**

On October 5, we held an on-line event to commemorate NIC becoming a signatory to the Okanagan Charter. The Charter requires post-secondary institutions to commit to embedding supports for health and well-being across and throughout its operations. NIC's draft Plan2025 sets out the College's commitments and strategic goals related to student and employee health and well-being which are aligned with the Okanagan Charter calls to action.

The videoconference was attended by approximately 60 college employees and students. Thanks to Fernanda Pare (NIC, Elder in Residence), Jane Atherton (Vice Chair, NIC Board), Carissa Wilson (North Island Students' Union (NISU) Organiser – Student Relations) and Felicity Blaiklock (Director, Student Affairs and Campus Administrator, Port Alberni) for participating in an important and very successful event.

More information regarding the Okanagan Charter and NIC's related commitments in support of student, employee and community health and well-being is available [here](#).

### North Island College Foundation (NICF)

On October 5, I attended a regular meeting of the NICF Board of Directors via videoconference. The agenda for the meeting included reports from the Chair, Executive Director, Treasurer and Secretary, and various Board Committees. The Board also previewed a number of video testimonials recorded by student award recipients regarding the importance for them of the financial assistance they received.

For more information about the North Island College Foundation go to this [link](#).

### College Board Executive Committee

The College Board Executive Committee met on October 8. A separate report on the committee meeting is included in the October 22 regular Board meeting agenda package.

### Trades Training BC (TTBC)

On October 8, I participated in the TTBC Annual General Meeting and Board of Directors meeting via videoconference. The meeting agendas included updates regarding the status of trades training provincially and the impacts of the pandemic on the trades training system. The CEO of the Industry Training Authority (ITA) provided a report on their focus and activities during the past year.

For more information regarding Trades Training in BC. go the TTBC website [here](#).

### Comox Valley ElderCollege

On October 14, I met with members of the CV ElderCollege Executive Committee for one of our regular semi-annual get-togethers. We discussed a number of issues of interest to ElderCollege and I also took the opportunity to express the College's thanks to them for their financial support and investment in upgrading the sound system in the Stan Hagen Theatre.

To learn more about Comox Valley ElderCollege visit their [website](#).

### Town Hall Meeting

On October 21, I will host a college-wide Town Hall webinar. The focus of the Town Hall meeting will be to present and invite feedback regarding the draft COVID-19 Recovery Planning Assumptions and key information (Fast Facts) regarding the impacts of the pandemic on the College's enrolments and finances.

### **Attachments: 2**

# TRAINING FOR A CHANGING ECONOMY

The demands for advanced education and training have never been higher, and we've made real progress in meeting those demands over the past three years. We've brought back student grants, eliminated interest on student loans, and opened up tens of thousands of university, college, and apprenticeship seats.

**John Horgan and the NDP** will continue to create new advanced learning spaces and apprenticeship opportunities, while keeping programs more affordable for everyone.

- **Making education and training more affordable for more students:** After the BC Liberals cut student grant programs, we made the first new investment in post-secondary student grants in 15 years with Budget 2020's needs-based BC Access Grant. We will move to expand this program by increasing eligibility to reduce barriers and make sure more British Columbians have the skills they need for the jobs ahead.
- **Keeping student fee increases low:** We will strengthen the existing Tuition Fee Limit Policy to make sure institutions are not increasing fees beyond the prescribed limits. At the same time, we'll conduct a funding review of post-secondary education operating grants to make sure public post-secondary institutions are aligned for economic recovery and student success.
- **Making post-secondary education and training more available:** We are creating more learning and training opportunities around the province, particularly in fast-growing fields like health care and high tech. We've opened up the first nursing degree program in the north; we are committed to opening BC's second medical school to expand our health care workforce; we are creating new spaces in early childhood education; and we will create 2,000 new tech-relevant spaces in public post-secondary institutions .
- **Investing in apprenticeships to deliver good-paying jobs and keep the public safe:** The BC Liberals left British Columbia as the only province without a compulsory trades system – meaning the person hooking up gas pipes to a new office tower, for example, isn't required to complete an apprenticeship and get red seal certified. We will restore the compulsory trades system to improve safety and give more workers access to apprenticeships that develop their skills for the work ahead.
- **Expanding tuition waivers to all former youth in care:** A little over three years ago, we introduced the Provincial Tuition Waiver Program for former youth in care, providing them access to post-secondary learning tuition-free. Restricted to people ages 19-26 then, we will expand this program to all former youth in care, regardless of age.

## *Building new opportunities for* **Adult learners**

One of the most important economic investments we can make is in education and training, to ensure we all have the skills and opportunity to be our best and build a bright future.

*A **BC Liberal Government** will:*

- Learn from the pandemic to build and train the health work force of the future with increased spaces for doctors, nurses and health professions we need.
- Adopt the disclosure-requirements of the UK Office for Standards in Education, Children's Services and Skills, to ensure all BC students know, before they register, the total costs of a program, the graduation rate and employment rate.
- Establish a new Work Experience for Students (WEST) program, including co-ops and job creation programs in times of high unemployment, in collaboration with the federal government.
- Encourage more British Columbians to pursue and complete apprenticeship training, by streamlining registrations and credentials.
- Bring trades competency into the school system, and expand secondary school trades programs to begin credentialing earlier.



**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**October 22, 2020**

**AGENDA ITEM:**                   **Regular Meeting**  
   **4.1.2 Fast Facts – COVID-19 Recovery Planning**  
   ***(Attachment)***

**Background**

The attached charts and tables have been developed to provide background context and information regarding impacts of the COVID-19 pandemic on college enrolments and finance.

**Suggested Resolution**

None



NORTH ISLAND COLLEGE  
**NIC**

# COVID IMPACTS

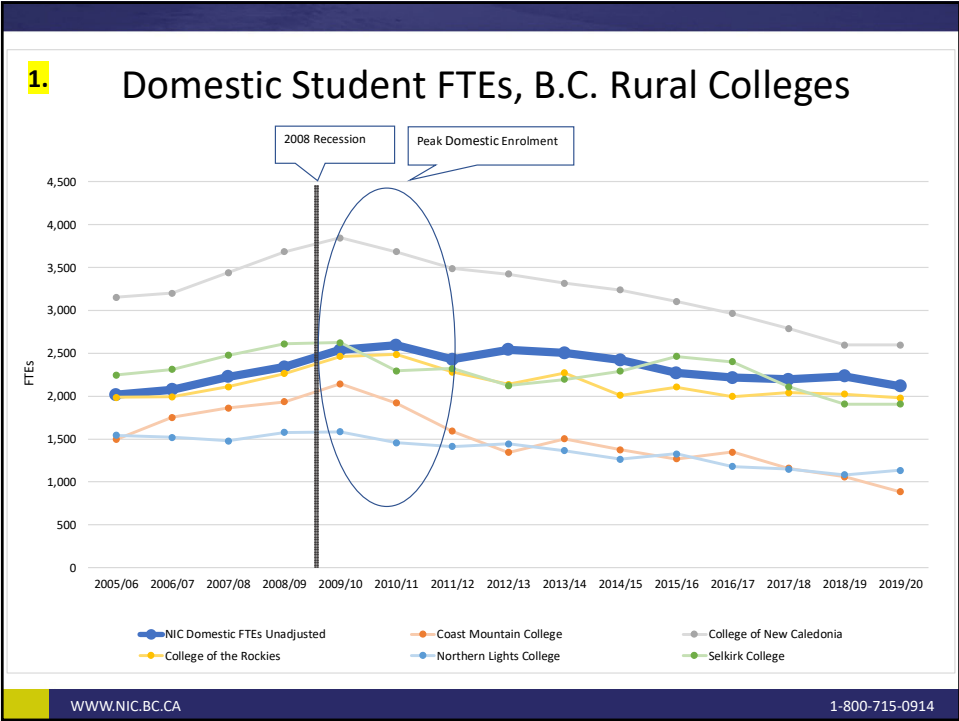
## FAST FACTS

October 22, 2020

[WWW.NIC.BC.CA](http://WWW.NIC.BC.CA)

