



NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING

To be held in 'Qəpixʔidaʔas (The Gathering Place),
Campbell River Campus

Thursday, September 28, 2023 @ 1:00 pm

AGENDA

	TOPIC	ATTACHMENT	ACTION	TIME
1.	CALL TO ORDER			
1.1	Acknowledgement of First Nations Traditional Territory			
1.2	Welcome Board of Governors New Members			
1.3	Oath of Appointment (All Board Members)	✓		
1.4	Declaration of Possible Conflict of Interest			
1.5	Election of Chair			
1.6	Election of Vice Chair			
1.7	Adoption of Agenda		To adopt	(20 mins)
2.	CONSENT AGENDA			
2.1	Minutes of the Regular Meeting of June 29, 2023	✓	To approve	
2.2	Executive Committee Report, September 14, 2023	✓	Information	
2.3	Governance and Board Development Committee Report, September 14, 2023	✓	Information	
2.4	Finance and Audit Committee Report, September 8, 2023	✓	Information	
2.5	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
3.	BOARD BUSINESS			
3.1	Report from In-camera/Closed Meeting of June 29, 2023 - Governance Manual	✓	Information	
3.2	Governance Authority Matrix	✓	To approve	
3.3	Sexualized Violence Prevention and Response Policy	✓	To approve	
3.4	Board Members Roundtable Discussion		Information	(30 mins)
4.	REPORTS ON STRATEGIC ACTIVITIES			
4.1	President			
4.1.1	President's Report		Information	(10 mins)
4.2	Vice President, Finance and College Services			
4.2.1	Financial Information Act Report	✓	To approve	
4.2.2	NIC 5-Year Capital Plan Priorities	✓	To approve	
4.2.3	First Quarter Financial Statements FY2023/24	✓	Information	
4.2.4	First Quarter Financial Forecast FY2023/24	✓	Information	
4.2.5	Fires at Comox Valley Campus Briefing		Information	(25 mins)
4.3	Vice President, Academic			
4.3.1	Fiscal Year 2022/23 Enrolment Report	✓	Information	

4.3.2	Program Name Changes: Tourism & Hospitality Management	✓	To approve
4.4	Chair, Education Council		
4.4.1	Education Council Report		Information (3 mins)
5.	INFORMATION (<i>attachments</i>)		
5.1	Board Schedule and Workplan (2023-24)		
5.2	College Highlights Report, September 2023		
5.3	FY 2022/23 Audit Findings Report		
5.4	2023 Annual Board Evaluation Results		
5.5	Board education session on Cybersecurity, June 2023		
5.6	PSFS appreciation letter to E. Mosley, August 2023		
5.7	OIC 443/2023 – new appointments and reappointments		
5.8	Commonly used acronyms		
5.9	Link to Board bylaws		
6.	NEXT MEETING DATE		
	Regular Meeting – November 2023 West Coast region		
7.	ADJOURNMENT		2:30 pm



North Island College Board of Governors

Oath of Appointment

I have read and understood the Board's Code of Conduct and Conflict of Interest Bylaw and I agree to comply with all of its terms.

A real, potential or apparent conflict with my duty as a Board Member of the North Island College (NIC or College) may arise because (list below if any):

I, _____ (print name), declare that:

Other than disclosed above, I do not have any relationships or interests that could compromise, or be perceived to compromise, my ability to exercise judgment with a view to the best interests of NIC.

I have read and considered the Code of Conduct and Conflict of Interest Bylaw and agree to conduct myself in accordance with its terms.

I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

I sincerely promise and swear that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of my position as a Board Member of the College.

Signature

Date



**Minutes of the Regular Meeting of the
North Island College Board of Governors**
Held in the Komoux Hall Boardroom,
Comox Valley Campus
Thursday, June 28, 2023

BOARD MEMBERS PRESENT

N. Arsenault, Community Member, Comox Valley Region
J. Atherton, Community Member, Comox Valley Region, Chair
L. Domae, President
S. Does, Community Member, Campbell River Region
M. Erickson, Faculty Representative
R. LaTrace, Support Staff Representative
B. Minaker, Community Member, Comox Valley Region
E. Mosley, Community Member, Port Alberni Region
V. Puetz, Community Member, Campbell River Region
S. Thakur, Student Representative
P. Trasolini, Community Member, Campbell River Region, Vice Chair

ABSENT

W. Gus, Chair, Education Council
J. Kim, Student Representative

ALSO PRESENT

M. Allison, Director, College Governance & Strategy
T. Bellavia, Vice President, Academic
A. Carrel, Vice Chair, Education Council
K. Crewe, Associate Vice President, People, Equity & Inclusion
C. Fowler, Vice President, Finance and College Services
K. Kuhnert, Vice President, Students & Community Engagement
R. Reid, Executive Assistant, Board of Governors
W. Skulmoski, Director, Institutional Research & Planning
Members of North Island Students' Union (NISU) Executive

1. CALL TO ORDER

J. Atherton called the meeting to order at 1:02 p.m.

1.1 Acknowledgement of First Nations Traditional Territory

J. Atherton acknowledged that the meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

J. Atherton acknowledged E. Mosley's participation on the Board of Governors for seven years in various capacities including as Board Chair for two years. E. Mosley will retire from the Board in July.

J. Atherton also congratulated J. Kim and S. Thakur on their graduation from their programs as well as J. Kim receiving the President's awards for academic excellence and community engagement.

1.2 Declaration of Possible Conflict of Interest

The Board acknowledged its bylaw on conflict of interest guidelines should there be a need for Board Members to declare a conflict of interest on any of the agenda items.

1.3 Adoption of Agenda

Moved S. DORES / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF JUNE 29, 2023 AS PRESENTED.

Motion carried

2. CONSENT AGENDA

J. Atherton reminded Board Members of the annual evaluation survey which will be made available during the first half of July.

Moved V. PUETZ / Seconded P. TRASOLINI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF JUNE 29, 2023.

Motion carried

3. BOARD BUSINESS

3.1 Government Mandate Letter, 2023/24

The Board received its letter of direction for 2023/24. An education session on this year's letter will be scheduled for September.

Moved B. MINAKER / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ACKNOWLEDGES ITS COMMITMENT TO PROVINCIAL GOVERNMENT'S DIRECTION TO THE COLLEGE AS STATED IN THE GOVERNMENT'S LETTER OF DIRECTION OF JUNE 22, 2023 AND AUTHORIZES THE BOARD CHAIR TO SIGN THE SAID LETTER OF DIRECTION ON ITS BEHALF.

Motion carried

3.2 2022/23 Full-time Equivalent Enrolment Report

W. Skulmoski highlighted the following on this report:

- The document is the College's report to Government regarding its domestic student full-time equivalent (FTE) enrolments against Ministry targets;
- Domestic student FTEs declined by two percent over the previous year;
- Although domestic student FTEs declined over the previous year, there is an actual nine percent increase over pre-COVID 2019/20 levels;
- International student FTEs grew by 46%, the third highest after two years of decline following COVID impacts;
- The College enrolled the highest numbers in Trades and Health and Human Services programs;
- Domestic student enrolment continues to decline in both Adult Basic Education and University Transfer, a trend common across the post-secondary sector.

On questions from the Board, the following responses were provided by members of the Leadership Team:

- Revenue from international enrolments provides partial funding for student services both domestic and international;

- Mode of program delivery is evolving as students continue to request online delivery following increased demand for online courses during the pandemic;
- Because the report measures FTEs, it does not reflect the number of students that are enrolled part-time in one or more courses so the College's student population may be increasing but not in terms of FTEs;
- The definition of what a "campus" means may include "hyflex" which ensures contact hours with instructors for courses that are also delivered virtually;
- The recent announcement of Government's Future Ready Plan projects increased demand for micro-credentials which the College is prepared to deliver.

Moved N. ARSENAULT / Seconded P. TRASOLINI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE 2022/23 FINAL FTE ENROLMENT REPORT.

Motion carried

3.3 2022/23 Institutional Accountability Plan & Report (IAPR)

W. Skulmoski highlighted the 2022/23 IAPR:

- The report is the Board's report to Government which describes the College's accomplishments against Ministry's targets;
- NIC achieved all targets except Total Student Spaces and Developmental Student Spaces targets, adding that Developmental Student Spaces target has been historically difficult to achieve;
- The report is aligned with the College's strategic plan *BUILD 2026* showing how the College is performing against its own goals as well as against Government's goals.

Noting that the *BUILD 2026* dashboard is in the next agenda item but is included in the IAPR, the meeting moved to the following agenda item prior to considering approval of the draft IAPR.

