

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS
REGULAR MEETING
TO BE HELD VIA VIDEOCONFERENCE
THURSDAY, APRIL 29, 2021 @ 1:00 PM**

AGENDA

Topic	Attachment	Action	Time
1. CALL TO ORDER			
1.1 Acknowledgement of First Nations Traditional Territory			
1.2 Adoption of Agenda		To adopt	(2 mins)
2. CONSENT AGENDA			
2.1 Minutes of the Regular Meeting of March 25, 2021		✓ To approve	
2.2 Executive Committee Report, April 15, 2021		✓ Information	
2.3 Governance and Human Resources Committee Report, April 9, 2021		✓ Information	
2.4 Finance and Audit Committee Report, April 16, 2021		✓ Information	
2.5 April 2021 College Highlights Report		✓ Information	
2.6 Correspondence and Information (Agenda item #5)		✓ Information	(5 mins)
3. BOARD BUSINESS			
3.1 Appointment of New President		Information	
3.2 Board Meeting and Planning Schedule, 2021-2022		✓ To approve	
3.3 Annual Board Evaluation		✓ To discuss	
3.4 Regional Roundtable Reports		Information	(15 mins)
4. REPORTS ON STRATEGIC ACTIVITIES			
4.1 President			
4.1.1 President's Report, April 2021		✓ Information	(20 mins)
4.2 Executive Vice President, Academic and COO			
4.2.1 Tuition and Lab Fee Approval: DGL 105 – Digital Graphics		✓ To approve	
4.2.2 Tuition and Lab Fee Approval: DGL 409 – Advanced Capstone Project 2		✓ To approve	
4.2.3 New Program Credential Approval: DIGITAL Design + Development Post-Graduate Certificate		✓ To approve	
4.2.4 New Program Credential Approval: DIGITAL Design + Development Post-Graduate Diploma		✓ To approve	
4.2.5 Tuition Approval: ENG 170 - Writing Digital Content		✓ To approve	
4.2.6 Tuition Approval: MAT 156, Applied Math and Statistics for Computing		✓ To approve	(20 mins)

- 4.3 Vice President, Finance and Facilities
 - 4.3.1 2021-2022 Budget Approval ✓ To approve
 - 4.3.2 Draft FY 2020/21 Financial Statements ✓ Information (15 mins)
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- 4.4 Vice President, Strategic Initiatives
 - 4.4.1 Strategic Initiatives Division/NIC Foundation Report ✓ Information (5 mins)
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- 4.5 Chair, Education Council (EdCo)
 - 4.5.1 Education Council Report ✓ Information (3 mins)
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5. INFORMATION (*attachments*)

- 5.1 AEST Acknowledgment Letter dated April 7, 2021
 - 5.2 Commonly used acronyms
 - 5.3 Link to Board [policies](#) and [bylaws](#)
-

6. NEXT MEETING DATES

- Regular meeting – Thursday, June 17, 2021
-

7. ADJOURNMENT

2:30 pm

**MINUTES OF THE REGULAR MEETING OF THE
NORTH ISLAND COLLEGE BOARD OF GOVERNORS
HELD VIA VIDEOCONFERENCE
THURSDAY, MARCH 25, 2021**

**BOARD MEMBERS
PRESENT**

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

BOARD MEMBER ABSENT

P. Chakraborty, Student Representative
R. Everson, Community Member, Comox Valley Region
R. Hunt, Community Member, Mount Waddington Region

ALSO PRESENT

T. Bellavia, Associate Vice President, Access and Regions
C. Fowler, Vice President, Finance and Facilities
R. Heidt, Vice President, Strategic Initiatives
M. Herringer, Executive Director, International Education

R. Reid, Executive Assistant, Board of Governors

IN THE GALLERY

Members of North Island Students Union (NISU), NIC Faculty Association (NICFA) and CUPE (support staff union)

1. CALL TO ORDER

E. Mosley called the meeting to order at 1:04 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

E. Mosley acknowledged that the meeting is being held in the various unceded traditional territories of First Nations wherever participants to this virtual meeting are calling from.

1.2 Adoption of Agenda

Moved D. HOOGLAND / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF MARCH 25, 2021 AS PRESENTED.

Motion carried

2. CONSENT AGENDA

- 2.1 Minutes of the Regular Meeting of January 21, 2021
- 2.2 Executive Committee Report, March 11, 2021
- 2.3 Governance and Human Resources Committee Report, February 25, 2021
- 2.4 Finance and Audit Committee Report, March 12, 2021
- 2.5 2021/2022 NISU Fee Letter
- 2.6 March 2021 College Highlights Report
- 2.7 Correspondence and Information (Agenda item #5)

Moved C. SCARLATTI / Seconded S. FRANK: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF MARCH 25, 2021.

Motion carried

3. BOARD BUSINESS

3.1 Board of Governors Objectives, 2021

E. Mosley reported that during the Board's education and development session in the morning, the Board would expect a presentation of a College strategic plan at its April 29 meeting, followed by a special Board meeting to be scheduled in May. Board approval of the strategic plan will depend on those discussions and on the completion of necessary consultations.

3.2 Board Governance Training Opportunities

Two board governance training opportunities are available to the Board: the CICA annual conference and the Crown Agencies and Board Resourcing Office's Governing in the Public Interest, both offered virtually.

4. REPORTS ON STRATEGIC ACTIVITIES

4.1 Interim President

4.1.1 Interim President's Report, March 2021

C. Fowler highlighted his attendance at a BC Colleges Council of Presidents meeting with the Advanced Education and Skills Training Minister Anne Kang speaking to the Ministry's plan to conduct a post-secondary funding review.

C. Fowler referred to agenda item 5.2, BC Provincial Health Officer Letter: resumption of on-campus activities dated March 8, 2021 which will guide the College in building parameters around what it could use as planning assumptions going into Fall. He also reported that MLA for North Island Michele Babchuk has expressed interest in the College's Aboriginal Gathering Place at the Campbell River

campus and committed to assist NIC with its funding applications. The Aboriginal Gathering Place is tentatively scheduled to open in November.

Regarding plans for on-campus activities in the Fall, T. Bellavia noted that the Senior Education Team and deans are planning on offering programs via three delivery modes: blended, digital and face-to-face. A number of factors have to be considered in deciding how programs will be delivered in order to also guide the College's recruitment processes.

4.2 Executive Vice President, Academic and COO

4.2.1 New Course Tuition Approval: BIO 113 - Introduction to the Marine Environment

T. Bellavia provided information on the new course tuition:

- This university transfer course is a co-delivery model developed with feedback from community;
- Approved at the March meeting of the Education Council;
- Cost of tuition is based on costing and the co-delivery model with the international tuition based on the International Education fee structure;
- Possible cost recovery will depend on the number of enrolment for each session.

Moved C. SCARLATTI / Seconded D. HOOGLAND: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION, EFFECTIVE IMMEDIATELY.

Course Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Introduction to the Marine Environment	BIO 113	Credit	\$149.30	\$447.90

Motion carried

Moved A. MCCUBBIN / Seconded J. ATHERTON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING INTERNATIONAL TUITION, EFFECTIVE IMMEDIATELY:

Course/Program Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Introduction to the Marine Environment	BIO 113	Credit	\$468.18	\$1,404.54

Motion carried

4.3 Vice President, Finance and Facilities

4.3.1 Draft Budget, FY 2021-2022

C. Fowler presented the draft budget, the final version of which will be presented for approval at the Board's April 29 meeting. He added that although the numbers will change based on grant funding that are expected to arrive in the coming weeks, the projected deficit of \$1.7M will remain largely the same.

4.3.2 FY 20/21 Projections

C. Fowler highlighted that the College had initially projected a deficit of about \$3M in May 2020; the current projection is a \$1.4M deficit which is in line with the deficit approval received from the Ministry.

J. Murphy acknowledged the work of College staff and faculty at keeping the deficit lower than what was earlier projected as well as keeping domestic enrolment numbers at par with pre-pandemic numbers, adding that achieving those speaks of how well the College responds to challenges.

Regarding safety protocols for on-campus activities expected to resume in Fall, C. Fowler reported that overarching safety measures are already in place as well as other safety measures built into each program delivery to ensure that students and faculty are safe.

4.4 Vice President, Strategic Initiatives

4.4.1 Strategic Initiatives Division/NIC Foundation Report

R. Heidt highlighted the following from his report:

- NIC researcher Emaline Montgomery's sea cucumber research and NIC's kelp research led by CARTI researcher Allison Byrne both garnered national media attention;
- The legacy gift donated by Dr. Allan Pritchard has increased to \$332,000;
- The cooperation of NISU's executive in supporting the College's COVID-19 Student Hope Campaign.

R. Heidt encouraged Board Members to match donations for the COVID-19 Student Hope Campaign.

4.5 Chair, Education Council (EdCo)

4.5.1 Education Council Report

W. Gus presented her report, highlighting the work of EdCo and its committees in reviewing and approving various course and program revisions. She added that EdCo passed a motion acknowledging endorsing faculty's need for flexibility related to the methods by which learning outcomes are achieved to best meet students' shifting learning needs during the pandemic.

E. Mosley shared the Board's appreciation of faculty, staff and students particularly with regards to work required in having the ability to shift program delivery to blended or digital or face-to-face whenever health orders get amended.

5. INFORMATION

The Board received the following information items:

- 5.1 AEST Deficit Approval FY 2020/21 and 2021/22 dated February 4, 2021
- 5.2 BC Provincial Health Officer Letter: resumption of on-campus activities dated March 8, 2021
- 5.3 Board of Governors Bursary Report, March 3, 2021
- 5.4 Board Planning and Meeting Schedule 2021
- 5.5 Commonly used acronyms
- 5.6 Link to Board [policies](#) and [bylaws](#)

6. NEXT MEETING DATE

6.1 Regular meeting – Thursday, April 29, 2021

7. ADJOURNMENT

The regular meeting adjourned at 2:15 p.m.

Eric Mosley, Chair

Rachel Reid, Executive Assistant

DRAFT

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS
APRIL 2021**

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

The Executive Committee met via BlueJeans on April 15, 2021 at 9am with E. Mosley (chair), J. Atherton, J. Murphy, P. Trasolini, L. Domae and R. Reid attending.

Presidential Transition Team/Plan

E. Mosley reported that upon consultation with Leaders International, the Presidential Transition Team and Plan will be on hold until the Board discusses this with L. Domae.

Board Succession/Institutional Memory

The Committee discussed the following points around board succession and in making sure that institutional memory will be passed on from departing Board Members to the current and future Board Members:

- Consider establishing board mentorship between an experienced Member and incoming Member;
- The Governance and HR Committee is currently looking into using tools such as exit surveys/interviews;
- Consider adding board succession as part of the board’s advocacy meeting with the Ministry and senior staff;
- Plan on meeting with CABRO executives in order to understand the rationale in the timing around board appointments;
- Prior to submitting requests for reappointments to CABRO, the Board Chair will meet with and get feedback from the Board Member to gauge commitment to the Board’s work.

In her meetings with local MLAs, L. Domae will relay the Board’s request for a North Island community representative, and the timing/staggering of board appointments. R. Reid will survey other BC Colleges’ boards on tools they use around board succession and retaining institutional memory such as exit surveys/interviews.

Draft NIC Strategic Plan Update

L. Domae updated the Committee with information on activities around the development of a new College strategic plan including consultations with various groups internally and externally the launch of a public engagement site. She added that she has been receiving positive support and suggestions from College community for the draft plan. A Board business meeting will be scheduled in May to include discussion and possible approval of the strategic plan, among other agenda items.