1-800-715-0914

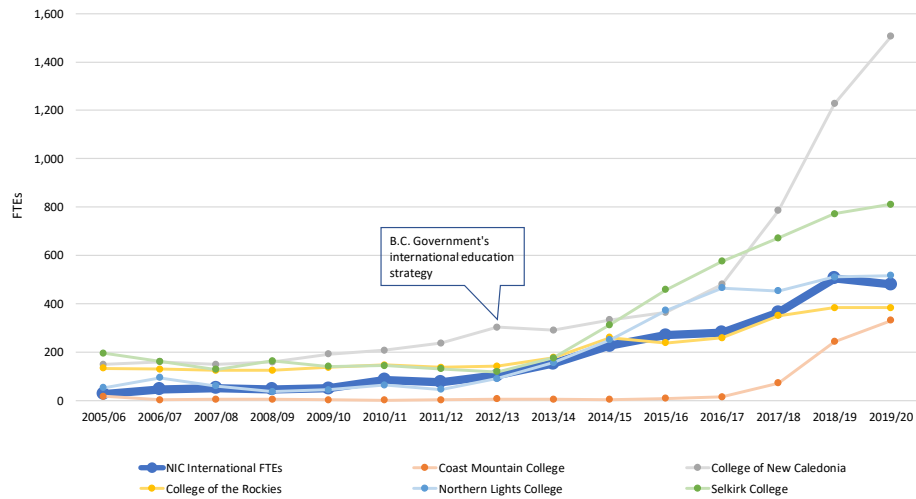
1



2

2.

## International Student FTEs B.C. Rural Colleges



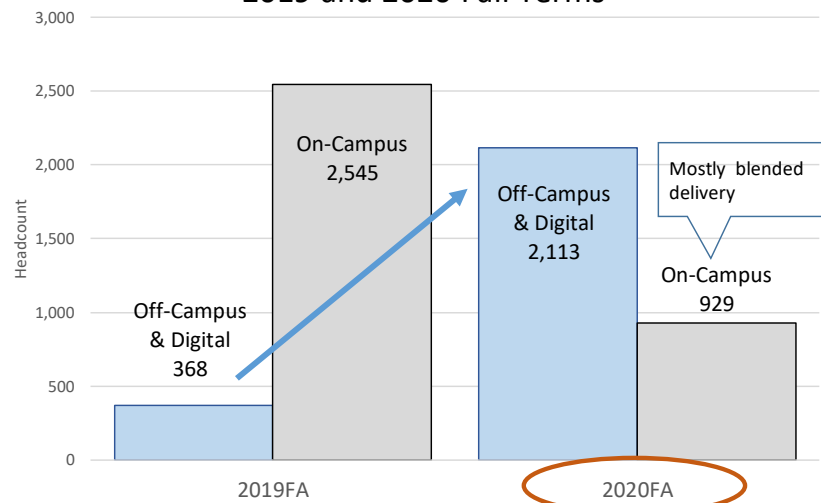
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3.

## Off-Campus & Digital vs. On-Campus Headcount, NIC 2019 and 2020 Fall Terms

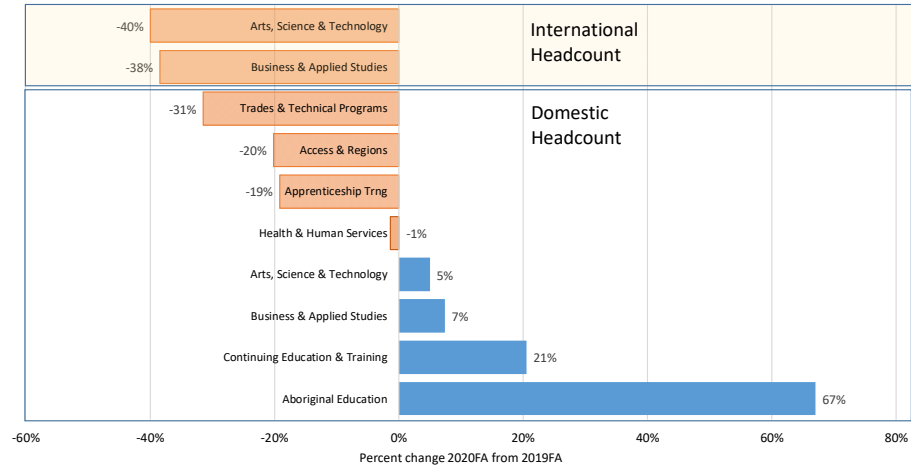


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**4. Fall Term Credit Headcount Change by Program Area, NIC  
2020FA vs 2019FA**



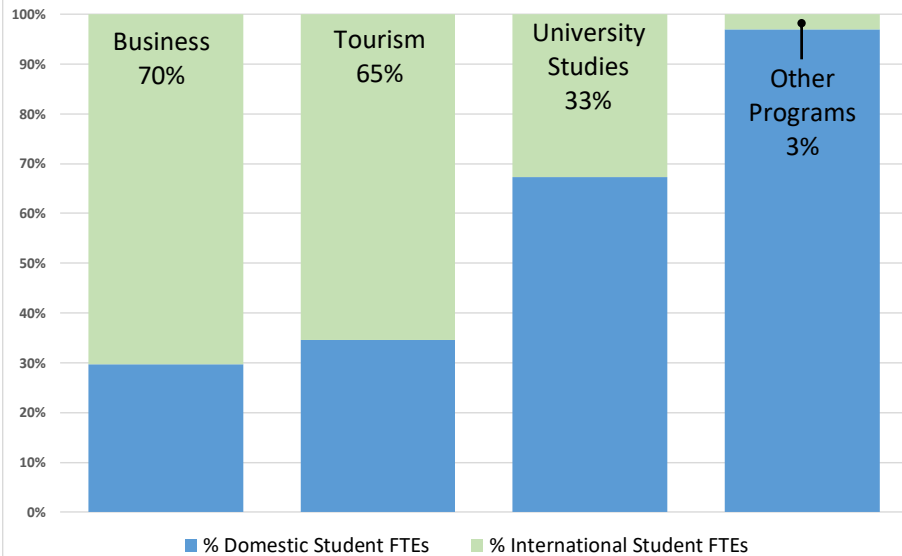
\* Credit course headcount, point-in-time comparison based on data captured October 9, 2020 and October 11, 2019

WWW.NIC.BC.CA

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**5. Percent International Student Enrolment in Program Areas, NIC  
Fiscal Year 2019/20**



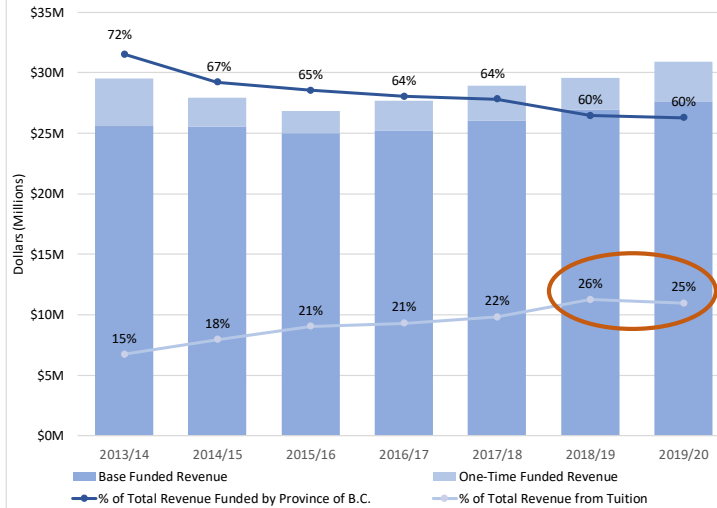
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6.