3.4 BUILD 2026 Updates and Dashboard Review

L. Domae presented the agenda item, highlighting the following:

- Of the 55 goals in *BUILD 2026*, ten are complete, 44 are on track and one is delayed;
- A new goal – creation of a risk registry – has been added to the plan with M. Allison as the lead;
- Achievements of Year 2 of the Plan include \$5M earned in one-time only funding and delivered 438 domestic full-time equivalent students in regional skills training, economic recovery and Indigenous-led programming across the region, site blessing of the future Comox Valley Student Housing and the Board's approval of the Port Alberni campus master plan;
- Some targets were made sharper by combining measures that create better initiatives including a measure based on a province-wide data collection around anti-racism;
- The College's People Plan has completed the consultation phase;
- NIC's brand soft launch is scheduled for Fall 2023.

L. Domae shared that the College received funding for a capital project. The Minister will make a public announcement in late September.

L. Domae added that she is actively advocating with local politicians for the Tebo Trades Building replacement as included in the five-year capital plan submission to the Ministry. She also reported that the Island Pre-health Diploma has now received a commitment for ongoing funding for 20 seats.

Moved P. TRASOLINI / Seconded M. ERICKSON: THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVE THE AMENDED *BUILD 2026*, STRATEGIC PLAN AND YEAR 2 DASHBOARD.

Motion carried

Moved S. DORES / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT FOR THE 2022/23 REPORTING CYCLE.

Motion carried

3.5 Board Members Roundtable Discussion

Most Board Members participated in their respective standing committee meetings as well as the College's graduation ceremonies and College Conversations during the months of May and June. Part of this roundtable discussion is a sharing of personal information in line with the Board's efforts at adopting Indigenous practices during its meetings.

E. Mosley also attended the Alberni Valley Learning Council which is a group led by the College and consists of the region's community organizations who share what they do and what their needs may be. He added that the Council is an avenue for members to seek advice on funding opportunities and share knowledge beneficial to the community.

P. Trasolini attended a meeting of BC colleges' board chairs on J. Atherton's behalf.

4. REPORT ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Annual Performance Objectives, 2023/24

L. Domae presented her annual objectives which are based on the College's strategic plan *BUILD 2026*.

Moved S. THAKUR / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE PRESIDENT'S PERFORMANCE OBJECTIVES, 2023/24.

Motion carried

4.2 Vice President, Finance and College Services

4.2.1 Audited Financial Statements, Year Ended March 31, 2023

Referring to the audited financial statements, C. Fowler reported that fiscal year 2022/23 ended with a deficit of about \$740,000, less than what was previously projected.

Moved E. MOSLEY / Seconded V. PUETZ: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE THE FISCAL YEAR 2022/23 FINANCIAL STATEMENTS.

Motion carried

4.2.2 Comox Valley Campus Fire Incident

C. Fowler reported on a fire in the Comox Valley campus on June 15 in the area by the Komoux Hall where portables were located. An insurance adjuster is assessing the damage to help the College determine how to go forward following the destruction of two portables and damage to the others. E. Mosley noted that the replacement of the portables (the Village) has been part of the College's five-year capital plan that is submitted annually to Government. C. Fowler commented that the College will provide Government a concept plan on replacement and lease costs as well as services and programs affected by the fire.

4.3 Chair, Education Council

4.3.1 Education Council (EdCo) Report

The Board received the June 2023 Education Council Report. On behalf of W. Gus, A. Carrel reported approvals made by the EdCo at its last two meetings.

5. INFORMATION

The Board received the following information items:

- 5.1 Board Schedule and Workplan (2023-24);
- 5.2 College Highlights Report, June 2023;
- 5.3 FY 2022/23 Audit Findings Report;
- 5.4 Sexual Violence and Misconduct Policy Annual Update;
- 5.5 PSFS Future Ready Action Plan Letter, May 2, 2023;
- 5.6 President's Awards, 2022/23 Summary;
- 5.7 Commonly used acronyms;
- 5.8 Board bylaws and policies.

6. NEXT MEETING DATE

The next regular meeting is Thursday, September 28, 2023, Campbell River Region.

7. ADJOURNMENT

Moved S. DORES / Seconded P. TRASOLINI: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF JUNE 29, 2023.

Motion carried

Time: 2:42 p.m.

Jane Atherton, Chair

Rachel Reid, Executive Assistant



North Island College Board of Governors
September 28, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.2 Executive Committee Report

Committee members Jane Atherton (chair), Patricia Trasolini, Shelley Dores and Lisa Domae met on September 14, 2023 with Rachel Reid (Executive Assistant) attending.

Territorial Acknowledgment

J. Atherton called the meeting to order at 9:09 am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuuchahnulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Draft Board meeting schedule for September 28, 2023

L. Domae presented the schedule for September 28 which includes a morning joint session with the NIC Foundation Board on Government's Future Ready Plan.

Draft regular and in-camera meeting minutes of June 29, 2023

The Committee received the draft minutes of June 29, 2023 and made no revisions.

Draft Board business meeting agenda for September 28, 2023

L. Domae suggested adding the presentations made during board education sessions to the next regular board meeting agenda for information so that discussions around those presentations, particularly cybersecurity which was presented to the Board in June, would be recorded. The Committee supported the suggestion, adding that such move adds to the Board's continued efforts at transparency.

The Committee likewise discussed the election of Chair and Vice Chair and approved the draft agenda as amended.

New Board Member Appointments

The Committee received Order-in-Council 443/2023 which included new Board Member appointments and reappointments of current Board Members. Executive Committee members agreed to personally meet with the newly-appointed Board Members as part of their welcome to the Board and to gauge their interest in joining the Board's standing committees. Committee members reiterated that the Board's composition has to consider diversity in gender, age and ethnicity as well as representation from regions where the College operates, noting that there has been a vacancy for a North Island representative for years now.

L. Domae added that a new board member orientation is being planned for mid-October once student elections are completed.

Committee appointments update

The Committee discussed who among the Board Members could be invited to join the Executive Committee.

Reports received by the Board Chair

J. Atherton informed the Committee that when she receives reports as Board Chair, she would like them included in the committee meeting agendas to share with the rest of the Committee members as there could be risks already experienced by other post-secondary institutions that the Board could learn from.

The Committee received a quarterly report from the Ombudsperson of BC and a cybersecurity audit report from the Office of the Auditor General BC for information.

Cybersecurity Risk Management Forum, October 5, 2023

P. Trasolini and S. Dores will be attending the forum on the Board's behalf.

Information

The Committee received a letter from the Ministry to BC college board chairs regarding Treasury Board Directive 2/24 that includes information around a review of post-secondary board compensation in 2024. It also received information on the Okanagan College cybersecurity breach which was available on their public website. L. Domae reported that the external auditors, KPMG, will be requested to talk about their cybersecurity audit on NIC's cybersecurity at an upcoming Board education session..

Board Business (continued)

Draft Governance Authority Matrix

M. Allison, Director of College Governance and Strategy, T. Budd and T. Sanhedrai of Watson Advisors joined the meeting at 10:14am.

L. Domae introduced members of Watson Advisors who presented the governance authority matrix which is the final piece of the Board's governance manual that was approved by the Board in June. T. Budd presented the draft governance authority matrix which separates board matters from operational matters, is a snapshot of "who does what" and is built on the governance manual and other relevant documents. Should the Board of Governors develop other governance practices, those will be added to the matrix which is an appendix of the governance manual.

The Committee suggested that the review of the manual and matrix itself be included as a regular annual review by the Board and added to the Board's annual workplan.

The Committee recommended approval of the matrix as amended.

Time: 10:25 am.



North Island College Board of Governors
September 28, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.3 Governance and Board Development Committee Report

Committee members Patricia Trasolini (chair), Barry Minaker, Shelley Dores and Nancy Arsenault met on September 14, 2023 with Lisa Domae (President), Melanie Allison (Director, College Governance and Strategy) and Rachel Reid (Executive Assistant) as resource persons. T. Budd and T. Sanhedrai of Watson Advisors and Kathleen Kuhnert (Vice President, Students and Community Engagement) and Meesbah Jiwaji (Associate Director, Student Life) were present for a portion of the meeting.

Territorial Acknowledgment

P. Trasolini called the meeting to order at 11:03 am and acknowledged that the committee meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

L. Domae suggested moving the discussion on the Sexualized Violence Prevention and Response Policy right after Draft Governance Authority Matrix. The Committee adopted its agenda of September 14, 2023 as amended.

Committee Business

Draft Governance Authority Matrix

L. Domae introduced T. Budd of Watson Advisors who presented the draft governance authority matrix. T. Budd confirmed that the matrix accompanies the governance manual and serves as a guide to the work of the Board. The matrix helps understand what the role of the Board is as it relates to the operational work of the College's Leadership Team.