Meeting Schedule and Agenda, April 29, 2021

A presentation of the draft College strategic plan as well as discussion of the President’s working relationship with the Board will be included in the Board Development and Education Session on April 29th. A link to/copy of Bylaw 3 - Powers, Duties & Benefits of the President will be distributed as reference material.

The Committee reviewed and amended the draft agenda for the Board’s regular meeting on April 29th.

Terms of Reference: Executive and President's Performance and Compensation Committees

The Committee reviewed both Executive and President's Performance and Compensation (PPCC) committees' Terms of Reference (TOR) and recommended the following:

- Clarify language under Composition and Operations to specify committee appointments and provide a general timeline for the committee's composition so that the last sentence will read: *This will take place in fall of each year, immediately following the annual elections and committee appointments.*
- Under Accountability, provide for TOR review every two years;
- Remove section Timetable.

A provision in the Executive Committee TOR allows the Committee to "make urgent decisions on behalf of the Board". J. Murphy reported that other boards have moved away from that practice but suggested to keep the provision for now and review next year to decide whether there would still be a need to maintain that language.

The PPCC TOR will also be reviewed next year in April or May with a focus on the review of the President's contract.

Adjournment

The meeting adjourned at 10:40 am.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
APRIL 2021

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

Committee members Danielle Hoogland (chair), Jane Atherton, Sharlene Frank and Barry Minaker met via BlueJeans on April 9, 2021 with Casey Black (Director, IT Application Services), K. Crewe (Director, Human Resources and Organizational Development) and Rachel Reid (Executive Assistant) as resource persons.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

a. Paperless Board Update

Referring to responses to an email survey around the Board Members' needs around operations and communications, C. Black identified three major concerns:

1. Issues around access to MyNIC Board of Governors team site can be addressed by IT right away;
2. Pros and cons of NIC-provisioned devices;
3. College's migration into Microsoft Teams platform.

C. Black assured the Committee that IT is readily available to provide support with issues like password and usernames when logging into MyNIC. Regarding the use of devices, he pointed out that while some Board Members may prefer using their personal devices, it could be worthwhile if the College provides devices to each Board Member for the duration of their term in order to give IT the ability to configure, monitor and maintain both hardware and software requirements.

C. Black provided a brief background on how the portal has evolved from its beginnings with Microsoft Sharepoint. He reported that the College is currently transitioning from Sharepoint to the Microsoft Teams platform which would connect its videoconferencing platform with document collaboration, group messaging and other functionalities within the team site portal.

Committee members shared their experiences with the current MyNIC portal and their individual experiences with other platforms.

The following suggestions around board orientation were noted:

- In order for all Board Members to be on the same page, the Board would need an annual orientation around Board operations and communications and that the annual Retreat would be the ideal avenue to do this;
- That the Committee review the Board Member orientation and establish a multi-session/multi-level orientation instead of just one orientation at the beginning of each Board Member's term of office.

C. Black assured the Committee that the Board will be included in the College's migration to Microsoft Team and that technology's goal is to assist the Board in performing its work, not for Board Members to worry about technology.

b. Governance and HR Committee Terms of Reference

The Committee reviewed its terms of reference as it was previously reviewed and discussed at its February 25 meeting. It proposed the following additional amendments:

- Remove the entire sentence under "Accountability": *The Committee will review its terms of reference annually and recommend any changes to the Board.* The Committee agreed that this review will depend on the committee's workload;
- Provide more information under "Committee Timetable" based on the Board's annual planning schedule;
- Under "Committee Timetable", timeline for establishing an annual plan will be *in the Fall of each year*;
- Check for grammatical and typographical errors.

c. Bylaw 3 – Powers, Duties and Benefits of the President

The Committee reviewed the Bylaw as previously reviewed and discussed at the February 25 meeting. It proposed the following additional amendments:

- Section 4 – Duties and Powers of the President: have all references to the College and Institute Act at the beginning of the section, followed by provisions of the Bylaw;
- Section 6 – Delegation of Authority by the President: replace "may" with "must" in first sentence to read: If the President is temporarily absent from the College, the President must delegate in writing...;
- Section 7 – Acting President: this section should reference the three officer positions noted in Section 6 in order to establish a succession plan.

D. Hoogland and R. Reid will work together on wording and amendments. R. Reid will send the two documents, Terms of Reference and Bylaw 3, with the above amendments to the Committee thereafter.

d. Planning for Board Evaluation

The Committee considered the following options to recommend to the Board:

- Use the existing online survey that has been instituted for the last couple of years as this would establish benchmarks and demonstrate trends showing in what areas the Board has improved or needs to improve over the years;
- Hire a consultant to do both online survey and individual interviews with Board Members;
- Any other ideas that the Committee might want to recommend.

The following points were raised:

- When communicating the annual evaluation, the rationale for such evaluation has to be clear as to why and how the Board will be using the results;
- There is a need for a mechanism to measure individual Board Member performance self-assessment;
- Exit surveys administered to departing Board Members would be helpful;
- Board Member orientation needs to be evaluated more closely.

The Committee, with the help of K. Crewe and R. Reid, will source samples of exit surveys and board member self-assessment tools.

Review and Discussion of the Board Staff Relationship and Executive Limitations policies will be discussed at the next meeting on May 20th.

Time: 11:37 a.m.

Finance and Audit Committee

Friday, April 16, 2021 9:00 am

Via BlueJeans

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

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

Call to Order

M. Erickson called the meeting to order at 9:04 am.

Draft FY 2021/2022 Budget

C. Fowler presented a draft 2021/2022 budget which will go to the Board of Governors for approval at its next meeting.

C. Fowler highlighted the following:

- Increased revenues in initiative-type of funding (one-time only funding for targeted programs);
- Increased funding for students with disabilities and emergency assistance;
- Increased contract revenue;
- Wage settlement funding;
- Reduced projected revenue in international education with numbers based on targets;
- Increased cost of salaries and benefits due to one-time funding and contracts;
- Increased costs in technology-related expenses to support transition to digital delivery;

The Committee also briefly discussed possible plans to withdraw unrestricted funds from the College's long-term investment portfolio to fund deficits. This possible withdrawal will be determined after the 2020/2021 financial statements have been finalized. Based on the College's long-term investment policy, such withdrawal will require the approval of the Board of Governors.

FY 2020/2021 Financial Statements

C. Fowler reported that the projection for this fiscal year is around \$1.5M deficit. The statements will be sent to the Committee for review prior to inclusion of those statements in the Board's agenda for information.

Finance and Audit Committee Terms of Reference

The Committee approved the revised terms of reference as reviewed at its March 12th meeting.

Other Business

The Committee discussed the costs associated with running the College's Foundation operations. C. Fowler noted that direct costs can be readily identified but more study will be required to determine what the indirect costs. He will provide a follow-up at the next committee meeting.

The meeting adjourned at 10:06 am.

Murray Erickson
Committee Chair

**NORTH ISLAND COLLEGE BOARD OF GOVERNORS
 COLLEGE HIGHLIGHTS REPORT
 APRIL 2021**

TRADES AND TECHNICAL PROGRAMS

April brings to close the Heavy Mechanical Level 3 Apprenticeship and two cohorts of the Carpenter Apprenticeship Level 3 programs.



Our pilot micro-credential for GIS Mapping and Drone Operations ended on the 16th with 19 successful students seeing their way through an Introduction to Geographic Information Systems, Restricted Operator Certification (Aeronautical) and Remotely Piloted Aircraft Systems.



Topics included aviation regulations, navigation techniques, site surveys and drone safety with a simulator component all leading up to piloting the drones. Students practiced take-offs and landings, navigating obstacles and running through various emergency scenarios.

The 4-month Trade Sampler program has also concluded. Two weeks were spent with instructor Mark Stephens covering Heavy Mechanical – tearing down and rebuilding 4-cylinder Yanmar diesel engines. Students also got a feel for the controls of the mini excavator moving objects around the compound. Automotive followed with students learning the basics of vehicle maintenance and repair and just as they were finishing up, Mark brought in his personal dragster as a demo for students.



Students then moved into “Electrical Part 2” where over a two-day period, students were introduced to electrical meters and their function in relation to voltage and resistance and how it applies to various automatic control devices – ultimately connecting switches and pushbuttons that controlled the relays that were turning lights on and off. They explored a “premise cabling network” which entails how fiber optic comes into a building and is distributed to many different data cable branches that feed each computer, phone and printer linked to that system. Part 2 ended with a demo of exothermic cadweld equipment. When creating a solid ground system, electricians often weld grounding conductors together. Through the demo, students were able to observe two different methods of this process: an electric arc igniting metal powders to produce a molten metal and a spark ignition of powders.

The last two weeks were spent with Carpentry instructor Eric Patterson for the grand finale. Previous projects from the beginning of the program were dismantled and the materials repurposed for the design and construction of Adirondack chairs.

A big THANK YOU to all of our instructors that participated and shared their know-how and skills with these future tradespersons!

Heading into May, Nick Charette’s Plumbing Level 4 students will be writing their Inter-Provincial exam on May 21st and Electrical Apprenticeship Level 1 with instructor Robin Greig will be ending on the 28th.

It’s also a wrap for another two micro-credentials.

Motion Picture Production Assistant and Motion Picture Craft Services' curtain call will be May 21st. These programs proved to be highly successful and well received by students interested in exploring a career in the film industry.

The Coastal Forest Worker (CFW) certificate program that ran in partnership with the Homalco First Nation concluded on April 23rd and the Coastal Forest Worker Certificate and the Coastal Forest Technologist programs that began in our 2021 Winter term will be complete on May 28th. The CFW students will have completed their entire program while the Technologist students will break for the summer and return for their second term in September.

Spring Upstarts

April and May will also see the start-up of four apprenticeship programs. At the Comox Valley campus, full cohorts of Carpentry Level 1 with Rob Laird and Carpentry Level 4 with Erik Hardin will run through to the second week of June. At the Campbell River campus, Byron Beaupre's Heavy Mechanical level 2 and Robin Grieg's Electrical Apprenticeship Level 2 will also be at capacity with a compliment of 16 students each.

On-going Programs

There are a number of Foundation and Apprenticeships that will be winding down in the coming months.

Welding, Joinery, Electrical, Carpentry, Metal Fabricator and Parts and Warehousing foundation cohorts will have run their course from June to August. Electrical Apprenticeships in Level 3, Carpentry Levels 1 and 4, Heavy Mechanical Level 2 along with Professional Cook Level 1 in Port Alberni and Professional Cook Level 2 in Campbell River will finish out our spring and summer terms. All just in time to start all over again in September.

Continuing on are the students in our Fabricator-Welder Micro-Credential. This 32-week intensive program began March 8th with an end date of October 15th. Graduates of this program get the best of both worlds as they will have completed Level 1 in both Welding and Metal Fabrication, affording students the opportunity to work in a variety of fields in the metal trades. More updates to come as we get further into this exciting new program! Additional Ministry-funded programming still in full swing include Parts and Warehousing Person Foundation, Motion Picture Production Assistant and Motion Picture Craft Services micro-credentials. The Ministry-funded programming has provided over 195 students with access to skills training aligned with labour market demands.

New Cohorts

The faculty of trades and technical programs has recently been awarded additional funding to support cohorts aligned with NIC's Widening our Doorways education plan and the Ministry's COVID-19 recovery plan. Programming will be announced within the month regarding a funded cohort of our Automotive Collision and Refinishing Technician Foundation and Heavy Mechanical programming. In addition, faculty of trades and technical programs has been chosen as a pan-Canadian partner with Conestoga College (funded by the Federal Government) to deliver a pilot Welder Foundation Harmonized enhanced program to include upgrading, transferable workplace competencies and internship placement.