Provincial Funding and Tuition as a Percent of Total Actual Revenue, NIC  
2013-2019 Fiscal Years



\*One-time funding includes ASP funding, provincial contracts, educational partnerships, and one-time grant funding.  
Base funding includes the base operating grant, ITA grant, routine capital, lease funding, literacy grants, and student aid funding.

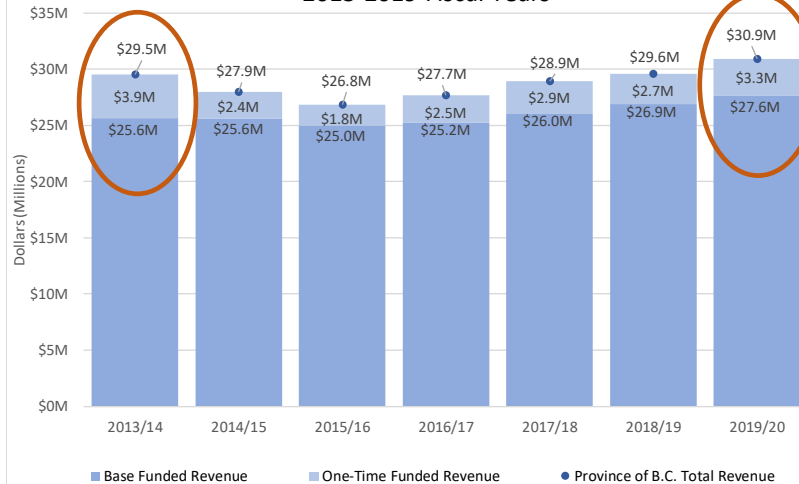
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7.

Province of B.C. Total, Base and One-Time Actual Revenue, NIC  
2013-2019 Fiscal Years



\*One-time funding includes ASP funding, provincial contracts, educational partnerships, and one-time grant funding.  
Base funding includes the base operating grant, ITA grant, routine capital, lease funding, literacy grants, and student aid funding.

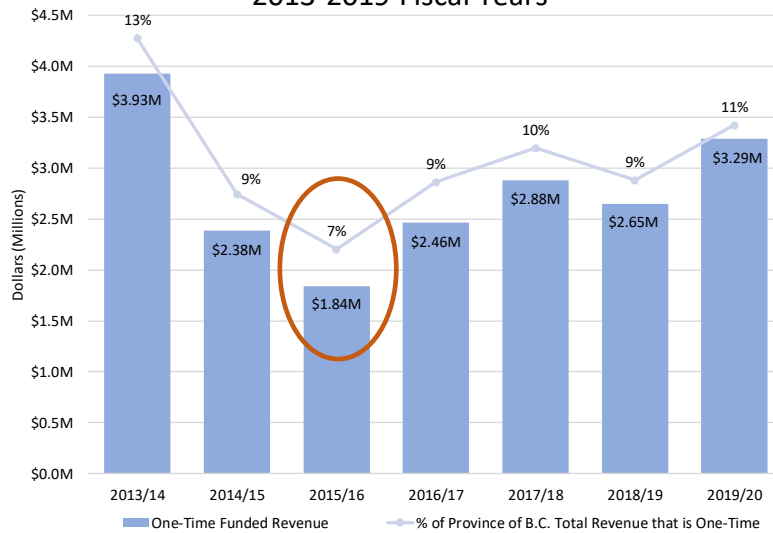
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8.

### Province of B.C. One-Time Actual Revenue, NIC 2013-2019 Fiscal Years



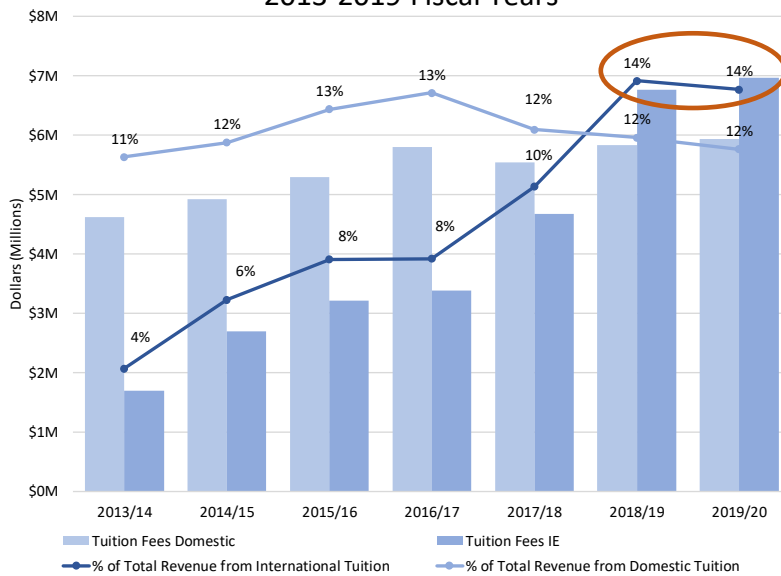
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9.

### Domestic and International Tuition Actual Revenue, NIC 2013-2019 Fiscal Years



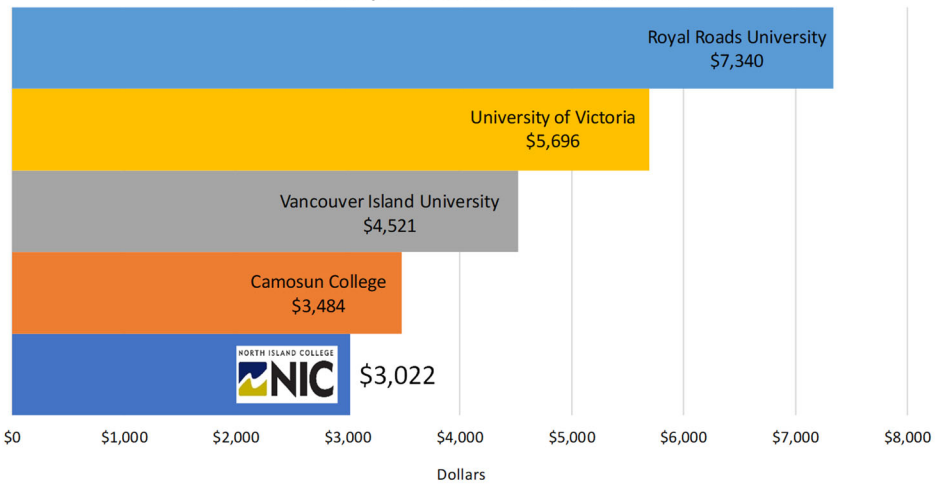
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10.