The Committee made the following suggestions on the matrix:

- Spell out acronyms;
- Place the notation on blank fields at the top of the document;
- Under Board composition, add board member role to be on the lookout for potential board member candidates;
- Under Strategic Plan, clarify that the plan is co-developed with the President and add the Ministry as a stakeholder;
- Under Mandate Letter, add Government or Ministry as a stakeholder as it is the Ministry that issues the annual mandate letter;

- Indicate that the Committee is the lead oversight for the governance manual, including the matrix.

Members of the Watson Advisors and M. Allison left the meeting at 11:25 am. The Committee recommended approval of the matrix as amended.

Sexualized Violence Prevention and Response Policy 3-34

M. Jiwaji provided a summary of the proposed updates to the policy, including:

- Addition of the word “intoxicated” to Definitions;
- Updates to the list of resources, processes and language in Appendix B;
- Updates to the language and the flow charts in Appendix C;
- Updates to individual names and job titles;
- Minor typographical and grammatical changes

M. Jiwaji added that the language in the policy was improved so that the terms used carry more weight and force and allows for greater flexibility around reporting of incidents. She also stressed that training resources are available for Board Members who may wish to access them.

The Committee recommended approval of the amended policy.

K. Kuhnert and M. Jiwaji left the meeting at 11:40am.

2023 Annual Board Evaluation Results

K. Grigoleit, Senior Research and Planning Officer, joined the meeting at 11:40am.

K. Grigoleit provided a summary of the evaluation results, noting that feedback has improved over last year’s evaluation results although the response rate was eight out of 11 Board Members. She suggested that the Committee consider one-on-one conversations in addition to the annual online survey.

K. Grigoleit left the meeting at 11:50am.

On a question around survey anonymity, the Committee requested that future online surveys be created so that Institutional Research would be able to identify survey respondents while remaining anonymous online. This way, there will be an ability to determine who among the Board Members have not responded and follow-up reminders could be sent to those who have not completed the survey.

P. Trasolini noted that the evaluation results will inform the Board’s annual retreat in November and L. Domae will work with Watson Advisors to incorporate the evaluation results into the planned governance sessions at the retreat.

P. Trasolini also requested that the Committee thoroughly review the survey questions before they get posted online particularly around how to address the low scores around feedback regarding a board member’s personal performance. The Committee will also consider using the governance matrix as a tool in evaluating one’s personal performance on the Board.

Annual Board Retreat, November 2-3, Ucluelet

L. Domae provided information on the retreat which is envisioned to include the following:

- Welcome by the Ucluelet First Nations followed by an interactive walk;
- At the NIC Learning Centre, presentations on the College's marketing and brand, on *BUILD 2026* and from NIC students from programs delivered at the learning centre;
- A community lunch;
- Governance training sessions to be facilitated by Watson Advisors.

Considering the precariousness of Highway 4 following the Cameron Bluff wildfires during summer, the Committee directed L. Domae to look alternatives and related costs should the retreat be held either in the Comox Valley or Campbell River regions.

On-boarding New Board Members

The Committee reviewed a proposed mentorship program considered by the Board's 2016 Governance and Human Resources Committee. The mentorship program will pair a current board member with a new board member who either have similar skills or experience. The following pairings were suggested:

- S. Dores with V. White;
- N. Arsenault with J. Langille;
- B. Minaker and J. Atherton with two new student representatives.

The Committee recommended approval of the proposed mentorship program and mentor/mentee partnerships.

Standing/Future Agenda Items

- Establishment of a whistleblower policy (2024)

The Committee agreed to remove the following from the list of future agenda items:

- Board Member exit interviews because these will be done based on the governance manual;
- Consideration of transition to paperless Board operations which may not happen at this time.

Next meeting date

The next committee meeting date is on Thursday, October 19, 2023.

Time: 12:43 pm.



North Island College Board of Governors
September 28, 2023

Working together, North Island College builds healthy and thriving communities, one student at a time.

AGENDA ITEM: Regular Meeting
2.4 Finance & Audit Committee Report

Committee members Murray Erickson and Jaewon Kim met via Teams and in-person on Friday, September 8, 2023 with Colin Fowler (VP, Finance & College Services), Sue Fleck (Director, Finance), and Rachel Reid (Executive Assistant) as resource persons.

Territorial Acknowledgment

C. Fowler called the meeting to order, acknowledging that the committee meeting is being held in traditional territories of the combined 35 First Nations of the of the Nuuchahnulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Five-Year Capital Plan Priorities

C. Fowler presented the College's five-year capital plan priorities, a draft of which was submitted to the Ministry, highlighting the following:

- The proposed capital projects are listed in priority order and are categorized based on Ministry guidelines;
- Top priority is a new Health Science building in the Comox Valley campus to replace the portables;
- A new Trades Training Facility in the Port Alberni campus is second priority as the Tebo facility is no longer sustainable;
- Next is a Future Ready Innovation Centre in the Campbell River campus which will include classrooms and a wet lab facility;
- Two projects will cover all campuses – accessibility upgrades and a main security camera system;
- A major capital project is student housing for the Campbell River campus, a survey will be conducted in late Fall to support the start of a business case;
- Other projects are renovations in the Comox Valley campus and installation of heat pumps at the Port Alberni campus.

On a question from the Committee around the cost of the security system, C. Fowler will send more detailed information around costing via email.

The Committee will recommend Board approval of the five-year capital plan priorities at its meeting of September 28, 2023.

FY 23/24 1st Quarter Forecast

C. Fowler reported that there is a forecasted deficit in the current budget. The first quarter forecast was reviewed and signed by committee chair V. Puetz and was submitted to the Ministry in July.

FY 23/24 1st Quarter Financial Statements

C. Fowler reported that while there is a deficit showing on the first quarter statements, he expects that the College will either be on budget or have higher revenues by the second quarter statements. He cited the following:

- Revenue from wage settlements for the College unions was not reported in the first quarter following directions from Government;
- International tuition revenues are yet to be reported since international tuition fees get paid in September or by the second quarter;
- A large portion of expenses is related to travel for the Office of Global Engagement field schools whose funding are expected to come after those field schools conclude.

Statement of Financial Information

The report is still being generated at this time. C. Fowler informed the committee members that it will be sent to them by email prior to its inclusion in the Board meeting agenda of September 28, 2023. Feedback from the committee members as well as their recommendation for Board approval of the report will be requested.

Standing/Future Agenda Items

Long Term Investment Policy

C. Fowler noted that the policy will be reviewed by the Committee in the Fall.

Board policy: review of amortization policies in the post-secondary sector (discussion from January 26, 2023)

C. Fowler reported that the review of amortization policies will happen prior to the start of the College's next capital project. The review will include determination of capital projects' life expectancies. S. Fleck added that the Committee may consider a review of the College's capitalization policy to simplify categories and clarify how the College handles large purchases.

Annual risk report/register

M. Erickson requested follow-up on a risk register. C. Fowler reported that a draft register will be brought to the Committee for its review as soon as it is ready.

External auditor procurement process

The timeline for the procurement process will have the request for proposal to go out to select firms in Fall (October/November) and proposals expected to be submitted by January, 2024 for actual work to begin in time for a FY2024/25 audit.

Next meeting date

The next Committee meeting will be on Friday, September 15 at 3:00 pm.

Time: 4:05pm



NORTH ISLAND COLLEGE Board Governance Manual

APPROVED BY THE BOARD JUNE 29, 2023.