New Equipment

We have recently received new gear that will benefit students across all levels of our electrical apprenticeship programs. We purchased autotransformers and have built a lab that is in line with several learning outcomes in both second- and third-year levels where the effects of voltage transformation can be seen with realistic equipment. Our Programmable Logic Controllers (PLC) trainers also have some new accessories. We received a shipment of photo, limit, inductive and capacitive sensors that can be incorporated into the existing Logic controls to add reality and current industry equipment to the lab

environment. Typically, fourth year students have struggled with motor control concepts in relation to PLC's. With this new equipment, we are confident that students will be able to see the instruction information in a different format where they will be learning by installing, not just through text and lesson. We also received new resistors to act as our load banks for the transformer labs. Our new technician Iam Talbot has been working hard to refurbish some of our older enclosures and incorporate the new resistors, resulting in an amazing training aid that the students can use to visually see some of the typically hidden theoretical concepts.



New Faculty Member

We are pleased that Darren Hall has joined Trades and Technical programs as our newest Plumbing Foundation instructor. Born and raised in Victoria, Darren is an alumnus of the Camosun College plumbing program and has pulled out all the stops graduating in 2009 with a Red Seal in Plumbing, a “B” ticket in Gas Fitting, a Cross Connection Control certification, and Medical Gas Piping certified installer. He believes in lifelong learning and recently took some Small Wastewater and Small Water System courses through the BC Water and Waste Association (BCAWWA).

In his spare time, he enjoys playing and watching hockey, fishing/boating, photography, skiing, golf and travelling. He also has a passion for running full marathons and live music.



STUDENT SERVICES AND REGISTRAR

Updates from the Student Record Office

Submitted by Heather Howie and Miriam Jones

The Student Records Office (SRO) has been working diligently to prepare for the 2021-22 “Timetable Posting Day” (May 18th). This yearly event is highly anticipated by students, faculty and staff. Last year COVID-19 necessitated a rapid pivot in our timetable offerings in May after posting day, and this year COVID continues to present new challenges and opportunities to rethink some of our tried and true timetabling strategies. We have a new scheduler in place, Wayne Hopwood, who has done a fantastic job with the steep learning curve associated with the scheduler's role. We are currently in the process of making adjustments to the draft in preparation for finalizing the schedule prior to May 18th, then on to the usual coding, coding, coding and checking, checking, checking in anticipation of registration start on June 7th.

In addition to these yearly activities in SRO, there are many projects we have been working on. NIC recently purchased the Curriculog and Acalog software programs from DIGARC Connected Curriculum. SRO worked with the deans and Marketing over the last year to transition from our PDF calendar format to the new and much improved Acalog system and launched our first online calendar in October 2020. This is an exciting ongoing project in which we will continue to see calendar enhancements each year.

Curriculog is a curriculum management software that integrates with Acalog to create a streamlined process that takes curriculum from initial stages of development through to implementation and inclusion in the NIC academic calendar and our Colleague system, as well as facilitating future curricular revision processes. SRO is currently in the process of testing of the forms, workflows and training documentation to implement this software.

We are also working on many relatively smaller projects such as:

- change to the Education Planner BC (EPBC) provincial application process with EPBC, moving to an XML data transfer format that will enhance the student and staff experience of application submission and processing;
- post-secondary transcript exchange;
- completion of high school transcript exchange;
- transfer of remaining processes to the new Colleague Self-Service platform from the old Webadvisor platform;
- development of new processes in support of micro-credentials and other customized, responsive programming.

Student Services

Submitted by Felicity Blaiklock

Well-Being Strategist

NIC Student Life is delighted to announce that Rachel Birch has been offered (and accepted) the position of Well-Being Strategist starting March 29, 2021. Rachel is a recent NIC Bachelor of Business Administration graduate and has many years' experience with the NIC Student Leadership Team.

This is a brand new one-year 50% position at NIC, made possible through grant funding received from the Canadian Mental Health Association's BC Division (CMHA BC), in partnership with BC's [Ministry of Mental Health and Addictions](#) (MMHA).

The Well-Being Strategist will be responsible for promoting a culture of health and well-being on campus by developing, implementing and evaluating a variety of programs, services and events to encourage healthy decision-making and healthy behaviour. Rachel will work with key stakeholders to identify the most effective means to promote well-being among NIC students including suicide prevention, substance education, and healthy relationships as well as initiatives designed specifically to connect and engage. Her work will be guided by the College strategic plan, NIC's Mental Health and Well-being Action Plan, Widening Our Doorways 10-point academic plan, and the Okanagan Charter: An International Charter for Health Promoting Colleges and Universities.

CARE (Compassion, Accessibility, Resilience, Engagement) Grant Applications Now Open

We are delighted to announce two new pilot grants for 2021/22 to promote and enhance mental health and well-being at NIC.

These grants are made possible thanks to a one-time funding from the Canadian Mental Health Association's BC Division (CMHA BC), in partnership with BC's [Ministry of Mental Health and Addictions](#) (MMHA). They will provide up to \$3,000 to support NIC employee initiatives that promote and foster health and well-being in the teaching and learning environments and/or in the wider campus communities.

1. The **CARE Teaching and Learning Grant** may be used for expenses related to the enhancement or promotion of mental health and well-being in a teaching and learning environment.
2. The **CARE Campus Community Grant** may be used for expenses related to the enhancement or

promotion of mental health and well-being in the NIC campus community.

For more information: <https://www.nic.bc.ca/about-us/the-nic-commitment/care-grants/> .

Orientation

An Orientation session is planned for May 3rd for students enrolled in spring/summer courses. We are also working, in collaboration with other departments, on a variety of live sessions, videos, and online learning modules as part of the Fall orientation. Most of the Fall orientation will be delivered virtually, however, we are making plans for a welcome booth on each campus for the first week of classes in September, if safety protocols permit.

Early Assist

Early Assist continues to be well utilized by faculty and staff with 91 referrals received to date this term. We continue to promote this program widely to encourage usage.

Student Engagement Opportunities

Since our last update, Student Life has held a number of student engagement opportunities, including the fourth and final session of our Brave Spaces series. This session focused on climate change and it was the most engaging session to date with numerous questions and comments from a passionate NIC community. We also presented a featured speaker, Kwame Osei, who delivered an inspirational address titled ‘Power of Choice’ to over 60 NIC community members. We are now presenting daily stress-buster posts and activities on our Student Life Instagram and Facebook accounts to assist students during the exam period.

**BOARD OF GOVERNORS
 MEETING AND PLANNING SCHEDULE
 September 2021 to August 2022**

MONTH/LOCATION	ROUTINE AGENDA ITEMS	Board Development/Education: SPECIAL ITEMS and PRESENTATIONS
JULY / AUGUST Committee Meetings		
SEPTEMBER 23, 2021 Regular Board Meeting TBC: Komoux Hall Boardroom, Comox Valley Campus	<ul style="list-style-type: none"> • Election of Chair and Vice-Chair • Banking Resolutions (if required) • Financial Information Act Report • 5-Year Capital Plan Priorities • BOG Retreat Agenda • Fall 2021 Stable Enrolment Report • First Quarter Financial Statements for 2021/2022 • Board Evaluation Results 	<ul style="list-style-type: none"> • Student and/or Employee Presentations • College Strategic Plan Update
OCTOBER 28-29, 2021 Port Alberni Region	BOARD RETREAT – Board Development/Education	<ul style="list-style-type: none"> • Board Objectives, 2022 • Board Committee Membership • Board, Committee and Individual Member Evaluation • Student and/or Employee Presentations
NOVEMBER 25, 2021 Regular Board Meeting Komoux Hall Boardroom, Comox Valley Campus	<ul style="list-style-type: none"> • 2022/2023 Budget Guidelines and Ongoing Budget Development Timeline • Second Quarter Financial Statements for 2021-2022 • 2022 Board of Governors Objectives • Board Committee Appointments • Bylaw 6 – International Tuition and Fee Bylaw 	<ul style="list-style-type: none"> • International Education and Internationalization Presentation • Student and/or Employee Presentations

	<ul style="list-style-type: none"> • Bylaw 4 – Domestic Tuition and Fee Bylaw • President’s Priority Performance Objectives, 2022 	
DECEMBER		<ul style="list-style-type: none"> • NIC Employee Recognition Event
JANUARY 27, 2022 Regular Board Meeting Komoux Hall Boardroom, Comox Valley Campus	<ul style="list-style-type: none"> • 2022-2023 Budget Preparation • Financial Projections to Year End 2021/2022 • Third Quarter Financial Statements for 2021/2022 • Fall/Winter Cumulative Stable Enrolment Report 	<ul style="list-style-type: none"> • Joint Meeting with NIC Foundation Board • Student Award Recipients Presentations • Employee Social Meet and Greet
FEBRUARY 2022 Committee Meetings	<ul style="list-style-type: none"> • Board Member Succession • Planning for Board Evaluation 	<ul style="list-style-type: none"> • Advocacy Planning (target late April meetings with provincial government MLA’s)
MARCH 24, 2022 Regular Board Meeting Mixalakwila Campus, Port Hardy	<ul style="list-style-type: none"> • Draft Government’s Mandate Letter 2022/2023 • Investment Portfolio Presentation 	<ul style="list-style-type: none"> • Student and/or Employee Presentations • Community Business Leaders Reception
APRIL 28, 2022 Regular Board Meeting Third Course Bistro, Campbell River Campus	<ul style="list-style-type: none"> • 2022/2023 Budget Approval • Board Planning and Meeting Schedule 2022/2023 	<ul style="list-style-type: none"> • Student and/or Employee Presentations • Community Business Leaders Reception

<p>JUNE 16, 2022</p> <p>Regular Board Meeting Komoux Hall Boardroom, Comox Valley Campus</p> <p>Graduation Ceremonies June</p>	<ul style="list-style-type: none"> • Final FTE Report for Year End March 31, 2022 • 2021/2022 Institutional Accountability Plan and Report Approval • 5-Year Capital Plan Priorities • Audited Financial Statements for Year Ended March 31, 2022 	<ul style="list-style-type: none"> • Student and/or Employee Presentations • Community Luncheon with Local Government and First Nations leaders
<p>JULY / AUGUST</p> <p>Committee Meetings</p>		

Draft

Board Evaluation Process
Survey Questions
April 2021



1. STRUCTURE (*ensuring appropriate board composition*)

Our Board Members:

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

2. PROCESSES (*enhancing board operations*)

Our Board Members:

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

Our Board Members:

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

Our Committee Members:

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

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

Our Board Members:

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

Board Evaluation Process
Survey Questions
April 2021



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

Our Board Members:

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

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

Our Board Members:

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

6. PROFICIENCY (*ensuring personal effectiveness*)

Our Board Members:

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

7. CULTURE (*strengthening group dynamics*)

Our Board Members:

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

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

Our Board Members:

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

**Board Evaluation Process
Survey Questions
April 2021**



9. Additional Comments

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



NIC PRESIDENT'S REPORT

to the BOARD OF GOVERNORS
for the period April 12 - April 23, 2021

April 29, 2021

FIRST 30 DAYS

WHAT I'M DOING

As NIC's new President, my focus in these very early days is primarily on:

- Onboarding and transition;
- Leadership and Board governance;
- Engagement with students, employees & unions;
- Relationship building with Ministry and community;
- NIC budget for fiscal year 21/22; and
- Strategic planning.

The development of BUILD 2026, my draft strategic plan is providing an opportunity to discuss these priorities publicly with community. These conversations will continue for the remainder of my first month.

Community Engagement

Listening and Learning

The majority of my first two weeks was spent on a listening and learning tour with students, employees and community members. It has been incredibly rewarding to answer their questions and hear their perspectives on a variety of topics. On my first day, NIC launched a new community engagement platform,

engage.nic.bc.ca, which will allow me to interact with people from across the vast 80,000 km² region we serve. I plan to visit people in communities in person, when COVID-19 restrictions are lifted.