### Domestic Tuition Fees in Arts Programs Vancouver Island Public Post-Secondary Institutions 2019/20 Academic Year



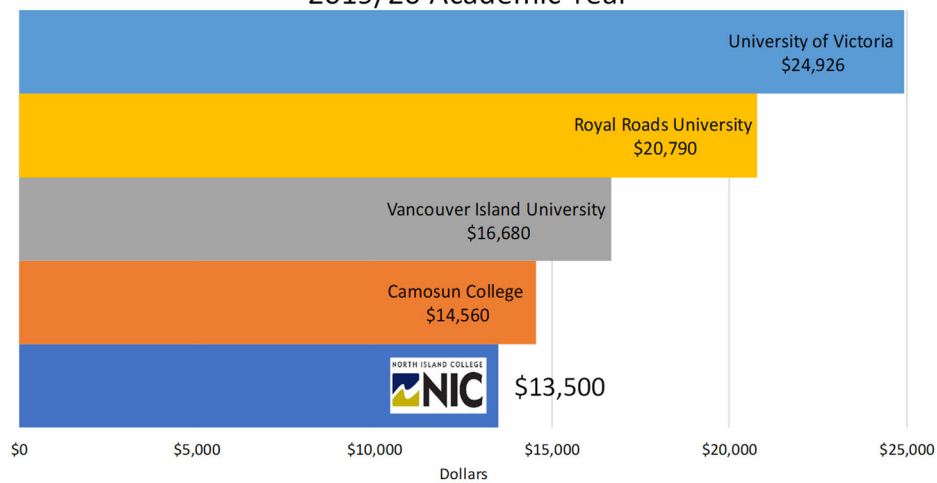
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11.

### International Tuition Fees in Arts Programs Vancouver Island Public Post-Secondary Institutions 2019/20 Academic Year



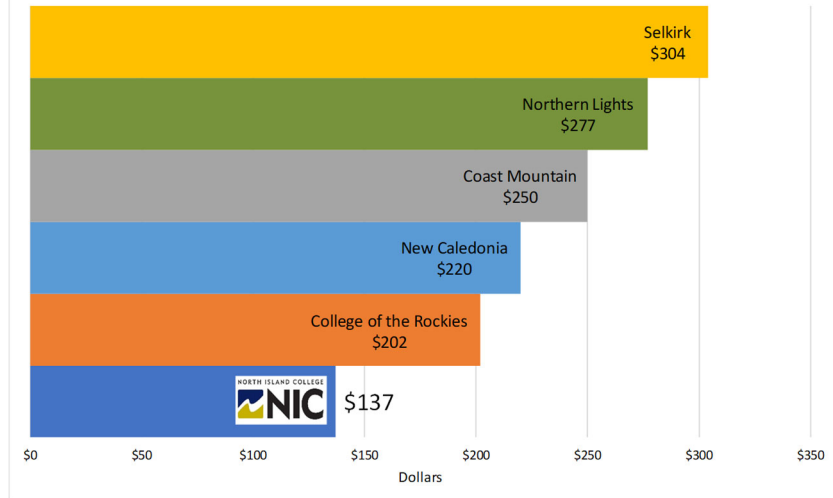
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12.

### Base Operating Grant Funding Per Capita B.C. Rural Colleges, 2020/21



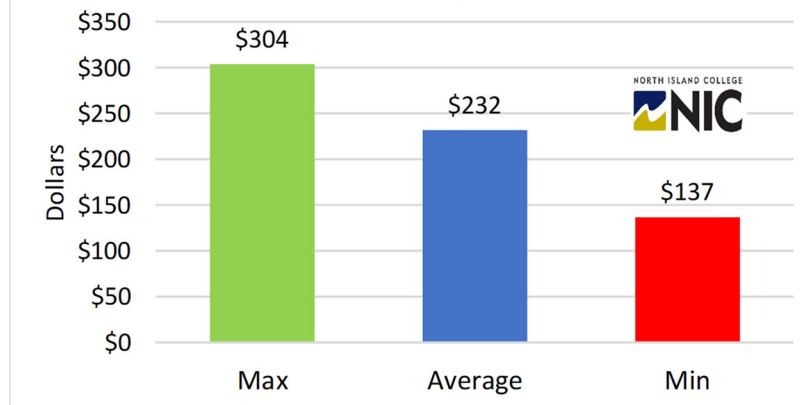
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13.

### Max, Avg, and Min Base Operating Grant Funding Per Capita B.C. Rural Colleges, 2020/21

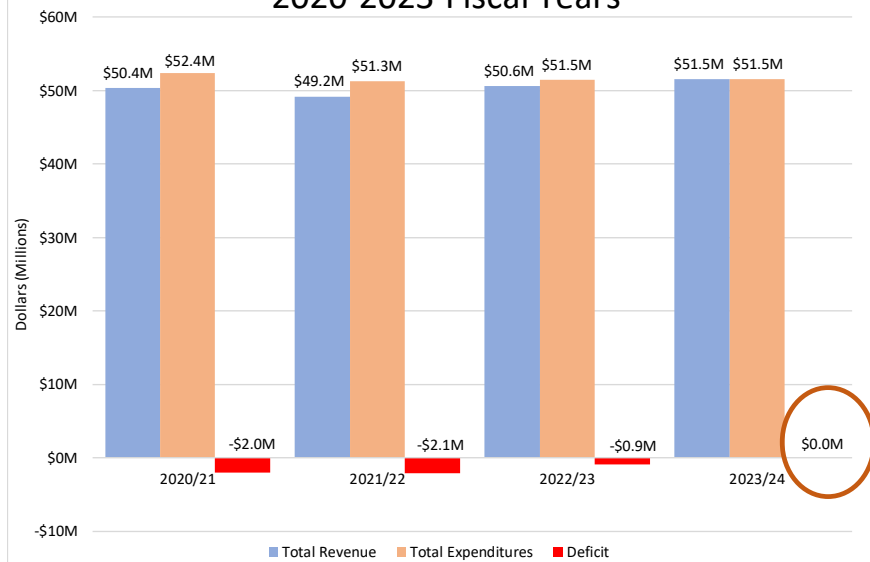


WWW.NIC.BC.CA

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14

**14. Forecast Total Revenue, Expenditures and Deficit, NIC  
2020-2023 Fiscal Years**



WWW.NIC.BC.CA

1-800-715-0914

15

QUESTIONS?

WWW.NIC.BC.CA

1-800-715-0914

16

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**October 22, 2020**

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

**AGENDA ITEM:**                      **Regular Meeting**  
**4.2.1   Financial Information Act report (*attachment*)**

**Background:**

A draft of the attached Statement of Financial Information (SOFI) was provided to the Board in September. At that time, the key SOFI reports were complete, but the reconciliations required to complete the process were still being finalized.

The *Financial Information Act* prescribes a cash basis for creating the SOFI report. This means it doesn't reconcile to the accrual basis of accounting that has been used in the industry for many years. The reconciliation of the SOFI disclosures to NIC's financial statements can be found on the last page of the attached report.

All "public bodies", which includes the public post-secondary sector, must prepare statements of information in accordance with the Act, and in the prescribed 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 reports identified above is included in the Board package.

**Action:**

For approval.