TABLE OF CONTENTS

1. OVERVIEW OF MANUAL.....	4
1.1. ABOUT NORTH ISLAND COLLEGE	4
1.2. KEY DEFINITIONS	5
2. COLLEGE GOVERNANCE FRAMEWORK.....	8
2.1. DIRECTIONS FROM THE MINISTER – MANDATE LETTER	8
2.2. BOARD AND EDUCATION COUNCIL	8
2.3. GOVERNANCE AUTHORITY MATRIX	9
3. INDIGENOUS GOVERNANCE.....	9
3.1. NIC INDIGENOUS EDUCATION COUNCIL	9
4. THE BOARD.....	10
4.1. BOARD STRUCTURE	10
4.2. BOARD MEMBERS' TERMS	10
4.3. SUCCESSION AND APPOINTMENT PROCESS	10
4.4. BOARD MEMBER POSITION DESCRIPTION	12
4.5. BOARD CHAIR POSITION DESCRIPTION	15
4.6. BOARD CHAIR SUCCESSION PLANNING	18
4.7. BOARD VICE CHAIR POSITION DESCRIPTION	18
4.8. PRESIDENT JOB DESCRIPTION	18
5. BOARD TERMS OF REFERENCE.....	20
5.1. ROLE	20
5.2. DELEGATION OF AUTHORITY TO THE PRESIDENT	20
5.3. ORGANIZATIONAL STEWARDSHIP RESPONSIBILITIES	20
5.4. BOARD ORIENTATION AND PROFESSIONAL DEVELOPMENT	22
5.5. BOARD EVALUATION	22
6. MEETING PRACTICES.....	23
6.1. BOARD MEETING GUIDELINES	23
6.2. MEETING FREQUENCY, SPECIAL MEETINGS AND NOTICE	23
6.3. LOCATION	23
6.4. BOARD MEETINGS	23
6.5. AGENDA	25
6.6. PRESENTATIONS AT BOARD MEETINGS	25
6.7. FORUMS FOR PUBLIC INPUT	26
6.8. PROCEDURES AT BOARD MEETINGS	26
6.9. MINUTES	26
6.10. BOARD DELIBERATIONS AND CONFIDENTIALITY	26
7. COMMITTEES.....	27
7.1. COMMITTEE OPERATING GUIDELINES	27
7.2. COMPOSITION	27
8. EXECUTIVE COMMITTEE – TERMS OF REFERENCE.....	30
8.1. PURPOSE	30
8.2. COMPOSITION	30
8.3. DUTIES AND RESPONSIBILITIES	30
8.4. COMMITTEE SUPPORT	31
9. FINANCE AND AUDIT COMMITTEE – TERMS OF REFERENCE.....	32
9.1. PURPOSE	32
9.2. COMPOSITION	32

9.3.	DUTIES AND RESPONSIBILITIES	32
9.4.	COMMITTEE SUPPORT	35
10.	GOVERNANCE AND BOARD DEVELOPMENT COMMITTEE – TERMS OF REFERENCE.....	36
10.1.	PURPOSE	36
10.2.	COMPOSITION	36
10.3.	DUTIES AND RESPONSIBILITIES	36
10.4.	COMMITTEE SUPPORT	36
11.	BOARD MEMBER LIABILITY COVERAGE.....	37
11.1.	EXCLUSION OF LIABILITY	37
11.2.	LIABILITY COVERAGE	37
12.	BOARD MEMBER REMUNERATION AND EXPENSES	38
12.1.	REMUNERATION	38
12.2.	EXPENSES	38
	APPENDIX A: GOVERNANCE AUTHORITY MATRIX	39
	APPENDIX B: STUDENT/EMPLOYEE APPEALS POLICY.....	40
	APPENDIX C: BOARD CODE OF CONDUCT AND CONFLICT OF INTEREST BYLAW	48
	APPENDIX D: ANNUAL DECLARATION	55

1. Overview of Manual

The Board of Governors (the “Board”) of North Island College (“NIC” or the “College”) has developed and approved this manual to describe how the Board carries out its governance responsibilities related to the stewardship of North Island College.

This manual:

- provides guidance on the roles, authorities, and division of responsibilities of Board, Board Chair, Vice Chair, committees, individual Board Members and the President;
- describes the Board’s processes with respect to its oversight responsibilities as set out by the BC Ministry responsible for colleges, institutes and agencies and includes good governance practices for a post-secondary institution of the College’s size and scope;
- describes how the Board ensures that its reliance on the President is reasonable
- sets out how the Board will communicate with and be accountable , and
- describes expected standards of conduct for Board Members.

The manual is intended to be a “living document” that will be updated and revised by the Board as needed. In addition, the Board will regularly conduct a formal review of the manual in its entirety to reflect developments in practice or as may be deemed necessary by legislative changes. All Board Members shall review and acknowledge their acceptance of the manual every year.

1.1. About North Island College

NIC is a comprehensive community college, which serves the people and communities across northern Vancouver Island and parts of the BC Central Coast from Bamfield to Bella Coola. This geographical area is called the College’s service region.

The College is honoured to acknowledge operations within the unceded territories of 35 First Nations inclusive of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions.

NIC’s story is one of innovation, change, challenge, and success. Established in 1975 as a distance education institution, the College first served residents in remote logging camps and coastal communities through 24 learning centres. In the 1990s, NIC moved to a campus-based model at four sites in Campbell River, Comox Valley (administrative centre, main campus and NIC @ St. Joe’s at the former St. Joseph’s General Hospital), Port Alberni, the Mixalakwa campus in Port Hardy as well as a learning centre in Ucluelet. In keeping with its access-focused roots, NIC continues to serve students in diverse and geographically dispersed communities through distance and digital learning as well as onsite programming in communities based on the specific needs of local First Nations and community partners.

The College’s niche lies in a deeply held commitment to being Indigenous-led, community-driven and student-centred.



1.2 Key Definitions

Act	means the College and Institute Act of British Columbia
Board	means the Board of Governors of North Island College.
Board Chair	means the individual elected as Chair of the Board of Governors of North Island College.
Board Member or Member	means any individual appointed, elected, or serving ex-officio on the Board of Governors of North Island College.
Crown Agencies and Board Resourcing Office (CABRO)	means the Government agency that oversees the recruitment and recommendation of candidates for appointments to Crown corporations, agencies, boards and commissions, and provides public sector governance advice and training.
Closed	means a meeting of the Board that, due to the confidential nature of the discussion, is Closed to any member of the College Community or public.
College	means North Island College.
College Administration	means employees employed by North Island College that are excluded from a bargaining unit.
College Community	means the internal NIC community and the communities external to NIC. Internally, community includes students, employees, Elders and alumni. External communities include Indigenous communities, local businesses, non-governmental organizations and groups, schools and educational centres and all levels of government.
Declaration Act (DRIPA)	means the Declaration on the Rights of Indigenous Peoples Act , also know as DRIPA
Education Council	means the North Island College Education Council as authorized under the Act .
Executive Committee	means the Committee that assists the Board by fulfilling its obligations and responsibilities relating to the oversight of the President, acts in the place of the Board between regularly scheduled Board meetings and performs the other responsibilities that are delegated or assigned to it by the Board.
Faculty	means any faculty member employed by North Island College and represented by North Island College's Faculty Association (NICFA).
Finance and Audit Committee	means the Committee that assists the Board in fulfilling its obligations and responsibilities relating to financial and audit oversight, including but not limited to, the College's operating and capital budgeting process, financial reporting, the internal and external audit processes, the system of internal controls, risk management and statutory obligations under the Act.

Governance and Board Development Committee	means the Committee that oversees and advises the Board with respect to NIC's approach to good governance, NIC's governance framework, and processes to support and evaluate the effectiveness of the Board, the Board Chair, Committees, and individual Board Members.
Government	means the Government of the Province of British Columbia.
<i>In-camera</i>	means a meeting of the Board that is only attended by members of the Board and attendees invited by the Board Chair.
Leadership Team	means the senior administration responsible for executive decisions at North Island College. Leadership Team is chaired by the President and includes Vice Presidents, Associate Vice-Presidents, and senior direct reports to the President.
Minister / Ministry	means the Minister and Ministry within the Government of the Province of British Columbia that is responsible for colleges, institutes and agencies.
NIC	means North Island College.
Open	means a meeting of the Board that is open to the public and the College Community.
President	means the individual appointed by the Board to act as the chief executive officer of North Island College.
Public Sector Employers' Council (PSEC)	means the Government agency responsible for strategic coordination of labour relations, total compensation planning and human resource management for the broader provincial public sector.
Regular	means a meeting of the Board held based on an annually approved calendar.
Support Staff	means any employee employed by North Island College and represented by Canadian Union of Public Employees (CUPE) Local 3479.
Special	means a meeting of the Board called by the Board Chair to address matters pertinent to the Board when delaying until the next regular meeting is not feasible.
Vice Chair	means the individual elected as Vice Chair of the Board of North Island College.

2. College Governance Framework

The College is a public post-secondary institution and is governed by the [College and Institute Act \(the “Act”\)](#).

Pursuant to the Act, the Board of Governors is responsible to “manage, administer and control the property, revenue, expenditures, business and affairs” of NIC.¹ The Board oversees the conduct of the business and affairs of the College and appoints and provides direction to the President, who is responsible for the day-to-day operations. Therefore, the Board’s role is one of governance and oversight of the overall direction and performance of the College.

In accordance with the Act, the Board may make bylaws for the orderly conduct of its affairs² (“Bylaws”).