I am now reaching out to community organizations and participants from the November 2019 Regional Community Forums. I am extremely grateful for the opportunity to start my position by establishing open and thoughtful communications with students, employees, and community partners. I plan to ensure conversations will continue regularly throughout my term.



Students from Port Hardy, Campbell River, the Comox Valley and California had an opportunity to ask me anything at a 1-hour online session April 16.



Business Administration faculty member Harley Elias was one of many passionate College Plan Committee members who provided detailed feedback.

NIC Draft Strategic Plan: BUILD 2026

BUILD 2026, which officially launched on engage.nic.bc.ca, serves as an anchor for these conversations.

As the Plan builds on the 21 commitments that emerged from consultations in 2019, it will also adapt with feedback from community members. A second draft is now available on the engage site, with the goal to have a final version available to the Board in May. To date, individual meetings have occurred or are scheduled with following groups:

College Community

- Students
- NICFA
- NISU
- CUPE
- College Plan Committee
- NIC Foundation Board
- Education Council
- Comox Valley ElderCollege Executive
- Board of Governors Members
- College Conversation (college-wide) - BUILD 2026

Region

- 35 First Nations and Indigenous leaders
- MLAs and MPs
- Ministry of Advanced Education and Skills Training
- Public Sector Employers' Association
- Mayors and CAOs
- School Districts
- Chambers of Commerce
- Island Health President and CEO
- Medical Health Officers
- Immigrant Welcome Centre
- Comox Valley Community Justice Centre
- Comox Valley Airport
- Port Alberni Port Authority
- 19 Wing Comox
- Regional District Chairs and CAOs
- INEO Employment Services
- Alberni Community & Women's Services
- Clayoquot Biosphere Trust
- NIEFS / WorkBC
- MOWI
- BC Colleges
- Presidents of BC Colleges

If you know of a group who should be on this list, please contact sue.bate@nic.bc.ca.



I enjoyed speaking with students in NIC's Indigenous Ecotourism Program, a partnership with Vancouver Island University (VIU), Heiltsuk Tribal Council and NIC, on April 19.

WHAT I'M THINKING ABOUT



WHAT I'M HEARING

The college community has been patiently waiting for a plan to steer us through the COVID-19 pandemic and recovery. In the words of one community partner “Finally!”

There is very positive support for BUILD 2026. Its mission and vision seem to resonate with the college community. College Plan Committee members and participants in 2019’s Regional Community Forums are seeing the integration of the 21 commitments into the plan and are recognizing their voices in BUILD 2026.

The overall response is best captured by one of NIC’s students who submitted the following to the engage site: “It is valuable document that provides an ambitious vision for North Island College. The architecture analogy provides a great story and interconnectedness to the history (and future) of NIC. This provides a strong message about how NIC can further become a leader in education locally, provincially and nationally.”

Constructive feedback has been strong, particularly with regards to support and elaboration in the following areas:

- People
- Flexible Learning
- Need for Evidence-based Decision Making
- Solutions with Community
- International Education

WHAT’S NEXT

- Continued feedback and consultation on BUILD 2026 and the supports communities need to thrive during a pandemic at engage.nic.bc.ca.
- The plan will come back to the Board for discussion and approval this spring

To read the BUILD 2026 second draft, visit engage.nic.bc.ca.

WHAT I'M THINKING ABOUT (CONTINUED)



How can we
engage employees
in realizing our
vision?



How can we better
support the health
and well-being of the
college community?

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: Regular
4.2.1 Tuition and Lab Fee Approval:
DGL 105 – Digital Graphics

Course Summary

DGL 105 Digital Graphics is a 3-credit course that was developed for the DIGITAL Design + Development Post Graduate Certificate and Diploma credentials. Students in the DIGITAL Design + Development programs require a course that provides instruction on how to sketch for idea generation, digital product wireframing and digital illustration using Adobe software. This course may also be used as an alternative to FIN 110 Drawing & 2-Dimensional Language I in all DIGITAL Design + Development programs.

DGL 105 was approved at Education Council on March 12, 2021.

Course Description

DGL 105 Digital Graphics

Every designer’s idea starts on paper then transforms through digital creation. In this course, students will develop their sketching skills to quickly and effectively sort, document and communicate their ideas. They will learn the fundamentals of hand-drawing and apply those skills to digital illustration as they master Adobe Illustrator. Their personal style and creativity will grow and evolve as they document their journey in their paper and digital sketchbooks and learn to present and manipulate their images using Adobe Photoshop.

Proposed Domestic Tuition & Fees

Course Name	Number of Credits	Tuition per Credit	Lab Fee	Total Course Cost
DGL 105 Digital Graphics	3	130.96	25.31	\$ 418.19

As this course is not a prescribed component of a current program the Tuition Limit Policy does not apply. Proposed tuition for DGL 105 is costed by credit in keeping with current academic course tuition and reflects similar costing of recent approvals in the DIGITAL Design + Development Programs.

Lab fees of \$25.31 are charged consistently on all DGL courses and are a means of partially subsidizing the cost of running the computer labs, including software and hardware expenses.

International Tuition

This program falls under the credit tuition category for academic programs per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18 per credit, for a total course tuition of \$1,404.54.

Action:

Board of Governors' approval of new tuition and lab fee.

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION AND LAB FEE, EFFECTIVE AUGUST 16, 2021:

Course Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Digital Graphics	DGL 105	Credit	\$130.96	\$392.88

Lab Fee	Lab Code	Cost per Lab
Digital Graphics	DGL 105	\$25.31

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: Regular
4.2.2 Tuition and Lab Fee Approval:
DGL 409 – Advanced Capstone Project 2

Course Summary

DGL 409 Advanced Capstone Project 2 is a 6-credit course that was developed for the DIGITAL Design + Development Post Graduate Diploma. This course supports the student’s ability to present a portfolio for potential employment that represents the wide range of abilities and skills they will have at the completion of this program.

DGL 409 was approved at Education Council on March 12, 2021.

Course Description

DGL 409 Advanced Capstone Project 2

This capstone project course provides students with the opportunity to propose and develop a self-directed body of work. The project allows students to target their area of expertise to synthesize the applied skills and theoretical knowledge of their accumulated education.

Proposed Domestic Tuition & Fees

Course Name	Number of Credits	Tuition per Credit	Lab Fee	Total Course Cost
DGL 409 Advanced Capstone Project 2	6	\$149.30	25.31	\$ 921.11

As this course is not a prescribed component of a current program the Tuition Limit Policy does not apply. Proposed tuition for DGL 409 is costed by credit in keeping with current academic course tuition and reflects similar costing of recent approvals (e.g. Computer Information Systems).

Lab fees of \$25.31 are charged consistently on all DGL courses and are a means of partially subsidizing the cost of running the computer labs, including software and hardware expenses.

International Tuition

This program falls under the credit tuition category for Academic programs per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18 per credit, or total cost of \$2,809.08

Action:

Board of Governors' approval of new tuition and lab fee.

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION AND LAB FEE, EFFECTIVE AUGUST 16, 2021:

Course Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Advanced Capstone Project 2	DGL 409	Credit	\$149.30	\$895.80

Lab Name	Lab Code	Cost per Lab
Advanced Capstone Project 2	DGL 409	\$25.31

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: Regular
4.2.3 New Program Credential Approval:
DIGITAL Design + Development Post Graduate Certificate
(PGC)

Program Summary

Program Length:	8 months
Program Outcome/Credential:	Certificate
Anticipated Start Date:	Fall 2021
Education Council Approval Date:	March 12, 2021

Program Description

The DIGITAL Design + Development Post Graduate Certificate (PGC) is intended primarily for domestic students drawn to our programs because we provide relevant, up to date curricula that prepare students for immediate employment in high demand occupations: web developers, software engineers, web app developers and other digital product development professions. These positions provide access to a variety of remote work opportunities, comparably high paying employment relative to wages in our catchment region and, due to a shortage of skilled workers in a booming industry, high job mobility.

The PGC is composed of the first year of the relevant diploma and ladders seamlessly into the diploma while offering an exit for students wishing for a shorter program. International learners may be interested in pairing the PGC with one of our existing one-year PDD programs in Business.

The program includes one extended, six-credit capstone project in which students produce a substantial digital product through all stages of the development life cycle: ideation, prototyping, testing, coding, quality assurance, deployment and launch. These projects enable students to develop strong, expertise-based portfolios that will grant them an advantage in securing upper-level, specialized positions in their focus area.

The program is composed of the following courses:

CPS 100	Computer Programming I (3 credits)
DGL 101	Digital Culture (3 credits)
DGL 103	HTML and CSS (3 credits)
DGL 104	Application Development Foundations (3 credits)
DGL 105	Digital Graphics (new – 3 credits)
DGL 111	User Experience and Interface Design (3 credits)
DGL 113	Introduction to JavaScript (3 credits)
DGL 309	Advanced Capstone Project I (6 credits)
ENG 170	Writing Digital Content (3 credits)
-or- ENG 104	Foundations of Academic Writing (3 credits)
Total Credits = 30	

Program Rationale

A PGC is attractive to degree graduates returning to school for industry-based training. As mentioned in the 2018 BC Tech Report and at the 2019 BC Tech Higher Education Summit, degree graduates often lack the hands-on, practical training that is required in contemporary digital product development. The industry relies on short-term, skills-based training like ours to fill vacant positions.

Domestic Tuition & Fees

Tuition will be charged per credit in keeping with current academic tuition and fees. Under this model, rates for preexisting courses would be subject to the Tuition Limit Policy and therefore already established per current Bylaw 4. Tuition for the new courses (DGL 105 + ENG 170) are proposed under separate covers. Under this proposed model, and assuming approval of presented tuition for the new courses, total domestic program tuition and lab fees would be approximately \$3,412 in the 2021-2022 academic year. Tuition will change depending on the student's choice of English course.

International Tuition

This program falls under the credit tuition category for academic programs per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18 per credit, for a total tuition cost of \$14,045.40 in the 2021-2022 academic year.

Action

Board of Governors' approval of new credential

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE NEW CREDENTIAL DIGITAL DESIGN + DEVELOPMENT POST GRADUATE CERTIFICATE, EFFECTIVE AUGUST 16, 2021.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: Regular
4.2.4 New Program Credential Approval:
DIGITAL Design + Development Post Graduate Diploma
(PGD)

Program Summary

Program Length:	2 years
Program Outcome/Credential:	Diploma
Anticipated Start Date:	Fall 2021
Education Council Approval Date:	March 12, 2021

Program Description

The DIGITAL Design + Development Post Graduate Diploma (PGD) has two streams. The Web Development stream provides training for ‘front-end’ (coding static and dynamic websites), ‘back-end’ (accessing server-side databases) and web application (coding a software application that runs on a browser like Chrome) development. The Mobile App Development stream provides training to code software applications on both android (i.e. Samsung) and iOS (Apple) mobile devices.

Both streams provide flexibility through electives to augment the credential focus with an additional study area. Our current Web and Mobile Application Development Diploma provides training for ‘full-stack’ development in both web development and mobile app development. While this outcome is advantageous to secure entry-level positions in a variety of employment environments, the number of required courses in that program results in very limited elective options. We have received feedback from mature students with existing degrees that they would prefer to choose their focus of study (based on how it integrates with their previous education) and augment it with other studies (which tends towards business and marketing, due to the potential to launch a tech start-up after graduation or to include digital marketing in one’s product development skill set).