**Suggested Resolution:**

**THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR YEAR ENDED MARCH 31, 2020 AS REQUIRED UNDER THE *FINANCIAL INFORMATION ACT*.**

# **NORTH ISLAND COLLEGE**

## **STATEMENT OF FINANCIAL INFORMATION**

**FOR THE YEAR ENDED MARCH 31, 2020**

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, 2020**

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:

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Eric Mosley  
Chair, Board of Governors

---

Date

**NORTH ISLAND COLLEGE  
MANAGEMENT REPORT  
FIR SCHEDULE 1, SECTION 9 (3)  
FOR THE YEAR ENDED MARCH 31, 2020**

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  
Vice President, Finance & Facilities

\_\_\_\_\_  
Eric Mosley  
Chair, Board of Governors

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**NORTH ISLAND COLLEGE  
SCHEDULE OF DEBTS  
FIR SCHEDULE 1, SECTION 4  
FOR THE YEAR ENDED MARCH 31, 2020**

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, 2020**

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

	<b>Issue Date</b>	<b>Indemnity Number</b>	<b>Indemnatee</b>	<b>Description</b>
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.	11/26/2019	202011159	Canadian Red Cross Society	Learning Experiences
5.	03/27/2018	20188649	City of Port Alberni	2018-2021 Lease 4751 Tebo Avenue
6.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
7.	05/17/2017	20187173	Frosst Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
8.	09/18/2013	20140898	Minister of Children and Family Development	Practicum Experience for students in Health and Human Services at NIC.
9.	11/01/2016	20176184	Minister of Indian Affairs and Northern Development	DIAND initiatives
10.	02/08/2017	20176579	Minister of Jobs, Tourism and Skills Training	Advanced Aquaculture training programs
11.	08/21/2018	20199423	Mitacs Inc.	Internships/Fellowships at Mt. Waddington

**NORTH ISLAND COLLEGE  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
FIR SCHEDULE 1, SECTION 5  
FOR THE YEAR ENDED MARCH 31, 2020**

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

	<b>Issue Date</b>	<b>Indemnity Number</b>	<b>Indemnatee</b>	<b>Description</b>
<b>12.</b>	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
<b>13.</b>	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
<b>14.</b>	06/18/2009	100349	Performance Objects Inc.	Master subscription agreement for Software
<b>15.</b>	10/15/2019	202010766	Seniors Village 3 LLP	Practice Education
<b>16.</b>	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
<b>17.</b>	01/08/2014	20141314	SirsiDynix	Library Catalogue software

**NORTH ISLAND COLLEGE  
STATEMENT OF SEVERANCE AGREEMENTS  
FIR SCHEDULE 1, SECTION 6 (7)  
FOR THE YEAR ENDED MARCH 31, 2020**

There were no new severance agreements made between North Island College and its non-unionized employees during fiscal year ended March 31, 2020.

**NORTH ISLAND COLLEGE**  
**SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES**  
**FIR SCHEDULE 1, SECTION 6**  
**FOR THE YEAR ENDED MARCH 31, 2020**

**A. Board of Governors**

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Atherton, Jane	1,500	1,415
Bellrose, Darius	500	91
Chaudhary, Nitesh	1,000	562
Everson, Robert	1,500	606
Grant, Roy	500	497
Hunt, Ross	1,500	1,057
Jain, Vikas	1,000	-
Lamb, Derek	500	182
McCubbin, Andrew	1,000	83
Minaker, Barry	1,500	1,030
Mosley, Eric	1,500	5,079
Murphy, Jane	1,875	1,404
Puetz, Valery	1,000	242
Sawatzky, Jeanette	500	431
Trasolini, Patricia	1,000	48
	<b>16,375</b>	<b>12,727</b>

**B. Other Employees > \$75,000**

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Ackland, Shirley	94,056	-
Almond, Janis	105,373	-
Anderson, James	94,056	3,610
Awai, Katriona	79,588	3,235
Baird, Niki	91,547	2,191
Balfry, Patrick	78,946	846
Banton-Smith, Samantha	82,662	2,956
Barth, Jennifer	80,753	13,684
Batch, Cory	94,356	2,275
Batho, Catherine	94,056	1,474
Bellavia, Antonio	129,989	8,448
Bellham, Darin	81,016	1,245
Bennis, Othman	81,049	5,788
Black, Casey	112,901	-

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2020**

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

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Blacquiere, Ashley	80,436	63
Blaiklock, Felicity	105,530	15,558
Bowman, John	192,322	19,402
Budisa-Bonneau, Anita	94,472	6,359
Burton, Pamela	94,356	1,185
Cameron, Debra	94,397	-
Caraballo Acosta, Pedro	85,932	3,488
Carrel, Alix	95,782	2,560
Catchpole, Michael	94,138	1,949
Chapelle, Alan	85,664	-
Charette, Nick	95,022	1,054
Chow, Yiling	94,667	3,737
Connell, Katrina	83,083	234
Crewe, Ken	127,754	6,690
Cruickshank, Neil	126,537	10,666
Cumming, Anne	93,575	1,273
Dack, Richard	89,845	-
Davis, Ronald	94,100	200
Deagle, Heidi	87,771	3,090
Diemer, Jason	94,356	-
Domae, Lisa	151,777	20,583
Elias, Harley	98,507	300
Erickson, Murray	98,334	1,372
Fallis Starhunter, Jennifer	80,959	3,121
Faust, Sandra	94,356	2,744
Finnerty, Jolean	75,940	1,167
Fleck, Susan	100,594	1,000
Fowler, Colin	148,771	9,763
Fraser, Joanna	94,356	19,702
Gaetz, Roslyn	94,356	4,475
Gallant, Lynette	93,756	3,207
Gardiner-Hynds, Richelle	91,850	481
George, Darren	94,356	-
Gereluk, Theresa	94,356	4,729
Gibson, Kimberley	94,356	-
Gingras, Jeannette	94,138	2,500

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2020**

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

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Goodliffe, Rachel	99,881	210
Graham, David	108,221	9,578
Gray, Danean	92,978	829
Guenther, Mary Anne	93,825	8,357
Gus, Wilma	92,408	5,875
Haggith, Kathleen	122,192	13,966
Hardin, Erik	94,356	2,515
Harris, Wendy	94,356	3,406
Harrison, Donna	93,159	1,375
Harsell, Bradley	95,782	2,901
Hartman, RaeAnn	105,963	6,921
Haugen, Robert	80,271	5,251
Hearnden, Margaret	94,021	9,744
Hecht, Ben	82,459	-
Heidt, Randall	143,044	18,293
Herringer, Mark	132,329	49,026
Hinman-Smith, Daniel	94,056	5,000
Irving, Alan	95,306	2,549
Jay, Linda	94,056	1,195
Johns, David	85,862	841
Johnsen, Kelly	84,570	2,898
Jones, Miriam	88,692	3,053
Khan, Alexandra	104,994	16,632
Kuhnert, Kathleen	129,389	7,372
Laird, Robert	94,094	-
Lawrence, Jeffrey	94,356	-
Lightfoot, Dennis	101,366	595
Lowey Mackenzie, Kerri	94,356	2,947
Lu, Frank	94,356	2,500
MacFadgen, Lynne	110,461	9,365
Madarasz, Christian	94,356	2,500
Marriott, Judith	91,437	2,430
Mason, Karen	94,978	577
Mayboudi, Ali	94,056	866
McCaffrey, Noreen	95,548	2,500
McIntosh, Stephen	97,585	580

**NORTH ISLAND COLLEGE  
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES  
FIR SCHEDULE 1, SECTION 6  
FOR THE YEAR ENDED MARCH 31, 2020**