The Act states that the Board must establish and update bylaws that cover:

- a) fees and charges to be paid to the institution by students;
- b) duties of members of the board or committees of the board in conflict of interest situations;
- c) powers, duties and benefits of the president as chief executive officer of the institution;
- d) reimbursement by the institution to members of its board for travelling and out of pocket expenses necessarily incurred by them in the discharge of their duties.

2.1. Directions from the Minister – Mandate Letter

Within the Government of the Province of British Columbia, responsibility for colleges, institutes and agencies lies with the Minister for advanced or post-secondary education (“Minister”).

Directives from the Minister come to the College in the form of an annual mandate letter that outlines key strategic priorities for the upcoming fiscal year. All Board Members are requested to sign the mandate letter annually to confirm their commitment to pursue these key strategic priorities. The executed mandate letters are posted on both the Ministry and College websites.

2.2. Board and Education Council

The Act designates the Board as one of two governing bodies of the College – the other governing body being the Education Council. In broad terms, the Education Council’s roles and responsibilities cover academic governance, while the Board’s role is one of stewardship and ensuring the College fulfills its mandate. The Board has joint approval powers with the Education Council over matters as specified in the Act, and the Education Council advises the Board on the development of educational policy for certain other matters. The Chair of the Education Council is a non-voting Member of the Board and is the primary representative of the Education Council to the Board.³ In addition, the Act provides that the Board may appoint an additional person to be a non-voting member of the Education Council to serve for one year.⁴

¹ *College and Institute Act*, s. 19(1)(b).

² *College and Institute Act*, s 19(1)(a).

³ *College and Institute Act*, s. 9(1) and s. 13.

⁴ *College and Institute Act*, s.15(5).

2.3. Governance Authority Matrix

The Governance Authority Matrix (Appendix A) sets out in chart form the respective rights and responsibilities of the stakeholders, Board, Committees, and the President with respect to key items of governance as established by the Act and NIC's policy documents.

3. Indigenous Governance

The [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#) establishes the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the Province's framework for reconciliation, as called for by the Truth and Reconciliation Commission's [Calls to Action](#). The Declaration Act aims to create a path forward that respects the human rights of Indigenous Peoples while introducing better transparency and predictability in the work non-Indigenous people do with Indigenous people.

3.1. NIC Indigenous Education Council

The Board recognizes the contributions of the NIC Indigenous Education Council (IEC) as providing guidance to the College and its commitment to Indigenous-led learning. The IEC is composed of members of the 35 First Nations on whose unceded territories the College's campuses are situated and includes other Indigenous organizations. The IEC gives voice to the educational goals of Indigenous people⁵ in the College region and provides direction to the North Island College Community in all matters relating to the college's vision, mission, and strategic directions.

⁵ Definition of Indigenous -The term Indigenous is inclusive of the First Nations, Métis and Inuit Peoples served by North Island College and as defined in the Constitution Act, 1982.

4. The Board

4.1. Board Structure

The composition of the Board is legislated under Part 3, Article 9 of the Act, and includes:⁶

- a. eight or more persons appointed by the Lieutenant Governor in Council (Appointed Board Members);
- b. one person on the faculty of the institution, elected by the faculty members;
- c. two students of the institution, elected by the students;
- d. one support staff of the institution, elected by the support staff;
- e. the President (non-voting); and
- f. the Chair of the Education Council (non-voting).

Elected and Appointed Board Members share the same duties and responsibilities. Except for the President and the Chair of the Education Council, each College Board Member has one vote on the Board.

Appointed Board members are normally selected as representatives of communities within the College's service region.

4.2. Board Members' Terms

Board Members hold office for terms of varying lengths. Faculty and staff are elected for three-year terms and may be re-elected. Students are elected for one-year terms and may be re-elected.⁷ In the spirit of ensuring effective Board renewal, faculty and staff who have served six consecutive years, are encouraged to wait at least one year before seeking re-election.

Appointed Board Members are appointed as community representatives from the various College regions for term lengths of up to three years at the Government's discretion⁸ and generally are appointed for a maximum of six consecutive years.

4.3. Succession and Appointment Process

4.3.1. Responsibility

The Board Chair, Executive Committee, Board Members and President all play key roles in identifying the needs of the Board and potential candidates to fill those needs. Appointments are ultimately made by the Province through the Crown Agencies and Board Resourcing Office (CABRO).

⁶ College and Institute Act, s. 9(1) and s. 13.

⁷ College and Institute Act, s. 11(1) and (2).

⁸ Pursuant to Crown Agencies and Board Resourcing Office policy, under normal circumstances Board Members are appointed for a term of one to three years and eligible for reappointment for a maximum term of six consecutive years.

4.3.2. Identifying Required Skills and Experience

Together with the President, the Executive Committee leads a process to identify specific skills and experience desired in new Board Members to fill upcoming vacancies.

To identify the desired skills and experience, the Executive Committee develops and analyzes a Board Skills and Experience Matrix to determine:

- a. the optimal attributes desired for the Board as a whole;
- b. the skills, background and experience of continuing Members; and
- c. the “priority needs” (i.e., those attributes that should be added and/or strengthened on the Board) to be filled in the appointment of new Board Members.

4.3.2.1. Specific Skills and Experience

Board Members, as a group, should possess a combination of skills and experience relevant to NIC’s strategic goals and the Board’s oversight responsibilities. The specific skills and experience sought may change from time to time in keeping with changes to NIC’s internal and external opportunities or challenges.

4.3.2.2. Board Leadership

For the Board to be effective, it is important that the Board includes some Board Members who have the necessary skills, experience and desire to fill key leadership positions on the Board including Board Chair and Committee Chairs.

4.3.2.3. Diversity

To ensure the Board includes a broad and deep range of perspectives and skills, consideration is given to bringing together a diverse group of Board Members with the goal of creating robust Board dynamics, fulsome Board discussions and ensuring different points of view are brought to issues. Diversity, in this context, is defined as having varied backgrounds, perspectives, problem-solving approaches and experience. The Board should also reflect cultural, sexual, and gender diversity relevant to the communities served by NIC.

4.3.3. Appointed Board Member Recruitment

Led by the Board Chair in consultation with the President, the Executive Committee identifies individuals qualified to stand for re-appointment and/or searches proactively to identify individuals to become new Board Members, consistent with any qualifications, expertise and characteristics approved by the Board. All Board Members are encouraged to identify individuals who meet the desired skills and experience for the Executive Committee’s consideration.

4.4. Board Member Position Description

4.4.1. Introduction

The role and responsibilities of the Board as a whole are set out in the Board's Terms of Reference. This position description sets out expectations and responsibilities of individual Board Members.

4.4.2. Personal Attributes

All Board Members must be committed to supporting NIC's mission and vision and possess the following personal attributes:

- a) sound judgement, objectivity and independent perspective;
- b) strategic orientation and vision;
- c) focus on sustainable improvement and continuous engagement;
- d) professionalism, integrity and accountability;
- e) respectful, with the ability to actively participate while working as a team;
- f) willingness to consider diverse opinions and new ideas;
- g) commitment to be informed about NIC, its partners, and the environment in which it operates;
- h) commitment to participating in Board orientation and ongoing education and learning;
- i) willingness to leverage expertise and experience for the benefit of NIC.

4.4.3. Expectations

In discharging their responsibilities, each Board Member must:

- a. act honestly and in good faith with a view to the best interests of NIC;
- b. exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
- c. be knowledgeable about NIC's mandate, goals and objectives, and operations;
- d. exercise good judgement and act with integrity; and
- e. be an effective ambassador of the College.

In keeping with these responsibilities, a Board Member is required to:

- a. act in the best interests of NIC and not in their self-interest, nor in the interest of a particular group or constituency;
- b. comply with Board policies, including the Board's Code of Conduct;
- c. make full and timely disclosure of any actual, potential or apparent conflicts of interest in accordance with procedures set out in the Board's Code of Conduct & Conflict of Interest Bylaw in order to protect the integrity of the College; and
- d. keep all confidential information associated with Closed and *In-camera* meetings confidential.

4.4.4. Duties and Responsibilities

Board membership involves a significant time commitment. In carrying out their responsibilities, each Board Member is required to actively engage in the Board's work by:

- a. participating in the orientation program for new Board Members and the ongoing professional development (for the Board or for an individual Board Member) and other Board processes, such as evaluations of the Board's performance;
- b. consistently attending meetings of the Board and Committee(s) on which they serve;
- c. being prepared and well-informed on relevant issues (by reading materials or otherwise);
- d. devoting the necessary time and attention to be able to make informed decisions on issues that come before the Board, bringing their own experience, judgment and influence to bear constructively on issues;
- e. advising the Board Chair and President in advance of introducing significant and previously unknown information;
- f. understanding the difference between governing and managing, focusing inquiries on issues related to strategy, policy, implementation and results rather than issues relating to the day-to-day management of NIC;
- g. analyzing issues from many perspectives, considering the impact of decisions on NIC's internal and external environments (e.g., students, faculty, support staff, Government, broader community, and Indigenous communities);
- h. being available as a resource to the Board and the President;
- i. attending NIC events and activities;
- j. supporting the work of the North Island College Foundation; and
- k. once Board decisions are made, supporting those decisions in a positive manner.