The programs include extended, six-credit capstone projects in which students produce a substantial digital product through all stages of the development life cycle: ideation, prototyping, testing, coding, quality assurance, deployment and launch. These projects enable students to develop strong, expertise-based portfolios that will grant them an advantage in securing upper-level, specialized positions in their focus area.

Following are the required courses in each program stream:

DIGITAL Design + Development Post Graduate Diploma (Web Development Stream):

CPS 100	Computer Programming I (3 credits)
CPS 146	Database Fundamentals (3 credits)
DGL 101	Digital Culture (3 credits)
DGL 103	HTML and CSS (3 credits)
DGL 104	Application Development Foundations (3 credits)
DGL 105	Digital Graphics (new – 3 credits)
DGL 111	User Experience and Interface Design (3 credits)
DGL 113	Introduction to JavaScript (3 credits)
DGL 123	Introduction to PHP (3 credits)
DGL 203	Advanced CSS (3 credits)
DGL 211	Project Management for Digital Content Production (3 credits)
DGL 213	Applied JavaScript (3 credits)
DGL 223	WordPress Development (3 credits)
DGL 233	Advanced WordPress Development (3 credits)
DGL 309	Advanced Capstone Project 1 (6 credits)
DGL 409	Advanced Capstone Project 2 (new – 6 credits)
ENG 170	Writing for Digital Content (new – 3 credits)
-or- ENG 104	Foundations of Academic Writing (3 credits)
Elective	3-credit elective (3 credits)
Total Credit = 60	

DIGITAL Design + Development Post Graduate Diploma (Mobile App Development Stream):

CPS 100	Computer Programming I (3 credits)
CPS 146	Database Fundamentals (3 credits)
DGL 101	Digital Culture (3 credits)
DGL 103	HTML and CSS (3 credits)
DGL 104	Application Development Foundations (3 credits)
DGL 105	Digital Graphics (new – 3 credits)
DGL 111	User Experience and Interface Design (3 credits)
DGL 113	Introduction to JavaScript (3 credits)
DGL 114	Android Application Development (3 credits)
DGL 204	Programming for Mobile App Development (3 credits)
DGL 211	Project Management for Digital Content Production (3 credits)
DGL 213	Applied JavaScript (3 credits)
DGL 214	Advanced Mobile App Development (3 credits)
DGL 309	Advanced Capstone Project 1 (6 credits)
DGL 409	Advanced Capstone Project 2 (new – 6 credits)
ENG 170	Writing for Digital Content (new – 3 credits)
-or- ENG 104	Foundations of Academic Writing (3 credits)
Elective	3-credit elective
Elective	3-credit elective
Total Credit = 60	

Program Rationale

A PGD is attractive to degree graduates returning to or continuing school for industry-based training. The credential will primarily appeal to international learners but also be open for domestic student admission. As mentioned in the 2018 BC Tech Report and at the 2019 BC Tech Higher Education Summit, degree graduates often lack the hands-on, practical training that is required in contemporary digital product development. The industry relies on short-term, skills-based training like ours to fill vacant positions.

The majority of our international students enter our program with an existing degree (computer science, software engineering) from their home countries, however, not all countries support study permits for students pursuing additional undergraduate studies. A PGD would increase recruitment possibilities from a wider range of countries.

Adding a Post Graduate Diploma to our roster of programs is advantageous to our entire program area. As demand grows, attracting international students with existing degrees widens our potential pool of applicants to support additional sections of courses that can be shared across multiple programs and benefit all learners in our suite of Digital Design and Development programs.

Domestic Tuition and Fees

Tuition for this program will be charged by credit in keeping with current academic tuition and fees. Under this model, rates for preexisting courses are subject to the Tuition Limit Policy and are therefore already established per current Bylaw 4. Tuition for the new courses are proposed under separate covers. Under this proposed model, and assuming approval of presented tuition for the new courses, total domestic program tuition and lab fees would be approximately \$7,000 over 2 years depending on stream and elective choices.

International Tuition

This program falls under the credit tuition category for academic programs per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18 per credit, for an estimated program tuition of \$28,091 over 2 years.

Action:

Board of Governors' approval of new credential

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE NEW CREDENTIAL DIGITAL DESIGN + DEVELOPMENT POST GRADUATE DIPLOMA, EFFECTIVE AUGUST 16, 2021.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS

April 29, 2021

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

AGENDA ITEM: Regular
4.2.5 New Course Tuition Approval: ENG 170 - Writing Digital Content

Course Description

English 170 is an applied writing course which focuses on the importance of effective writing for digital platforms, including email, social media, and websites. This course also introduces students to the relationships between digital content and Search Engine Optimization (SEO) and analytics.

ENG 170 is a required course in Digital Design and Development PDD and PDC (other than students with an IELTS below 6.0). It will also serve as an elective option in the Associate of Arts/Science Degree.

Education Council Approval Date: March 13, 2020

Proposed Domestic Tuition & Fees

Course Name	Number of Credits	Tuition per Credit	Lab Fee	Total Course Cost
ENG 170: Writing Digital Content	3	\$130.96	n/a	\$392.88

The proposed tuition is costed by credit in keeping with current academic course tuition as well as one of the new courses (DGL 105) in the Digital Design and Development PDD and PDC programs.

Proposed International Tuition

This program falls under the credit tuition category for academic programs per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18 per credit, for a total cost of \$1,404.54.

Action

Board of Governors' approval of tuition.

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION, EFFECTIVE AUGUST 16, 2021.

Course Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Writing Digital Content	ENG 170	Credit	\$130.96	\$392.88

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: Regular
4.2.6 New Course Tuition Approval: MAT 156 - Applied Math and Statistics for Computing

Course Description

Students will learn mathematical and statistical concepts relevant to introductory computer programming for development of programming and data interpretation skills. Students will study binary numbers, logic, Boolean algebra, sequences, series, and asymptotic (Big-O) notation, counting techniques, introductory probability, descriptive statistics, and confidence intervals.

Education Council Approval Date: March 13, 2020

Proposed Domestic Tuition & Fees

Course Name	Number of Credits	Tuition per Credit	Lab Fee	Total Course Cost
MAT 156: Applied Math and Statistics for Computing	4	\$149.30 credit	n/a	\$597.20

This is a required course for students in the Computer Information Systems Certificate program. This course replaces two, separate, mathematics/statics courses. The tuition rate is consistent with the program courses, i.e. MAT 155, that MAT 156 replaces.

Proposed International Tuition

This program falls under the Academic tuition category per *International Tuition and Fees Bylaw No. 6, 2021*, therefore approval is not required. Tuition will be set at \$468.18/credit, or total cost of \$1,872.72.

Action:

Board of Governors' approval of tuition.

Suggested Resolution

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE FOLLOWING DOMESTIC TUITION, EFFECTIVE AUGUST 16, 2021:

Course Name	Course Code	Costing Unit	Cost/Unit	Total Course Cost
Applied Math and Statistics for Computing	MAT 156	Credit	\$149.30	\$597.20

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: **Regular Meeting**
4.3.1 F21/22 Budget (*attachment*)

Background:

The fiscal year 2021-22 draft budget is attached. It is still referenced as a draft budget until it is approved by the Board of Governors. However, there are no further changes contemplated in the budget.

The budget is based on a key set of assumptions that are outlined below. They are meant to ensure the budget target is achievable and realistic.

Budget Assumptions:

Below are some of the significant items impacting the College's 2020/21 budget.

1. The Ministry has provided written confirmation that NIC can budget for and run a deficit in fiscal year 2021/22. The budget deficit is well within that approved amount of \$2.309 million.
2. The Ministry base operating grant allocation will be as communicated in the interim operating grant allocation communication letter dated March 30, 2021. That amount is \$25.2 million, excluding one-time funding allocations communicated separately.
3. International student tuition and fee revenues will be down by approximately 30% over fiscal 20-21 levels.
4. Domestic student tuition and fee revenues will be on par with fiscal 20-21 levels.
5. Ancillary revenues in the Bookstore and Cafeterias are projected in the budget to be down by 35% over the amounts in the 20-21 budget. However, this has not been projected to add to the overall College deficit.
6. Investment income is projected to be down by 17% from the amount built into the 20-21 budget.

7. The expenditures as shown reflect full costing of the program delivery and contract training as projected in the revenue line items in the budget.

Action:

For the Board's review and approval.

Suggested Resolution:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE FISCAL 2021/22 BUDGET AS PRESENTED.

NORTH ISLAND COLLEGE
2021-2022 Budget - Draft

	<u>2021-2022</u>	<u>2020-2021</u>	<u>Change</u>
Revenues			
Province of BC revenues			
Base operating grant	\$28,098,978	\$27,429,603	\$669,375
Industry Training Authority grant	3,272,668	2,971,911	300,757
Routine capital	160,592	320,020	-159,428
Leases	347,604	344,640	2,964
Aboriginal Service Plan	436,473	510,661	-74,188
Literacy grants (CALP)	210,896	233,500	-22,604
Student aid (AUG, LDAB, SOS, AEF)	359,620	383,899	-24,279
Educational partnerships (VIU, Island Health)	817,593	789,000	28,593
Provincial contracts	772,896	1,116,455	-343,559
	<u>34,477,320</u>	<u>34,099,689</u>	<u>377,631</u>
Federal Government grants and contracts	1,058,752	725,963	332,789
Student fees			
Base funded programs	4,781,634	4,586,833	194,801
Cost recovery program	1,188,371	1,314,132	-125,761
International Education	4,843,623	6,892,555	-2,048,932
	<u>10,813,628</u>	<u>12,793,520</u>	<u>-1,979,892</u>
Sales of goods			
Bookstore revenue	820,000	1,294,000	-474,000
Cafeteria revenue	145,000	184,000	-39,000
	<u>965,000</u>	<u>1,478,000</u>	<u>-513,000</u>
Contract services	1,543,284	280,083	1,263,201
Investment income	450,020	543,350	-93,330
Other income	420,692	450,900	-30,208
	<u>49,728,696</u>	<u>50,371,505</u>	<u>-642,809</u>
Total Operating Revenue	49,728,696	50,371,505	-642,809
Amortization of deferred capital revenue	2,916,306	2,911,442	4,864
	<u>52,645,002</u>	<u>53,282,947</u>	<u>-637,945</u>
Total Revenue	52,645,002	53,282,947	-637,945
Expenditures			
Salaries, benefits, other personnel costs	39,413,285	38,671,232	742,053
Advertising and promotion	781,982	744,989	36,993
Books and periodicals	361,924	288,123	73,801
Cost of good sold	676,112	999,150	-323,038
Equipment costs	1,659,538	1,234,312	425,226
Facilities costs	2,745,905	2,577,977	167,928
Financial service charges	234,003	232,695	1,308
General fees and services	1,563,069	1,833,265	-270,196
Student awards	732,354	883,615	-151,261
Supplies and general expenses	1,471,260	1,230,057	241,203
Travel	704,941	763,662	-58,721
Grant transfers	210,896	233,500	-22,604
Donation to Foundation	0	0	0
Amortization of capital assets	3,645,840	3,590,370	55,470
	<u>54,201,109</u>	<u>53,282,947</u>	<u>918,162</u>
Total Expenditures	54,201,109	53,282,947	918,162
Revenue less Expenditures	<u>-1,556,107</u>	<u>0</u>	<u>-1,556,107</u>

**Variance Analysis
Revenues**

Base Operating Grant Breakdown	FY 21-22	FY 20-21	Variance
Ministry Operating Grant	25,443,082	24,793,648	649,434
One-Time Grants	2,655,896	2,635,955	19,941
Total	28,098,978	27,429,603	669,375

Notes: 1. The Ministry Operating grant now restated to include the Sustainable Services Negotiating Mandate (SSNW) funding in the fiscal year for which it pertains.
 2. The increase in the Base Operating grant relates to the wage settlements under the SSNM (\$591K), the carry over amount for ABE/ELL of \$51K, and a misc. variance of \$7K.
 3. For consistency of presentation, the one-time grants shown above compares budgets, and not actual grants received for the prior year. Little change from budget to budget in this format.