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

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
McKay, Elizabeth	81,456	-
McPherson, Barbara	86,186	3,446
Meiers, Janice	116,687	1,861
Melgaard, Matthew	83,768	233
Michaud, Laurie	102,666	6,226
Milligan, Sandra	94,356	3,184
Morrison, William	94,356	230
Naugler, Diane	122,192	2,484
Nelson, Peggy	78,296	46
Newton, Sean	94,356	2,500
Nilson, David	85,516	265
Oberik, Lynne	94,356	209
O'Connell, Cheryl	122,192	10,490
O'Donnell, Kathleen	94,356	3,577
Parkinson, William	111,301	328
Pelletier, Norma	94,356	300
Perron, Linda	94,356	5,867
Peterson, Ivan	80,584	782
Petr, Trevor	94,356	341
Pinel, David	95,008	7,205
Pollack, Walter	79,744	-
Posner, Christopher	79,417	542
Ronquillo, Jesse	80,335	575
Rowes, Amy	79,098	6,976
Russell, Elizabeth	94,056	2,500
Schiller, Suzanne	87,858	508
Schmidt, Danita	82,963	244
Scholtz, Antonie	82,888	1,712
Shantz, Susan	84,637	2,914
Shopland, Kelly	96,520	5,357
Simpson, Nadine	95,475	2,530
Skulmoski, Wes	82,673	-
Stuart, Leslie	96,088	2,532
Tabata, Naomi	87,878	4,290
Taylor, Jason	94,356	-
Trudel, Anthony	84,365	2,500

**NORTH ISLAND COLLEGE**  
**SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES**  
**FIR SCHEDULE 1, SECTION 6**  
**FOR THE YEAR ENDED MARCH 31, 2020**

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

<b>Name</b>	<b>Remuneration</b>	<b>Expenses</b>
Tulloch, Laurie	94,056	3,994
Udy, Christopher	107,621	4,637
Van De Ven, Gerald	85,940	5,556
Vipond, Sara	94,356	7,256
Wallace, Jason	80,478	10,533
Walters, Kevin	75,953	2,017
Wang, Sherrie	93,756	2,500
Waters, Terry	94,356	-
Watts, Lesley-Anne	80,776	2,500
Willers, Michael	94,356	305
Wilson, Megan	91,550	12,170
Wrye, Jennifer	94,356	4,989
Yells, Bryan	84,863	624
Zhao, Chunxiao	94,356	2,500
	<b>13,045,792</b>	<b>543,386</b>

**C. Other Employees < \$75,000**

Consolidated Remuneration / Expenses < \$75,000	<b>15,484,088</b>	<b>454,520</b>
<b>TOTAL</b>	<b>28,546,255</b>	<b>1,010,633</b>

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2020**

**A. Payments >\$25,000**

<b>Name</b>	<b>Payment</b>
4IMPRINT	26,567
ABC Printing	49,462
AFE Automotive Finishes & Equipment	140,168
Agnel Egidor Worth	75,521
Airplus Industrial Corp	135,217
Al Davison Ltd	26,582
Alberni Valley Refrigeration	43,794
Amanda Hathorn	35,688
Andrew Sheret Ltd	33,274
Arnie's Painting Inc	35,410
Baiocco Ventures Ltd	26,481
BC Electronic Library Network	90,841
BC Hydro	280,304
BCNET	455,811
Bee-Clean Building Maintenance	694,040
Bella Coola Valley Learning	27,995
Black Press Group Ltd	82,645
Blackboard Inc	33,345
Britco	114,201
CR Community Literacy Assoc	85,901
Canadian Standards Association	28,759
CDW Canada, Inc	390,975
Charter Telecom	145,084
Circle Dairy Ltd	56,027
City of Courtenay	108,750
City of Port Alberni	155,349
Coca Cola Refreshments Canada	36,529
College Pension Plan	1,903,072
C V Community Family	69,000
Comox Valley Regional District	100,533
Compugen Inc	58,806
Corporate Visa	703,226
Covalle Carpets Ltd	29,811
Custom Gourmet	25,925

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2020**

**A. Payments >\$25,000 (continued)**

<b>Name</b>	<b>Payment</b>
Dale's Plumbing And Mechanical Ltd	42,357
Dell Canada Inc	150,964
Dependable Lawn Care Ltd	120,533
Dialog BC Architecture	533,238
Digarc	85,618
E.B. Horsman & Son	26,498
Econo-U-Store-It Inc	32,916
Edwise International	26,254
Employer Health Tax Provincial	513,000
ESC Automation	469,498
Footprints Security Patrol Inc	184,478
Formline Architecture	52,551
FortisBC-Natural Gas	56,735
Frosst Financial Corp	178,330
Genus Investments	77,369
Grant Illuminated Signs	197,807
Greenchain Consulting	52,448
Guild Yule Sullivan Yule Truscott & Slivin	39,086
Harris & Company	31,483
Houle Electric Limited	518,883
Hyland Software Canada Ulc	29,781
Idp Education Ltd	86,231
Illume Consulting	33,405
Island West Coast Development Ltd	6,036,345
Keep.Me Safe	34,833
Kevin's Lawn Care	26,416
Kleanza	33,624
KMS Tools	46,836
KPMG LLP T4348	33,495
Laerdal Medical Canada	61,021
Login Canada	112,045
Long View Systems Corporation	40,923
Manulife Financial	1,924,956
McElhanney Consulting	62,973

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2020**

**A. Payments >\$25,000 (continued)**

<b>Name</b>	<b>Payment</b>
McGraw-Hill Ryerson	60,150
McGregor Access Control	25,969
McQueen Construction Ltd	427,484
Medical Services Plan of BC	159,897
Microserve V8205	33,442
Moneris/Chase	206,462
Monk Office Supply Ltd	74,032
MPS	33,218
Municipal Pension Plan	819,625
Mvcc Video Communication	29,770
Nelson Education Ltd	146,212
Nelson Roofing & Sheet Metal Ltd	321,706
Norelco Industries Ltd	131,968
Nuu-Chah-Nulth Tribal Council	65,751
Orbis Communication	34,178
Oxford University Press	46,961
Partition Systems	78,173
Peak Landscaping	29,791
Pearson Education Canada	143,600
Pentair Aquatic Eco-Systems	27,466
PeopleAdmin Inc	27,459
Port Alberni Shelter Society	27,347
Praxair Canada Inc	82,143
Providence Residential Community Care	60,760
Purolator Inc	32,425
Quadient Canada Ltd	28,895
Queens Printer	101,583
Raffles Educity	48,720
Receiver General	1,463,725
Ricoh Canada Inc	177,945
River City Plumbing & Heating Ltd	39,221
Rocky Point Engineering Ltd	56,858
Russell Food Equipment Ltd	501,476
Santa Monica Study Abroad Pvt Ltd	32,530

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS**  
**October 22, 2020**

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

**AGENDA ITEM:**                      **Regular Meeting**  
**4.2.2    Fiscal 2020/21 Forecast and Fiscal 2021/22 to 2023/24**  
**Projections (*attachments*)**

Background:

Each quarter NIC prepares a forecast that is required in a specific format by the Ministry of Advanced Education, Skills and Training. These forecasts are consolidated to provide a sector summary that is included in the Province's Fiscal plan updates.

The format used by the Ministry is challenging to read, so we have put the information into two documents (attached). The first document is a forecast for Fiscal 2020-21 with key notes to help explain the forecast on page 2.

NIC is projecting a deficit of just under \$2 million based on information available at the end of September. This is mainly due to a significant reduction in tuition revenue, mainly from International students. Bookstore and cafeteria revenue is down significantly due to the reduced number of students on campus. Overall revenues are down by approximately \$2.9 million.

Expenditure savings of \$0.9 million bring the deficit to \$1.992 million. This is an improvement since the projections done in the Spring, but at the time of writing this we are still preparing our 2<sup>nd</sup> Quarter financial statements. They will provide context to assist in assessing the forecast, which will be updated at the end of October.