4.4.5. Communication

Board Members are expected to:

- a. interact with fellow Board Members and the College Community in a respectful and constructive manner;
- b. positively represent NIC within the community; and
- c. participate fully and frankly in Board deliberations and ask probing questions when appropriate.

Board Members may be approached by members of the community, employees, or students regarding College affairs. All such matters must be handled according to the Board Member Communication Protocol contained in the Board's Code of Conduct and Conflict of Interest Bylaw at Appendix C.

4.4.6. Independence

Board Members are expected to:

- a. speak and act independently while remaining a team player; and

- b. express points of view for the Board’s consideration even if they may seem contrary to other opinions previously expressed.

4.4.7. Committee Work

Board Members are expected to:

- a. participate on at least one standing Committee and become knowledgeable about the purpose and goals of the Committee; and
- b. understand the process of Committee work, and the role of any individuals supporting the Committee.

4.4.8. Relationship with NIC Employees

Board Members must respect the organizational structure of NIC. The Board acts collectively and no Board Member has the authority to direct any employee of NIC.

Requests for information should be directed through the Board Chair to the President.

Board Members may direct questions or concerns regarding NIC’s performance through Board and Committee meetings, or through the Board Chair to the President.

Board Members may contact the Board Secretary for general information.

4.4.9. Education Council Chair Board Member

The Chair of the Education Council serves on the Board as an *ex officio* Member⁹ and is not entitled to vote. When serving on the Board, the Chair of the Education Council is expected to:

- a. bring forward resolutions and advice presented to the Board on behalf of the Education Council;
- b. provide insight on the views of the Education Council in relation to issues under discussion by the Board;
- c. provide insight into the systems of governance and functioning of the Education Council; and
- d. deliver the advice of the Education Council as and when formally requested by the Board.

4.4.10. Board Members Elected by Constituencies

Elected Board Members bring the knowledge and perspective of their constituencies. However, they may not act as if delegated by the group they represent and may not be bound in any way by mandates given to them by others. As noted by the Act, all Board Members are responsible to act in the best interests of NIC.¹⁰

⁹ *Ex officio*” means that the individual serves on the Board by reason of their position as Chair of Education Council.

¹⁰ College and Institute Act, s. 8.2.

4.4.11. Meeting Attendance

Meeting attendance records are publicly disclosed in meeting minutes. Pursuant to the Act, unless excused by Board resolution, a Board Member who has not attended three consecutive regular meetings of the Board is no longer a Board Member.¹¹

4.4.12. Resignation and Removal

A Board Member's resignation becomes effective at the time the Board Chair and Board Secretary receives a written resignation from them, or at the time specified in the resignation, whichever is later.

Pursuant to the Act, the Lieutenant Governor in Council may, on a resolution passed by at least a two-thirds majority vote of the Board, remove a Board Member from the Board if the Board is satisfied that the individual should be removed for cause.¹²

4.4.13. End of Term

Upon their term ending, Board Members must return any printed documentation, meeting materials or reports in their possession to NIC and delete any electronic records.

The duty of confidentiality continues after an individual ceases to be a Board Member.

4.5. Board Chair Position Description

4.5.1. Election and Term

The Board Chair is elected from the Appointed Board Members to serve a one-year term. If elected, appointed Board members may serve consecutive terms as Chair.

The current practice is for new Board Members to spend at least one year on the Board prior to being considered for the position, first, of Vice Chair for two years and then Chair for two years (two one-year terms). Thereafter, the Member would sit as Past Chair for the remainder of the appointed term.

4.5.2. Role

The Board Chair leads the Board in all aspects of its work and is responsible for effectively managing the affairs of the Board. The Chair is accountable to the Board, acts as a direct liaison between the Board and the President, represents the Board internally and externally, and is the sole spokesperson on behalf of the Board.

4.5.3. Responsibilities

Key responsibilities of the Board Chair are set out below.

4.5.3.1. Working with the President

The Board Chair:

¹¹ College and Institute Act, s. 59(7).

¹² College and Institute Act, s. 11(3).

- a. acts as a liaison between the President and the Board;
- b. fosters a constructive relationship between the Board and the President;
- c. acts as a sounding board and counselor for the President, including helping to identify problems and ensuring the President is aware of concerns of the Board and communities;
- d. liaises with the Public Sector Employers' Council (PSEC) Secretariat during the presidential appointment process and if required, during the annual compensation review; and
- e. seeks to ensure that the President presents to the Board all information necessary to allow the Board to effectively discharge its responsibilities.

4.5.3.2. Board Operations

The Board Chair:

- a. in concert with the President and Executive Committee, develops and sets Board meeting agendas, through a process facilitated by the Board Secretary;
- b. calls meetings of the Board, except as otherwise provided for;
- c. presides over and conducts meetings of the Board in an efficient, effective and focused manner;
- d. after consultation with Board Members, recommends to the Board, the members for each Committee, and appoints each Committee chair;
- e. oversees conflicts of interest issues;
- f. signs documents on behalf of the Board, as authorized by the Board;
- g. is invited to attend committee meetings when not a member of a committee;
- h. oversees any remuneration, benefits, and expenses paid to Board Members within the guidelines established by the Provincial Government; and
- i. approves the President's business-related expenses in accordance with College policy.

4.5.3.3. Board Effectiveness

The Board Chair:

- a. provides leadership to the Board in fulfilling its governance responsibilities as set out in the Board Terms of Reference;
- b. ensures that the Board has cohesion of direction and purpose at a policy and strategic level;
- c. maintains an appropriate boundary between the Board and President responsibilities;
- d. liaises with Committee chairs to ensure coordination between the work of the Committees and the Board;
- e. encourages all Board Members to participate and to contribute to deliberations;
- f. facilitates Board deliberations in a way that promotes robust dialogue, questioning, and the candid expression of each Board Member's opinion with respectful and collegiality;

- g. builds consensus and develops teamwork within the Board;
- h. fosters an environment of ethical and responsible decision-making by the Board Members;
- i. makes oneself available to individual Board Members for questions, counsel and discussions relating to NIC;
- j. keeps the Board updated on all significant developments of NIC, both at and between meetings.

4.5.3.4. Board Appointments, Re-Appointments

The Board Chair plays a lead role in liaising with CABRO with respect to Appointed Board Members. Throughout the recruitment and appointment process, the Board Chair consults with CABRO on the background, experience and skills required on the Board, potential appointed Board Member candidates, and feedback on the performance of incumbent Board Members.

In relation to any current Appointed Board Member who is eligible for reappointment, the Board Chair provides CABRO with an assessment of the Board Member's performance during the preceding term, based on the Board Chair's personal assessment and any feedback provided through a Board Member evaluation process (if applicable).

At least six months prior to the expiry of a Board Member's term, the Board, through the Board Chair:

- a. provides notice to CABRO that the term of the Board Member is about to expire;
- b. inquires with the serving Board Member to confirm their desire for reappointment;
- c. provides a written request for a new appointment to fill such vacancy;
- d. provides CABRO with the Board's analysis of the needs to be filled in a new appointment; and
- e. provides the names and biographical information of any individuals recommended by the Board to fill the vacancy.

4.5.3.5. College Relations

The Board Chair:

- a. participates in convocation and other events organized by the College.

4.5.3.6. Government Relations

The Board Chair:

- a. acts as the principal interface between the Board and the Ministry.

4.6. Board Chair Succession Planning

This section should be read in conjunction with the Board Chair Position Description.

NIC maintains a Board Chair succession plan that identifies qualified and available candidates. The plan is intended to ensure the stability, continuity, effectiveness, and renewal of the Board Chair position.

4.7. Board Vice Chair Position Description

4.7.1. Election and Term

The Board elects one (or two where circumstances warrant) Vice Chair(s) from among the Appointed Board Members to serve a one-year term. The Vice Chair must have served on the Board for a minimum of one year. If elected, appointed Board members may serve consecutive terms as Vice Chair.

4.7.2. Role and Responsibilities

The Vice Chair(s) is responsible for supporting the Board Chair in carrying out the Chair's responsibilities and assisting the Board Chair in coordinating and providing leadership to the Board.