Student Fees	FY 21-22	FY 20-21	Variance
International Education	4,843,623	6,892,555	-2,048,932

Notes: 1. Decline in International Education tuition and fee revenue relates to reduced number of students able to travel and study in Canada. The 20/21 budget was prepared prior to the pandemic and estimated a Headcount over the year of approximately 500 students. This year we budgeted for 134 students in the Spring, 368 in Fall, and 404 in Winter.

Sale of Goods and Services	FY 21-22	FY 20-21	Variance
Bookstore and Cafeteria Total	965,000	1,478,000	-513,000

Notes: 1. Projecting that Bookstore and Cafeteria revenue will still be impacted by reduced numbers of students on campus until the pandemic begins to subside.

Contract Revenue	FY 21-22	FY 20-21	Variance
Business/Industry contracts Total	1,543,284	280,083	1,263,201

Notes: 1. Contract revenue is up significantly. Much of this is in Trades (Welder Foundation, Motion Picture, Coastal Forest).

Expenditures

Salaries and Benefits	Variance
Annual wage increase (SSNM, Admin) & Step Increases	874,000
Benefit Cost Savings	-195,000
Reduced Staffing costs re: International and Pandemic related	-914,000
Staffing cost Increases re: Contracts, Research and Projects	<u>977,000</u>
Total	742,000

Notes: 1. Areas of decrease relate mainly to pandemic impacts. SSNM wage increases are funded by the Province. Significant increases (\$977K) relate to increased contract revenue in FY 21-22.

Cost of Goods Sold	FY 21-22	FY 20-21	Variance
Total	676,112	999,150	-323,038

Notes: 1. Decrease due directly to reduced Sales in Bookstore and Cafeteria; doesn't directly add to deficit.

Equipment Costs	FY 21-22	FY 20-21	Variance
Total	1,659,538	1,234,312	425,226

Notes: 1. The increase in Equipment costs relate mainly to increased technology costs related to the pandemic. These have been funded by decreased costs in other areas.

NORTH ISLAND COLLEGE BOARD OF GOVERNORS
April 29, 2021

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

AGENDA ITEM: **Regular Meeting**
4.3.2 F20/21 Draft Financial Statements

Background:

The fiscal year ended March 31st 20/21 financial statements are currently being completed by NIC's Finance department. At the time of writing this cover sheet, the statements are still in process and adjustments are still being made daily.

NIC's auditors KPMG will complete their audit work during the week of May 3rd, 2021. With this timeline in mind, a draft of the statements will be provided to the Board on April 27th or 28th, in advance of the Board meeting on April 29th. This will ensure the draft financial statements are closer to completion.

After the audit is complete in early May, the final statements will come to the Board at the June meeting for final approval.

Action:

For information only.

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the year ended March 31, 2021**

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North Island College
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For the year ended March 31, 2021

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North Island College
Statement of Financial Position
As at March 31, 2021 with comparative information for 2020

	Note	2021	2020
Financial assets			
Cash and cash equivalents		\$ 4,711,185	\$ 2,470,219
Accounts receivable		2,045,206	457,258
Due from government organizations	3	393,855	1,376,126
Inventories held for resale		260,231	269,079
Portfolio investments	4	<u>16,877,118</u>	<u>14,880,723</u>
		24,287,595	19,453,405
Liabilities			
Accounts payable and accrued liabilities	5	10,758,605	9,281,633
Due to government organizations	3	115,980	300,865
Employee future benefits	6	582,559	437,680
Leasehold inducements	16	315,261	368,392
Deferred revenue		2,154,560	1,941,038
Deferred contributions	7	13,477,287	10,090,405
Deferred capital contributions	8	<u>37,926,125</u>	<u>39,302,068</u>
		65,330,377	61,722,081
Net debt		(41,042,782)	(42,268,676)
Non-financial assets			
Tangible capital assets	9	47,555,077	48,694,099
Prepaid expenses		<u>490,592</u>	<u>214,757</u>
		48,045,669	48,908,856
Accumulated surplus		<u>\$ 7,002,892</u>	<u>\$ 6,640,180</u>
Accumulated surplus is comprised of:			
Accumulated surplus		\$ 5,459,679	\$ 7,039,809
Accumulated rereasurement gains		<u>1,543,213</u>	<u>(399,629)</u>
		<u>\$ 7,002,892</u>	<u>\$ 6,640,180</u>
Commitments and contingencies (notes 11 & 12)			
Contractual rights (note 14)			
Subsequent events (note 16)			
See accompanying notes to the financial statements			

Approved on behalf of the Board of Governors

Eric Mosley,
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, 2021 with comparative information for 2020

	Note	Budget 2021 Note 2(j)	2021	2020
Revenue				
Province of British Columbia		\$ 34,099,689	\$ 32,066,598	\$ 30,906,898
Government of Canada grants		725,963	311,642	272,410
Tuition and student fees		12,793,520	10,387,895	12,893,094
Contract services		280,083	926,993	1,062,820
Sales of goods and services		1,478,000	767,529	1,467,377
Investment income		543,350	739,108	1,080,917
Other income		450,900	682,194	886,648
Revenue recognized from deferred capital contributions	8	<u>2,911,442</u>	<u>3,394,320</u>	<u>2,876,282</u>
		53,282,947	49,276,279	51,446,446
Expenses (Schedule 1)				
Instructional and non-sponsored research		50,229,536	48,455,000	49,549,743
Ancillary services		1,376,318	1,033,703	1,574,525
Sponsored research		686,794	326,658	199,446
Special purpose		<u>990,299</u>	<u>1,041,048</u>	<u>1,034,147</u>
		53,282,947	50,856,409	52,357,861
(Deficit) Surplus for the year		-	(1,580,130)	(911,415)
Accumulated surplus, beginning of year		<u>7,039,809</u>	<u>7,039,809</u>	<u>7,951,224</u>
Accumulated surplus, end of year		<u>\$ 7,039,809</u>	<u>\$ 5,459,679</u>	<u>\$ 7,039,809</u>

See accompanying notes to the financial statements

North Island College
Statement of Changes in Net Debt
For the year ended March 31, 2021 with comparative information for 2020

	Budget 2021 Note 2(j)	2021	2020
(Deficit) Surplus for the year	\$ -	\$ (1,580,130)	\$ (911,415)
Acquisition of tangible capital assets	-	(2,857,013)	(9,702,160)
Amortization of tangible capital assets	3,590,370	3,993,464	3,344,446
Gain on sale of tangible capital assets	-	-	(61,795)
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>66,700</u>
	3,590,370	1,136,451	(6,352,809)
Acquisition of prepaid expenses	-	(487,326)	(206,706)
Use of prepaid expenses	<u>-</u>	<u>230,042</u>	<u>125,717</u>
	-	(257,284)	(80,989)
Net remeasurement losses	<u>-</u>	<u>1,942,842</u>	<u>(1,606,181)</u>
Change in net debt	3,590,370	1,241,879	(8,951,394)
Net debt, beginning of year	<u>(42,268,676)</u>	<u>(42,268,676)</u>	<u>(33,317,282)</u>
Net debt, end of year	<u>\$ (38,678,306)</u>	<u>\$ (41,026,797)</u>	<u>\$ (42,268,676)</u>

See accompanying notes to the financial statements

North Island College
Statement of Remeasurement Gains and Losses
For the year ended March 31, 2021 with comparative information for 2020

	2021	2020
Accumulated remeasurement gains, beginning of year	\$ (399,629)	\$ 1,206,552
Unrealized gains (losses) attributed to:		
Portfolio investments	2,091,941	(1,116,303)
Amounts reclassified to the statement of operations:		
Realized gains on pooled funds	<u>(149,099)</u>	<u>(489,878)</u>
Net remeasurement losses for the year	<u>1,942,842</u>	<u>(1,606,181)</u>
Accumulated remeasurement (losses) gains, end of year	<u>\$ 1,543,213</u>	<u>\$ (399,629)</u>

See accompanying notes to the financial statements

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North Island College
Statement of Cash Flows
For the year ended March 31, 2021 with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operations		
(Deficit) Surplus for the year	\$ (1,580,130)	\$ (911,415)
Items not involving cash:		
Amortization of tangible capital assets	3,993,464	3,344,446
Revenue recognized from deferred capital contributions	(3,394,320)	(2,876,282)
Change in employee future benefits	144,879	(79,630)
Change in lease inducements	(53,131)	(71,394)
Gain on sale of tangible capital assets	-	(61,795)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(1,587,948)	379,296
Decrease (increase) in due from government organizations	982,271	657,418
Increase in prepaid expenses	(275,836)	(80,989)
Decrease (increase) in inventories held for resale	8,848	78,262
Increase (decrease) in accounts payable and accrued liabilities	1,476,972	551,891
Increase (decrease) in due to government organizations	(184,885)	(333,965)
Increase (decrease) in deferred revenue	213,523	(400,315)
Increase (decrease) in deferred contributions	<u>3,386,881</u>	<u>(2,495,770)</u>
Net change in cash from operating activities	3,130,588	(2,300,242)
Capital activities		
Cash used to acquire tangible capital assets	(2,854,444)	(9,702,160)
Increase in deferred capital contributions	2,018,377	5,337,304
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>66,700</u>
Net change in cash from capital activities	(836,067)	(4,298,156)
Investing activities		
Decrease (increase) in investments	<u>(53,553)</u>	<u>3,805,051</u>
Net change in cash from investing activities	(53,553)	3,805,051
Net change in cash and cash equivalents	2,240,968	(2,793,347)
Cash and cash equivalents, beginning of year	<u>2,470,219</u>	<u>5,263,566</u>
Cash and cash equivalents, end of year	<u>\$ 4,711,187</u>	<u>\$ 2,470,219</u>

See accompanying notes to the financial statements

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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 2019-2020 Budget approved by the Board of Governors of North Island College on April 26, 2019.

Budget figures are presented only for information purposes.

3 Due from and to government organizations

Due from:	2021	2020
Federal government	\$ 608	\$ 608
Provincial government	1,299,647	1,299,647
Other government organizations	<u>75,871</u>	<u>75,871</u>
	<u>\$ 1,376,126</u>	<u>\$ 1,376,126</u>
Due to:	2021	2020
Federal government	\$ 46,299	\$ 46,299
Provincial government	201,942	201,942
Other government organizations	<u>52,624</u>	<u>52,624</u>
	<u>\$ 300,865</u>	<u>\$ 300,865</u>

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North Island College
Notes to the Financial Statements
Year ended March 31, 2021

4 Portfolio investments

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

	2021	2020
Fixed income	\$ 600,112	\$ 781,541
Pooled bond funds	8,156,904	6,853,105
Pooled equity funds	<u>8,120,102</u>	<u>7,246,077</u>
	<u>\$ 16,877,118</u>	<u>\$ 14,880,723</u>

5 Accounts payable and accrued liabilities

	2021	2020
Trade payables	\$ 1,592,591	\$ 1,592,591
Salaries and benefits payable	940,327	940,327
Accrued leaves payable	3,407,588	3,407,588
Other payables and accrued liabilities	<u>3,341,126</u>	<u>3,341,126</u>
	<u>\$ 9,281,632</u>	<u>\$ 9,281,632</u>

6 Employee future benefits

(a) Pension benefits:

The College and its employees contribute to the College Pension Plan and the Municipal Pension Plan (jointly trustee 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, 2019, the College Pension Plan has about 15,000 active members, and approximately 9,000 retired members. As at December 31, 2019, the Municipal Pension Plan has about 213,000 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, 2018, indicated a \$303 million surplus for basic pension benefits on a going concern basis.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

6 Employee future benefits (continued)

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The College paid \$2,556,788 for employer contributions to the plans in fiscal 2021 (2020: \$2,698,207).