The second document provides projections for Fiscal 2021-22 to 2023-24. These are a bit more challenging to prepare, especially as you get out to Fiscal 2023/24. Some of the key assumptions are stated in the notes below the projections. The main revenue assumptions are that Provincial revenue will not be decreased, and that student numbers and tuition revenue will recover by FY 2023-24. The student FTE numbers are difficult to project during a pandemic, and we will continue to fine-tune these projections as new information becomes available. The College plans to return to balanced budgets by FY 2023/24.

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

**Action:**

For information

**NORTH ISLAND COLLEGE**  
**2020-2021 Forecast with Covid -19 Impacts**  
**Forecast Prepared in September 2020**

	<u>2020-2021 Budget</u>	<u>Adjustments &amp; Covid Impacts</u>	<u>20-21 Forecast</u>
<b>Revenues</b>			
Province of BC revenues			
Base operating grant	\$27,429,603	\$150,000	\$27,579,603
Industry Training Authority grant	2,971,911		\$2,971,911
Routine capital	320,020		\$320,020
Leases	344,640		\$344,640
Aboriginal Service Plan	510,661		\$510,661
Literacy grants (CALP)	233,500		\$233,500
Student aid (AUG, LDAB, SOS, AEF)	383,899		\$383,899
Educational partnerships (VIU, Island Health)	789,000		\$789,000
Provincial contracts	1,116,455		\$1,116,455
	<u>34,099,689</u>	<u>150,000</u>	<u>34,249,689</u>
Federal Government grants and contracts	725,963		\$725,963
Student fees			
Base funded programs	4,586,833	-229,342	\$4,357,491
Cost recovery program	1,314,132	-65,707	\$1,248,425
International Education	6,892,555	-1,838,195	\$5,054,360
	<u>12,793,520</u>	<u>-2,133,244</u>	<u>10,660,276</u>
Sales of goods			
Bookstore revenue	1,294,000	-694,000	\$600,000
Cafeteria revenue	184,000	-98,000	\$86,000
	<u>1,478,000</u>	<u>-792,000</u>	<u>686,000</u>
Contract services	280,083		\$280,083
Investment income	543,350	-120,000	\$423,350
Other income	450,900		\$450,900
	<u>450,900</u>		<u>\$450,900</u>
<b>Total Operating Revenue</b>	<b>50,371,505</b>	<b>-2,895,244</b>	<b>47,476,261</b>
Amortization of deferred capital revenue	2,911,442		\$2,911,442
	<u>2,911,442</u>		<u>\$2,911,442</u>
<b>Total Revenue</b>	<b>53,282,947</b>	<b>-2,895,244</b>	<b>50,387,703</b>
<b>Expenditures</b>			
Salaries, benefits, other personnel costs	38,671,232	-740,381	\$37,930,851
Advertising and promotion	744,989		\$744,989
Books and periodicals	288,123		\$288,123
Cost of good sold	999,150	-416,050	\$583,100
Equipment costs	1,234,312	850,000	\$2,084,312
Facilities costs	2,577,977		\$2,577,977
Financial service charges	232,695		\$232,695
General fees and services	1,833,265	-205,828	\$1,627,437
Student awards	883,615		\$883,615
Supplies and general expenses	1,230,057		\$1,230,057
Travel	763,662	-390,000	\$373,662
Grant transfers	233,500		\$233,500
Donation to Foundation	0		\$0
Amortization of capital assets	3,590,370		\$3,590,370
	<u>3,590,370</u>		<u>\$3,590,370</u>
<b>Total Expenditures</b>	<b>53,282,947</b>	<b>-902,259</b>	<b>52,380,688</b>
<b>Revenue less Expenditures</b>	<b>0</b>	<b>-1,992,985</b>	<b>-1,992,985</b>

**Notes:**

1. International student tuition projected to be down by 27% overall based on projections of the limited number of new international students in the Fall and Winter semester.
2. Domestic Tuition is projected to be down by 5%. We were down 7% in Spring/Summer, but only 1% in Fall. If this trend continues it's unlikely we will be down by 5% overall, but the revenue impact will not materially change this forecast.
3. Significant reduction in Bookstore and Cafeteria revenue also results in a reduction to Cost of Goods sold. That said, the bookstores and cafeteria fixed costs will drive an approx \$250K loss in Ancillary operations.
4. Investment earnings projected to be down due to market volatility.
5. Salary and benefit cost savings a result of reduced course sections offered due to the 27% reduction in International students.
6. Equipment cost increases mainly due to digital delivery requirements such as laptops, servers, and infrastructure investments to shift delivery methods.
7. Saving in general fees and services is mainly OGE agent fee savings driven by drop in International students. Travel savings are a result of a reduction in airfare due to travel restrictions.

**NORTH ISLAND COLLEGE**  
**FY 21-22 to 23-24 Projections**  
**Projections Prepared in September 2020**

	21-22 Forecast	22-23 Forecast	23-24 Forecast
<b>Revenues</b>			
Provincial & Fed Gov't grants and contracts	33,272,000	33,272,000	33,272,000
Student fees			
Base funded programs	4,226,766	4,099,964	4,114,964
Cost recovery program	1,210,972	1,174,643	1,184,643
International Education	5,356,000	6,547,927	6,893,000
sub-total	10,793,738	11,822,534	12,192,607
Bookstore and Cafeteria Revenue	850,000	1,200,000	1,478,000
Non-Gov't Contracts and Other Revenue	931,000	951,000	1,169,000
Investment income	400,000	400,000	450,000
<b>Total Operating Revenue</b>	<b>46,246,738</b>	<b>47,645,534</b>	<b>48,561,607</b>
Amortization of deferred capital revenue	2,939,000	2,939,000	2,939,000
<b>Total Revenue</b>	<b>49,185,738</b>	<b>50,584,534</b>	<b>51,500,607</b>
<b>Expenditures</b>			
Salaries, benefits, other personnel costs	38,295,000	38,345,000	38,445,000
Equipment costs	1,400,000	1,250,000	1,250,000
Facilities costs	2,578,000	2,578,000	2,578,000
Student awards	750,000	750,000	750,000
Travel	500,000	700,000	700,000
Amortization of capital assets	3,300,000	3,100,000	3,000,000
Other Operating Costs	4,444,000	4,742,000	4,777,607
<b>Total Expenditures</b>	<b>51,267,000</b>	<b>51,465,000</b>	<b>51,500,607</b>
<b>Revenue less Expenditures</b>	<b>(2,081,262)</b>	<b>(880,466)</b>	<b>0</b>

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**Notes:**

1. These projections are based on information available in September 2020, and were sent to the Ministry on October 1st.
2. Provincial grants - the bulk of this is unlikely to change (E.g. Base Operating grant, ITA funding, Leases), but items like One-time grants for targeted programs are difficult to project. Estimated \$1M for this.
3. Tuition revenue for FY 21/22 assumes 347 International students and a projected reduction of 5% for domestic students. FY 22/23 assumes 424 International students and a further drop of 5% for domestic. FY 23/24 assumes 447 international students and projects a small recovery in domestic student FTEs. These assumptions will have to be revisited regularly, and updated as they impact the projections fairly significantly.
4. Bookstore and cafeteria revenue is challenging to project this far out. Assumed a slow return to the revenue levels seen in previous years by FY 23/24. These are cost recovery areas that will need to be closely monitored.
5. Assumed that Investment income won't fully recover as will need to use some of our long-term investments to fund the projected deficits.
6. Salary and benefit projection assumes that any bargained wage settlements will be fully funded by

**NORTH ISLAND COLLEGE  
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES  
FIR SCHEDULE 1, SECTION 7  
FOR THE YEAR ENDED MARCH 31, 2020**