The Vice Chair(s):

- a. assist(s) the Board Chair in coordinating and providing leadership to the Board;
- b. perform(s) the Board Chair's responsibilities in the Chair's absence, or at the request of the Chair;
- c. acts as an advisor and support to the Board Chair;
- d. assume(s) leadership responsibilities for key initiatives or activities, as assigned; and
- e. perform(s) such other duties as may be assigned by the Board.

While there is no presumption that a Vice Chair will become the Board Chair, consideration will be given to the experience gained by individuals who have served as Vice Chair when planning for Board Chair succession.

4.8. President Job Description

4.8.1. Appointment and Accountability

The President is appointed by the Board.¹³ The President reports to the Board and is accountable to the Board for NIC's performance.

4.8.2. Role

The President is the chief executive officer of NIC and has overall responsibility for the general management of, and control over, the business, activities, and other affairs of NIC, in accordance with the strategies, plans and policies approved by the Board. The President does so by leading and

¹³ College and Institute Act, s. 36(1).

managing NIC through the development and implementation of strategies and policies, the management of human and financial resources, and efficient and effective operations.

4.8.3. Duties and Responsibilities

The President is responsible for:

- a. leading and managing NIC within the parameters approved by the Board, including the Delegation of Authority;
- b. in keeping with NIC's vision and mandate, working with the Board to develop and recommend the strategic plan and reporting on its outcomes;
- c. recommending to the Board corresponding annual operational plans and annual budgets;
- d. developing and implementing operational policies to guide NIC within the framework of the vision and strategic goals approved by the Board;
- e. directing and monitoring NIC's activities in a manner that ensures the assets of NIC are safeguarded and optimized;
- f. ensuring the integrity of NIC's internal control and management systems;
- g. identifying and reporting to the Board on, principal risks of NIC and ensure the implementation of systems to manage these risks;
- h. ensuring NIC maintains a high level of ethical conduct and complies with all legislative requirements;
- i. developing NIC's overall organizational structure;
- j. providing Board Members with exposure to NIC's key members of the College Administration;
- k. keeping the Board aware of any student or employee suspensions and/or appeals (refer to policy set out in Appendix B);
- l. acting as official spokesperson for NIC and oversee NIC's relationships with NIC's key partners and interested groups; and
- m. supporting the Board Chair and the Board to carry out the Board's governance responsibilities, including the timely provision of relevant information.

4.8.4. Compensation

The Board establishes the President's compensation in accordance with the framework established by the Province, through the PSEC Secretariat and guidelines established by the Post-Secondary Employers' Association (PSEA).

4.8.5. Evaluation

The Board annually conducts a formal evaluation of the President's performance.

5. Board Terms of Reference

5.1. Role

Pursuant to the Act, the Board of Governors is responsible to “manage, administer and control the property, revenue, expenditures, business and affairs” of NIC.¹⁴

The Board delegates to the President responsibility for the day-to-day operations of the College.

Therefore, the Board’s role is one of governance and oversight of the overall direction and performance of the College.

5.2. Delegation of Authority to the President

The Board is responsible for appointing the President as the chief executive officer of NIC and defining the President’s duties and tenure of office.

In delegating responsibility to the President for the day-to-day operations of the College, the Board requires regular reporting from the President. This includes monitoring and evaluating the President’s performance, overseeing President succession planning, including plans to deal with a planned or emergency departure of the President.

5.3. Organizational Stewardship Responsibilities

5.3.1. Strategy

The Board approves a strategic plan for the College. In consultation with students, Indigenous Nations and organizations, employers, industry, business, not-for profit organizations, alumni, employees and the many demographic communities the College serves across the region, the President develops a strategic plan with input from, and for the approval of, the Board. The strategic plan is approved by the Board. Although it is normally based on a five-year time frame, it is a dynamic document and is reviewed annually and updated as required to address new opportunities and challenges for NIC. The Board ensures the President regularly reports on NIC’s performance against key performance measures and updates the Board on any required actions.

5.3.2. Risk Management

The Board ensures the College has a risk management program that identifies material, financial, operational, strategic, and other risks and implements systems to manage those risks.

5.3.3. Finance Oversight

The Board is responsible for fulfilling its obligations and responsibilities relating to financial and audit oversight.

5.3.4. People and Culture Oversight

¹⁴ *College and Institute Act*, s. 19(1)(b).

The Board ensures the President develops an overall organizational structure for the College inclusive of continuity planning for key leadership positions consistent with the future leadership needs of NIC.

The Board also ensures NIC's collective bargaining, compensation and workplace health and safety philosophies follow Government guidelines. The Board promotes a culture of equity, diversity and inclusion at NIC.

5.3.5. Engagement and Consultation

The Board ensures that the President effectively communicates with the Government(s), First Nations, faculty, staff, students, and the general public, and ensures that processes are in place for receiving feedback.

This requires transparency, open communication, completeness of information, and accountability. The Board ensures the President reports on the unique needs of each group and provides strategies on how and when to communicate with them, and how NIC will use any input received from each group.

5.3.6. Monitoring and Reporting

The Board is responsible for:

- a. monitoring NIC's performance against the objectives set out in the strategic plan, other plans and agreed-upon key performance measures, and approving revisions to the plans as required;
- b. ensuring NIC's financial position is reported fairly and in accordance with public sector accounting and report standards;
- c. ensuring that NIC is in compliance with all applicable laws and directives from the Government;
- d. approving for submission NIC's annual audited financial statements to the Government;
- e. approving for submission NIC's annual audited enrolment reports to the Government;
- f. approving for submission, NIC's Institutional Accountability Plan and Report to the Government; and
- g. submitting budgets, financial statements, reports, and any other information that the Minister considers necessary to carry out the Minister's responsibilities in relation to the College.¹⁵

5.3.7. Material Issues and Resources

The Board is responsible for:

- a. approving financial or other commitments outside of an approved budget or outside the ordinary course of business that may have a significant impact on NIC.

5.3.8. Code of Conduct and Ethics

The Board is responsible for:

- a. establishing, and updating as required, the Board's Code of Conduct and Conflict of Interest Bylaw which includes the duties of Board Members and/or its Committees in conflict of interest situations; and

¹⁵ *College and Institute Act*, s. 19(5)(a).

- b. approving a Code of Ethical Conduct policy for all NIC employees.

5.3.9. Reliance on the President

In carrying out its responsibilities, the Board reasonably relies on the President to provide it with current, accurate and complete information.

5.3.10. External Advisors

In carrying out its responsibilities, the Board is entitled to retain and rely on external advisors (e.g., professional service firms or consultants) to fulfill its mandate. The Board may consider internal resources, Board budget and procurement practices and other factors and may consult with the President upon considering whether to retain external advisors.

5.4. Board Orientation and Professional Development

The Board ensures there is an orientation program for new Board Members. This program ensures each new Board Member fully understands NIC's governance structure and the expectations of individual Board Member roles, responsibilities, and performance expectations, as well as NIC's mandate letter, mission, values, strategic plan, risk register, operations, and working environment.

5.5. Board Evaluation

5.5.1. Process

The Board is committed to annual Board evaluation, the purpose of which is to provide Board Members with an opportunity to assess the overall effectiveness of the Board, and to identify opportunities for development and improvement.

6. Meeting Practices

6.1. Board Meeting Guidelines

Under the Act, the Board can pass resolutions it considers necessary or advisable for the management and conduct of the Board's affairs, including resolutions for the calling and holding of meetings of the Board, and the procedures to be followed at meetings.¹⁶

6.2. Meeting Frequency, Special Meetings and Notice

The Board holds a minimum of four Regular Board meetings, a joint meeting with the NIC Foundation, a joint meeting with the NIC Indigenous Education Council and an annual retreat per year.

A special meeting can be convened by the Board Chair or at the request of any of the other four Board Members to deal with emergent issues. At least 48 hours' notice is given of special Board meetings, as much as practicable, and should specify the nature of the business to be transacted.

The Board's calendar is normally determined in advance of the upcoming academic year but may be reasonably amended to accommodate scheduling challenges and ensure quorum.

6.3. Location

Board meetings are normally held on one of NIC's campuses/centres or within the College's service region. Meetings are held in person and/or by teleconference/videoconference, as practicable in the circumstances.

In-person meetings may be held at any of NIC's campuses or at other locations within the College region at the discretion of the Board.

Meetings held by the use of electronic media shall be governed by rules of meeting procedure as below. Electronic media may include telephone, virtual meetings and email.

6.4. Board Meetings

Regular and Special meetings or parts thereof may be designated as Open, Closed or *In-camera*.

No taping, videoing or other means of recording sound or images are permitted during any portion of a Board meeting.