The next valuation for the College Pension Plan will be as at August 31, 2021 with results available in 2022. The next valuation for the Municipal Pension Plan will be December 31, 2021, with results available in 2022.

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:

	2021	2020
Severance	\$ 509,559	\$ 364,680
Accumulated sick leave benefit	<u>73,000</u>	<u>73,000</u>
	<u>\$ 582,559</u>	<u>\$ 437,680</u>

(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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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:

	2021		
	Land Sale	Other	Total
Balance, beginning of year	\$ 3,961,144	\$ 6,129,261	\$ 10,090,405
Contributions received	-	10,443,950	10,443,950
Transfers	-	-	-
Revenue recognized	-	(8,641,701)	(8,641,701)
Balance, end of year	<u>\$ 3,961,144</u>	<u>\$ 7,931,510</u>	<u>\$ 11,892,654</u>

	2020		
	Land Sale	Other	Total
Balance, beginning of year	\$ 3,961,144	\$ 8,625,031	\$ 12,586,175
Contributions received	-	8,619,910	8,619,910
Transfers	-	(1,878,755)	(1,878,755)
Revenue recognized	-	(9,236,925)	(9,236,925)
Balance, end of year	<u>\$ 3,961,144</u>	<u>\$ 6,129,261</u>	<u>\$ 10,090,405</u>

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:

	2021	2020
Balance, beginning of year	\$ 39,302,068	\$ 36,841,046
Contributions received during the year - cash	2,818,377	3,458,549
Contributions received during the year - in kind	-	-
Transfers	-	1,878,755
Revenue recognized from deferred capital contributions	(3,287,573)	(2,876,282)
Balance, end of year	<u>\$ 38,832,872</u>	<u>\$ 39,302,068</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

9 Tangible capital assets

Cost	Mar 31, 2020	Additions	Transfers	Disposals	Mar 31, 2021
Land	\$ 457,919	\$ -	\$ -	\$ -	\$ 457,919
Site improvements	2,569,590	-	-	-	2,569,590
Buildings	82,787,992	-	308,688	-	83,096,680
Furniture & equipment	4,667,961	5,324	-	(221,327)	4,451,958
Software & licences	34,138	-	-	(9,686)	24,452
Computer equipment	1,030,383	6,577	-	-	1,036,960
Leasehold improvements	2,199,271	-	-	-	2,199,271
Vehicles	570,378	-	-	(56,708)	513,670
Library books	466,991	15,149	-	(42,748)	439,392
Assets under construction	883,404	774,447	(308,688)	-	1,349,163
Total	\$ 95,668,027	\$ 801,497	\$ -	\$ (330,469)	\$ 96,139,055

Accumulated amortization	Mar 31, 2020	Amortization	Disposals	Mar 31, 2021
Site improvements	\$ 2,279,610	\$ 58,554	\$ -	\$ 2,338,164
Buildings	41,211,104	1,730,164	-	42,941,268
Furniture & equipment	1,834,076	665,569	(221,327)	2,278,318
Software & licences	28,074	3,795	(9,686)	22,183
Computer equipment	541,571	174,509	-	716,080
Leasehold improvements	480,818	203,015	-	683,833
Vehicles	339,077	77,050	(56,708)	359,419
Library books	259,598	30,964	(42,748)	247,814
Total	\$ 46,973,928	\$ 2,943,620	\$ (330,469)	\$ 49,587,079

	Net Book Value Mar 31, 2020	Net Book Value Mar 31, 2021
Land	\$ 457,919	\$ 457,919
Site improvements	289,980	231,426
Buildings	41,576,888	40,155,412
Furniture & equipment	2,833,885	2,173,640
Software & licences	6,064	2,269
Computer equipment	488,812	320,880
Leasehold improvements	1,718,453	1,515,438
Vehicles	231,301	154,251
Library books	207,393	191,578
Assets under construction	883,404	1,349,163
Total	\$ 48,694,099	\$ 46,551,976

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

9 Tangible capital assets (continued)

Cost	Mar 31, 2019		Additions		Transfers		Disposals		Mar 31, 2020	
Land	\$	457,919	\$	-	\$	-	\$	-	\$	457,919
Site improvements		2,404,933		-		164,657		-		2,569,590
Buildings		58,555,256		285,675		23,947,061		-		82,787,992
Furniture & equipment		2,923,338		1,215,605		861,603		(332,585)		4,667,961
Software & licences		30,997		3,141		-		-		34,138
Computer equipment		1,121,541		158,051		-		(249,209)		1,030,383
Leasehold improvements		1,631,007		17,029		551,235		-		2,199,271
Vehicles		577,386		-		-		(7,008)		570,378
Library books		471,160		39,493		-		(43,662)		466,991
Assets under construction		<u>18,424,794</u>		<u>7,983,166</u>		<u>(25,524,556)</u>		<u>-</u>		<u>883,404</u>
Total	\$	<u>86,598,331</u>	\$	<u>9,702,160</u>	\$	<u>-</u>	\$	<u>(632,464)</u>	\$	<u>95,668,027</u>

Accumulated amortization	Mar 31, 2019		Amortization		Disposals		Mar 31, 2020	
Site improvements	\$	2,206,645	\$	72,965		-	\$	2,279,610
Buildings		39,185,757		2,025,347		-		41,211,104
Furniture & equipment		1,500,472		666,189		(332,585)		1,834,076
Software & licences		19,705		8,369		-		28,074
Computer equipment		596,136		194,644		(249,209)		541,571
Leasehold improvements		259,065		221,753		-		480,818
Vehicles		228,049		113,130		(2,102)		339,077
Library books		<u>261,212</u>		<u>42,049</u>		<u>(43,663)</u>		<u>259,598</u>
Total	\$	<u>44,257,041</u>	\$	<u>3,344,446</u>		<u>(627,559)</u>	\$	<u>46,973,928</u>

	Net Book Value		Net Book Value	
	Mar 31, 2019		Mar 31, 2020	
Land	\$	457,919	\$	457,919
Site improvements		198,288		289,980
Buildings		19,369,499		41,576,888
Furniture & equipment		1,422,866		2,833,885
Software & licences		11,292		6,064
Computer equipment		525,405		488,812
Leasehold improvements		1,371,942		1,718,453
Vehicles		349,337		231,301
Library books		209,948		207,393
Assets under construction		<u>18,424,794</u>		<u>883,404</u>
Total	\$	<u>42,341,290</u>	\$	<u>48,694,099</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

9 Tangible capital assets (continued)

(a) Assets under construction

Assets under construction having a value of \$xxxx (2020: \$883,404) 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 \$nil (2020 -\$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, 2021 the amount of allowance for doubtful debts was \$177,063 (2020: \$147,342), 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.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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	St. Joe's Campus	Port Hardy Campus	Total
2022	\$ -	\$ 91,140	\$ 143,883	\$ 235,023
2023	-	91,140	59,951	151,091
2024	-	4,262	-	4,262
Total contractual obligations	<u>\$ -</u>	<u>\$ 186,542</u>	<u>\$ 203,834</u>	<u>\$ 390,376</u>

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, 2020 there are no outstanding claims.

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

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, 2021 accounts payable of the College included \$xxxx (2020: \$505,653) due to the Foundation.

	2021	2020
Bursaries	\$ 531,265	\$ 531,265
Donations and other	994,013	994,013
Gifts-in-kind	<u>12,225</u>	<u>12,225</u>
Foundation contributions to the College	<u>\$ 1,537,503</u>	<u>\$ 1,537,503</u>
College contributions to the Foundation	<u>\$ 106,359</u>	<u>106,359</u>

14 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	St. Joe's Campus	Port Hardy Campus	Total
2022	\$ -	\$ 91,140	\$ 143,883	\$ 235,023
2022	-	91,140	59,951	151,091
2024	-	7,595	-	7,595
Total contractual rights	<u>\$ -</u>	<u>\$ 189,875</u>	<u>\$ 203,834</u>	<u>\$ 393,709</u>

North Island College
Notes to the Financial Statements
Year ended March 31, 2021

15 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.

16 Subsequent Event

Subsequent to the year end, the outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in the federal and provincial governments enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally resulting in an economic slowdown. Global equity and capital markets have also experienced significant volatility and weakness. The governments have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions.

The College also expects COVID-19 to impact future student enrollment and delivery of education. Work on alternative instructional delivery methods is expected to continue.

It is not possible to forecast with certainty the duration and full scope of the economic impact of COVID-19 and other consequential changes it will have on the College's business and operations, both in the short term and in the long term. In a long term scenario, certain aspects of the College's business and operations that could potentially be impacted include student enrollment, severance costs, investment portfolio volatility and staffing levels.

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North Island College
Schedule 1 - Schedule of Expenses by Object
For the year ended March 31, 2021 with comparative information for 2020

Expenses	Budget 2021	2021	2020
Salaries and benefits	\$ 37,962,501	\$ 35,467,028	\$ 35,252,057
Other personnel costs	708,731	873,974	953,140
Advertising and promotion	744,989	382,465	826,837
Books and periodicals	288,123	289,746	252,415
Cost of goods sold	999,150	540,028	1,041,549
Equipment costs	1,234,312	2,135,715	1,606,223
Facility costs	2,577,977	3,228,851	3,682,867
Financial service charges	232,695	278,003	262,271
General fees and services	1,833,265	1,364,191	1,777,485
Student awards	883,615	821,881	813,986
Supplies and general expenses	1,230,057	1,168,475	1,499,349
Travel	763,662	96,408	727,981
Grant transfers	233,500	210,896	210,896
Donations to NIC Foundation	-	5,284	106,359
Amortization of tangible capital assets	3,590,370	3,993,464	3,344,446
	<u>\$ 53,282,947</u>	<u>\$ 50,856,409</u>	<u>\$ 52,357,861</u>

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**Vice President Strategic Initiatives
 Report to the Board of Governors
 April 29, 2021
 Prepared by Randall Heidt**

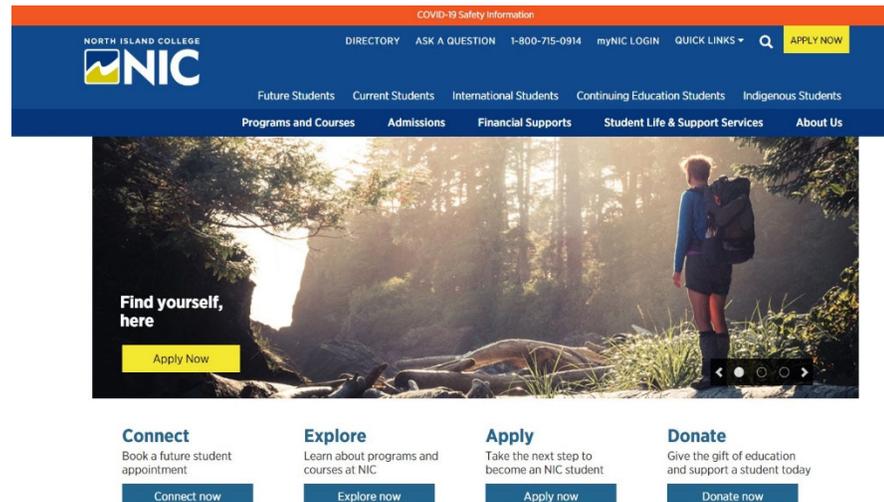
This report covers the time period from March to April 2021. It is an overview of the activities and events of the NIC Foundation and Strategic Initiatives Division during this time period.