**A. Payments >\$25,000 (continued)**

<b>Name</b>	<b>Payment</b>
School District #72	156,495
Shell Energy North America (Canada) Inc	46,413
Staples Business Advantage	529,695
Sysco Victoria	134,789
TELUS Mobility	103,082
Tianxiang Liu (Victor)	40,141
Tla-O-Qui-Aht First Nation	57,335
Travel Healthcare Insurance Solutions Inc	37,886
Tremain Media Inc	37,271
Tyco Integrated Fire And Security	35,714
Uline Canada	25,761
Vancouver Island North Film Commission	30,500
Wilf Schlitt	160,000
Windsor Plywood	36,605
Woodform Interiors	73,684
Worksafe BC	91,355
Zuma Lift Service Inc	53,561
	<b>\$ 25,485,252</b>

**B. Consolidated Payments <\$25,000** **\$ 3,473,651**

**C. Grants & Contributions**

Consolidated Payments for Grants & Contributions > \$25,000	317,255
Consolidated Payments for Grants & Contributions < \$25,000	-
	<b>\$ 317,255</b>

**TOTAL** **\$ 29,276,158.00**

**NORTH ISLAND COLLEGE  
RECONCILIATION TO FINANCIAL STATEMENTS  
FIR SCHEDULE 1, SECTION 6 & 7  
FOR THE YEAR ENDED MARCH 31, 2020**

**Items reported under FIR**

Employee Remuneration - Schedule 1, Section (6)	28,546,255
Employee Expenses - Schedule 1, Section (6)	1,010,633
Supplier Payments - Schedule 1, Section (7)	29,276,158

<b>\$</b>	<b>58,833,046</b>
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<b>Per Financial Statements - Schedule of Expenses</b>	52,357,861
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Reconciling items

Capital Purchases	9,702,160
Amortization of Capital Assets	(3,344,446)
GST Rebates and Recoveries	526,362
Timing, Tax and other Differences	(408,891)

<b>\$</b>	<b>58,833,046</b>
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**Vice President Strategic Initiatives  
 Report to the Board of Governors  
 October 22, 2020  
 Prepared by Randall Heidt**

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

## NIC featured in Maclean's for third straight edition

NIC's Centre for Applied Research, Technology and Innovation (CARTI) is featured in a Maclean's magazine [article](#) that showcases the importance of connections between colleges and the communities they serve.

NIC was featured along with Assiniboine Community College and Mohawk College in Ontario in a story titled "Why Colleges in Canada are 'hard-wired' to the communities that surround them." The story features the kelp research CARTI is doing with the Kwiakah First Nation.

The goals of the collaboration are two-fold: to create a detailed map and

measurements of the wild kelp beds and to research the role of kelp in carbon sequestration from the ocean. Thanks to lead researcher Allison Byrne and CARTI manager Naomi Tabata for their excellent work with the



Byrne (left) measures bull kelp near Campbell River, B.C., with NIC graduate Sally Enns (Photograph by Melissa Renwick)



**BRITISH COLUMBIA**

For potter Gordon Hutchings, wood joinery expert Stephen McSmith and criminology instructor Geri Benisier, who has appeared on the A&E show *Intervention*.

Ongoing projects at NIC's Centre for Applied Research, Technology and Innovation include research in sustainable aquaculture, robotics, and Indigenous language and leadership. In September, NIC launched a certificate in Indigenous language fluency, expanding on the school's current Indigenous language offerings in Nuu-chah-nulth and Kwak'waka. The certificate will be delivered with the help of fluent local Elders and knowledge-keepers.

**COOL OPTIONS**

- **Communication Design:** Students explore the principles of communication design while learning relevant digital media and web programming skills.
- **Furniture Design and Joinery:** Students learn to design, construct and repair high-quality wood products while earning credit toward Red Seal certification.
- **Indigenous Language Fluency:** Students choose between Nuu-chah-nulth and Kwak'waka options, and draw on experiential and land-based learning to explore the values and beliefs encoded in Indigenous language.

**POPULAR PROGRAMS**

- University Studies
- Global Business Management
- Apprenticeship: Carpentry Harmonized
- Apprenticeship: Electrical Harmonized
- Nursing

**North Island College**

FOUNDED 1975 | SIZE OF SCHOOL: MID-SIZED | TUITION: DEGREE \$3,085 • DIPLOMA \$3,085  
 CERTIFICATE \$3,085 • POST-GRADUATE \$5,625 | RESIDENCE OFFERINGS: NO

SURROUNDED BY THE beauty of B.C.'s West Coast, North Island College (NIC) offers more than 80 programs that lead to associate degrees, diplomas and certificates. It also provides apprenticeship training, international exchanges, continuing education opportunities and academic upgrading. NIC's facilities serve a region of 80,000 sq. km, which includes northern Vancouver Island and B.C.'s main-land coast from Desolation Sound to Klemtu.

NIC has campuses in Campbell River, Courtenay, Port Alberni and Port Hardy, a learning centre in Ucluelet and online, distance learning and in-community training options. NIC has dual and guaranteed admission agreements with schools across the province, allowing students to easily transfer to programs at the University of Victoria and other institutions. NIC is home to internationally recognized faculty members, including mas-

Kwiakah First Nation on this project. Special thanks to funders Tides Canada and Coast Funds. NIC also appears on page 65 of the 2021 Maclean's Colleges Guidebook edition. The half page story, left, includes a photo of the new state-of-the-art teaching kitchen at the Campbell River campus.

Featuring 107 school profiles and more than 250 cool programs

**MACLEAN'S**

**Colleges Guidebook**

2021 Canadian

EDUCATION FOR THE REAL WORLD. FROM TO GETS THE CAREER YOU WANT.

FIND THE BEST PROGRAM FOR YOU P.7 • AN INSIDER'S GUIDE TO CAMPUS LIFE P.10  
 WHAT COVID MEANS FOR YOUR COLLEGE PLANS P.32  
 HOW TO GET INTO ART SCHOOL P.36 • LEARN TO WELD AT HOME! P.40

## NIC nursing students lead national student association

NIC Bachelor of Science in Nursing student Courtney Blake is leading change for nursing students across Canada as the new president of the Canadian Nursing Students Association (CNSA).

The CNSA is an organization with over 30,000 students across Canada. She is joined on the board by Emma Hill, NIC nursing transfer student, who is serving as vice president.

"I went to the 2017 CNSA conference in my first year and was absolutely inspired," said Blake. "I am very passionate about social justice, change and advocacy, and CNSA works intimately with these issues. NIC has a very active CNSA chapter so I became involved at the local level. I was encouraged to participate by the former CNSA President and NIC student, Dawn Tisdale."

Blake became involved with the association as the Indigenous Advocacy Ally in 2019 and ran for president in January. Since officially starting in her role in March, a lot of her energy has been focused on looking at how the CNSA can be more diverse and equitable as an organization.

"CNSA has received a lot of feedback about a lack of representation of diverse voices at the organizational level. We're looking at how our board is structured and how we can change it to ensure everyone has an equal voice at the table," explained Blake.

Click [here](#) to read the full story.



NIC Nursing student Courtney Blake.

## NIC Indigenous language course featured on CBC All Points West

NIC Indigenous education facilitator and Kwak'wala instructor Sara Child, right, was featured on CBC's All Points West recently with host Kathryn Marlow. Click [here](#) to listen to the CBC interview. Child also received media attention in Canada's National [Observer](#) for NIC's Indigenous language courses and the importance of language revitalization.



## Commonly Used Acronyms

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

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

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