New look for NIC website launched

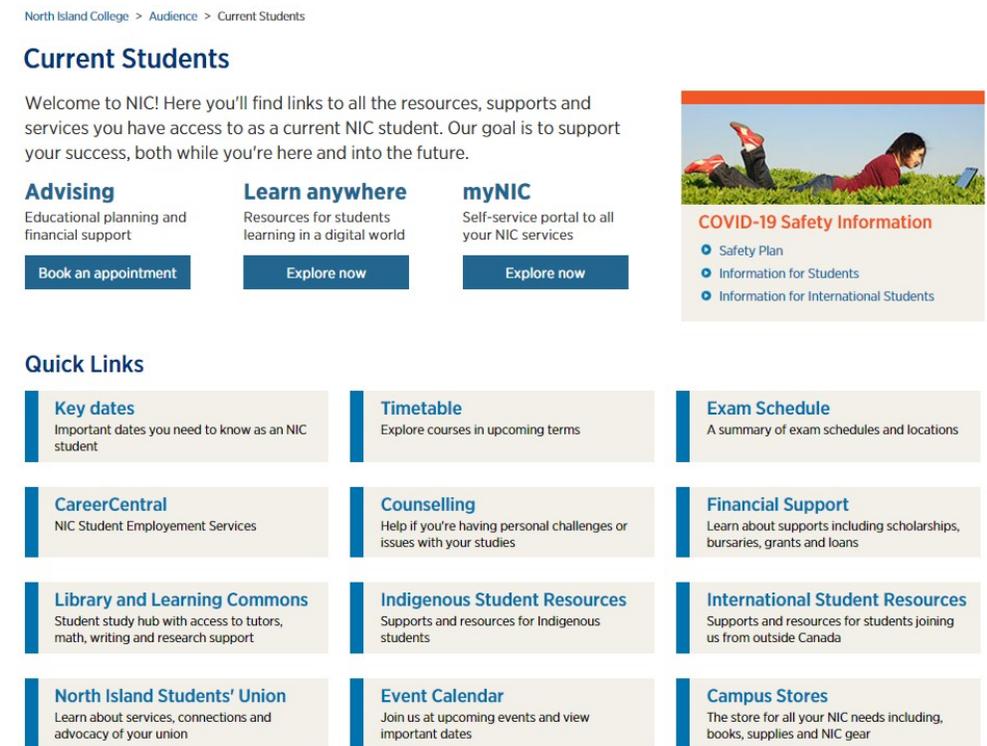
The Marketing and Communications department unveiled a new website design in March, which includes many improvements, such as audience-specific navigation.

Other website improvements include:

- An **Apply Now** button added to the header, which allows prospective students to apply from any web page
- A **new photo slide banner** on the front page, which will be used to support Widening our Doorways themes and values from Build 2026.
- A prominent **Connect Now** button to book an appointment with student recruiters.
- New **Explore, Apply and Donate** buttons on the front page of the website
- A **promotional video** on the front page of the website
- A **Featured Programs** carousel, which allows us to profile 15 new and low-enrolment programs on the front page of the website and makes it easier for students to find new programs
- Campus location details and a **locator map** on the front page geared towards international students and students from out of region.



- An **Indigenous welcome** in regional dialects as well as a link to an Indigenous video.
- A **Student Resources** section, which provides multiple ways for students to connect with student services, register for academic or CE courses, or view topical student Services information, such as exam schedules/ key dates/ etc.
- Improved prominence for audience specific navigation, including: **Future Students, Indigenous Students, International Students and Continuing Education Students.**
- A **New Current Students webpage** with relevant quick links for current students. Content was developed with support from NISU, Student Services, OGE, CTLI, Indigenous Education and others.
- Student services has been renamed: **Admissions** in alignment with student services and best practices
- **New Student Life & Support Services section** (replaces Life @ NIC) supports the WOD themes of Academic, Service, Health and Well-being and Co-curricular Services



- We have also updated the way we present videos and photos on the website, when users click the image it will open an **image gallery** that makes use of the full screen.

Future website improvements include:

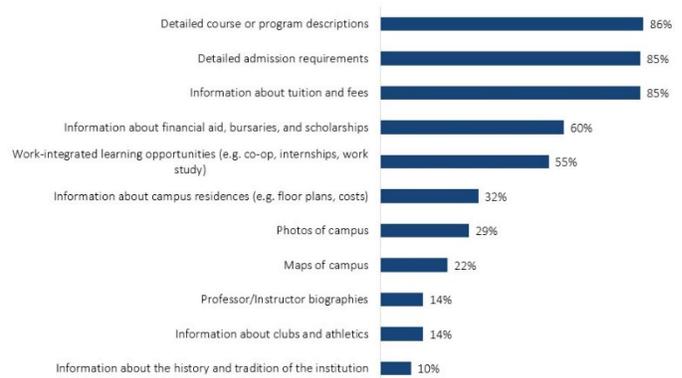
- 1) **improve user engagement for the image galleries**, this includes:
 - **adding categories to allow sorting** within the gallery.
 - **adding social media icons** to allow users to engage with the images.

2) **Improve drop down menus:** to simplify user experience and get them to the information they are looking for faster.

3) **Improve the presentation of program pages in Academic Calendar:** In October NIC will launch the 2022/23 academic calendar, we are working with student services to improve the online presentation and usability.

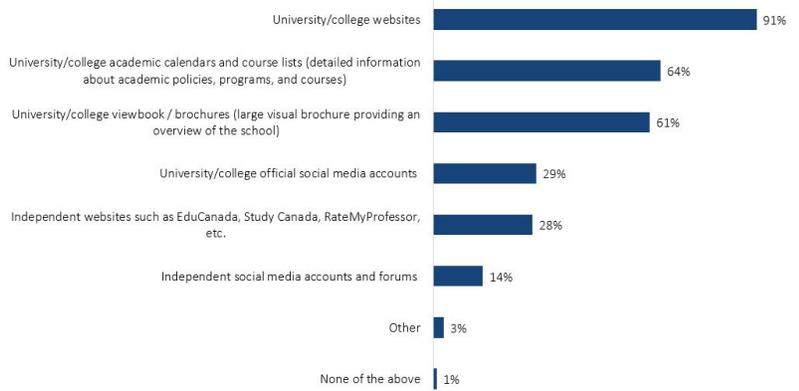
4) **Study Abroad:** we are working with OGE to **update navigation and content regarding** our vast range of study abroad opportunities for students.

When you were looking at university/college websites as an applicant, what were the most important things that you were looking for?*



The main reason for the improvements was to make it easier for prospective students to find what they are looking quickly and easily on the website. As outlined in Academics’s research (right), the top three things prospective students are looking for on a college or university website are: detailed course and program descriptions, detailed admission requirements and information about tuition and fees followed by information about financial aid, bursaries and scholarships. The research also shows that university and college websites are still the most popular source of information for 91% of applicants. The web updates reflect input and extensive consultation with stakeholders and content owners across the institution as well as feedback from more than 70 people at a virtual town hall.

When you were applying to your current postsecondary school, which of the following did you use?



academica group n = 900
 moving higher ed forward *Maximum of three choices per participant. N.B. Data is taken from a currently in-field study and has not been weighted to account for over-representation of select demographic groups. As such, these results should be considered with caution. 23

COVID-19 Student Hope Campaign goes public

The NIC Foundation appealed to the public to help the college reach its \$50,000 goal for the COVID-19 Student Hope Campaign. Fortunately, several media outlets helped spread the word and created awareness around the campaign.

The Peak FM radio station aired a five-minute [interview](#), which helped raise awareness in Port Alberni. CTV News Vancouver Island also did a TV [story](#), which included an interview from Carissa Wilson, Organiser of the North Island Students’ Union (NISU).



The TV story led one generous donor from Campbell River to donate \$1,000, after the show aired.

The campaign was also featured by 97.3 [The Eagle](#) and 98.9 [Jet FM](#), which broadcast in the Comox Valley and Campbell River areas.

The Office of Advancement team, the Foundation board and I will continue to work with donors to raise the final \$9,500 towards the \$50,000 goal. To watch inspiring videos from students, or to donate, visit the [Foundation's](#) website. Special thanks to Carissa, NISU and all of our media partners for helping support NIC students.

Student need is great than ever

The NIC Foundation has seen a 25% increase in student applications for awards this year over last, with one week left to go in the process. A total of 654 students applied for awards as of April 16, compared to 524 last year. It is important to note that the NIC Foundation helps approximately 500 students per year, but up to 200 students per year are unsupported due to lack of available funds. That need is growing because of COVID-19. Last year's under supported applicants included: single parents, low-income residents and disadvantaged youth. Student applications for awards are being accepted until April 27 at <https://foundation.nic.bc.ca/students/>



Fall 2021 Programming Paid Advertising Scheduled

With SET's support Marketing and Communications were able to update the website with FA2021 programs and delivery methods during the week of 5 April. This has provided the opportunity to schedule FA2021 program specific paid advertising from April 26, 3 weeks prior to the date we officially publish the timetable. Our MarComms plans build on our learnings from last year, with increased focus on digital efforts while continuing to support radio and print. Our efforts aim to bring communications to life by sharing student, faculty and employer experiences that illustrate the remarkability of each department. Our paid marketing will be combined with earned, shared and owned media for a full range of marketing activities, including:

- Paid advertising (Geotargeting, Google AdWords, Facebook and Instagram, radio, newspapers and specialist print)
- Homepage banners on the College website
- Digital Signs (CR, CV, PH)
- Faculty Fridays scheduled weekly on social media
- Program promotion social media
- Editorial and social media features of leads provided by departments.

**Education Council Chair Report
April 2021**

I attended the Planning and Standards Committee on March 19, 2021 and the Curriculum Committee meeting held on March 26, 2021.

Education Council met on April 16th and approved the following policy:

- Policy 3-22 Program and Course Credential (updated)

We also approved the following new Adult Basic Education courses:

- ENG 028 Fundamental English
- MAT 022 Fundamental Mathematics

We approved these Adult Basic Education course revisions:

- ENG 035 Intermediate English
- ENG 096 First Peoples Literature and Composition
- MAT 033 Intermediate Mathematics I

President Lisa Domae attended and acknowledged the importance of Education Council's role as a governing body and expressed her appreciation of the commitment that the members make to the council. She welcomed members to share their thoughts and feedback on the draft strategic plan.

The next meeting of Education Council will be on May 7th. We would truly welcome a representative from the Board of Governors.

Respectfully submitted,

Wilma Gus
Chair, Education Council



April 7, 2021
Our Ref. 121329

Eric Mosley
Chair, Board of Directors
North Island College
2300 Ryan Rd
Courtenay BC V9N 8N6

Email Address: bog@nic.bc.ca

Dear Eric Mosley:

Thank you for your letter of March 12, 2021, regarding the appointment of Dr. Lisa Domae as the next President and CEO of North Island College (NIC).

I understand that Dr. Domae brings a wealth of knowledge to this role from her 20 years of progressively senior leadership roles with NIC. I am sure her insight and experience will be an asset in her role as President.

I appreciate the board's dedication to the selection process, and for apprising me of Dr. Domae's appointment as President, and the appointment of Colin Fowler, Vice President of Finance and Facilities, as Interim President, until Dr. Domae begins her new role on April 12, 2021.

I look forward to beginning our work together on NIC's progress, challenges, and priorities for the future.

Sincerely,

A handwritten signature in black ink that reads 'Anne Kang'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Honourable Anne Kang
Minister

Commonly Used Acronyms

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

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
AEST	(Ministry of) Advanced Education and Skills 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