6.4.1. Open Meetings

The Board will conduct its business in Open sessions whenever possible. This allows members of the College Community and public to witness the operations and decision-making processes of the Board while fostering institutional transparency and public accountability.

Members of the public and the College Community (including students, employees, and alumni) are welcome to attend the Open sessions of the Board as observers, subject to capacity in the room in which the meeting is held. They may not participate in discussions at a Board meeting.

¹⁶ *College and Institute Act*, s. 59(5)(b).

All Open session discussions, presentations, actions, documents, motions, and resolutions are public. Open meeting agenda packages and approved minutes are posted on the NIC website.

6.4.2. Closed Meetings

Members of the public and the College Community (including students, employees, and alumni) are excused from the Closed sessions of meetings of the Board.

College administration may be requested to participate in Closed meetings or parts thereof by the Chair in consultation with the President.

Closed sessions will consider only the following matters subject to the provisions of current legislation:

- a. the conduct, discipline and suspension relating to students;
- b. matters relating to the acquisition, disposition or security of real property, where it is in the interest of the College to maintain confidentiality or to protect the privacy of an individual;
- c. personnel matters including collective bargaining;
- d. matters of a contractual or financial nature where it is in the interest of the College to maintain confidentiality, and;
- e. matters where Board liability may arise and legal opinions respecting the liability or interest of the Board.

All Closed meeting discussions, actions, documentation, motions, and resolutions will be kept in confidence by Board Members and meeting attendees. Board Members and meeting attendees joining Closed meetings by teleconference or videoconference must join from private space to maintain confidentiality. Printed documentation related to Closed meetings should be returned to the Board Secretary for confidential shredding.

6.4.3. *In-camera* Meetings

The Board can meet *In-camera* at any time during a Board meeting and usually meets *In-camera* at the end of each Board meeting. *In-camera* sessions will include the President and Board Secretary for a portion and Board members only for a portion.

The purpose of the *In-camera* session is to provide Board Members with an opportunity to meet without the President or College employees, in order to discuss matters including the following:

- a. sensitive matters within the jurisdiction of the Board (for example, the President's appointment, performance, evaluation or compensation);
- b. to meet with certain external advisors or consultants and to safeguard the independence of those individuals; and
- c. internal Board governance matters and functioning.

All *In-camera* meeting discussions and materials will be kept in strict confidence by Board Members and any attendees. Board Members and meeting attendees joining *In-camera* meetings by teleconference or videoconference must join from private space to maintain confidentiality. Printed documentation related to *In-camera* meetings should be returned to the Board Secretary for confidential shredding.

Any resolutions discussed *In-camera* must be moved to an Open or Closed meeting to be voted on and recorded in the Open or Closed meeting minutes.

6.5. Agenda

Agendas are developed through a process facilitated by the Board Secretary, in consultation with the Board Chair, Executive Committee, and President. Board meeting agendas are approved by the Executive Committee.

Under normal circumstances, the agenda and supporting materials will be distributed to Board Members at least one week in advance of the meeting.

Board Members who wish to suggest items for discussion at Board meetings and additions to the agenda should contact the Board Chair at least two weeks prior to the Board meeting. The Board Chair and/or Executive Committee may exercise their discretion whether to include the suggested item on an upcoming Board meeting agenda.

6.6. Presentations at Board Meetings

Employees, students and members of the public may request to present to the Board during an Open meeting. Presentations must be relevant to areas of Board governance. A person or persons, including constituency groups or representatives (a “delegation”) wishing to address the Board at an Open Board meeting shall make a request to the Board Secretary in writing at least two weeks prior to the meeting for approval by the Executive Committee.

Prior to being allocated a time to present to the Board, the delegation must provide a written submission (maximum two pages) outlining the delegation’s position and listing the persons who will be attending as part of the delegation.

Delegations will be permitted at the discretion of the Executive Committee, in consultation with the President as required. The Board Chair will decide how much time will be allocated on the meeting agenda and there may be a limit on the number of individuals able to appear at a given Board meeting.

Board Members shall not enter into debate with the delegation upon the completion of their presentation. Board Members may ask questions for clarification and to obtain additional, relevant information.

No delegation shall:

- a. speak on any subject other than the one for which they have received approval to address the Board;
- b. breach confidentiality or provide any third-party personal information, without specific, written consent;
- c. speak disrespectfully to, or of any person;
- d. use offensive words or language; or
- e. disobey the rules of procedure or a decision of the Board Chair.

The Board Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of these procedures and, where the Chair rules that the delegation is concluded, the person or persons appearing shall immediately withdraw.

6.7. Forums for Public Input

The Board may convene public forums to enable the Board to receive public input, either around specific topics or with an open agenda.

6.8. Procedures at Board Meetings

The following describes general procedures regarding the conduct of meetings:

- a. a majority of Board Members constitutes a quorum for Board meetings;
- b. wherever possible, decision making will be achieved by consensus: this means that each voting Board Member agrees in principle and is willing to support a decision. If for any reason consensus cannot be reached, resolutions will be passed by a majority vote of voting members in attendance;
- c. each Board Member, except the President and the Chair of the Education Council, has one vote;
- d. a resolution in writing, signed by all Board Members, is as effective as if it had been passed at a Board meeting properly called and constituted; and
- e. unless otherwise provided for in the resolution, a resolution passed at a Board meeting becomes effective immediately upon being passed.

6.9. Minutes

The Board Secretary or designate ensures the minutes of each board meeting are prepared in a timely manner. The Executive Committee is provided with the draft minutes for review and comment, before presentation to, and approval by, the Board.

6.10. Board Deliberations and Confidentiality

The details of any matter discussed in Closed or an *In-camera* sessions of the Board must be held in strict confidence by all. By resolution of the Board, any of the matters discussed at a Closed or *In-camera* session or meeting may be brought forward for discussion at an Open meeting.

7. Committees

7.1. Committee Operating Guidelines

The Board has the power to appoint the Committees it considers necessary.¹⁷ The provisions below set out the operating guidelines applicable to all standing Committees, unless otherwise expressly provided for in a Committee's terms of reference.

The Board may also from time to time establish task forces, advisory committees or other temporary working groups to address time limited projects such as the selection of a President.

7.1.1. Purpose

The purpose of a Board Committee is to provide in-depth discussions and recommendations for key areas of Board responsibility and to help the Board carry out its work.

7.1.2. Committee Mandate

Each Committee reviews its own terms of reference annually and submits any proposed changes for approval to the Board as part of the Governance Manual.

Committees review Board policies and NIC Board-approved policies as appropriate, making recommendations to the Board for its consideration and approval.

NIC Board-approved policies include:

- a. Sexual Violence and Misconduct
- b. Key human resources policies
- c. Risk Management
- d. Long-term investment
- e. Cheque signing/procurement authorization
- f. Spending authority
- g. Public-interest disclosure/whistleblower
- h. Code of ethical conduct (Board and employees)
- i. Equity, diversity and inclusion.

7.2. Composition

The Board Chair appoints the Committee members and chairs for the:

- a. Executive Committee
- b. Finance and Audit Committee
- c. Governance and Board Development Committee.

¹⁷ *College and Institute Act*, s. 19(1)(c).

The chairs of each Committee will be an Appointed Board member.

In addition, the Board Chair and President receive meeting notices and may participate in any Committee meeting.

In determining and approving the composition of all Committees, consideration will be given to the skills and experience of each Board Member and minimizing the potential for conflict-of-interest.

Committees are encouraged to elect a vice-chair from amongst their membership to undertake and discharge duties of the Committee Chair in the chair's absence.

7.2.1. Committee Members' Terms

Each Committee member is appointed for a term of one year and re-appointments are permitted.

7.2.2. Accountability

Committees are accountable to the Board.

No Committee has the power or authority to act for the Board unless specifically authorized by the Board through the applicable terms of reference or otherwise (e.g., through resolution of the Board).

Committees make periodic recommendations to the Board in respect on the subject matter of which it was created to advise. The Board takes into consideration, but is not bound by, Committee recommendations.

7.2.3. Frequency

Committees meet prior to each regular Board meeting. Additional meetings may be held as deemed necessary by the Committee Chair.

7.2.4. Notice

A schedule of Committee meetings may be set in advance and notice of upcoming regular meetings of each Committee is given at the previous regular Committee meeting or otherwise required. Wherever possible, at least 48 hours' notice is given of special Committee meetings.

7.2.5. Location

Committee meetings are held in person and/or by teleconference/videoconference, as practicable in the circumstances.

7.2.6. Guests

Guests, advisors and other individuals may be invited by the Committee to attend a Committee Meeting for a specified purpose.

7.2.7. Committee Meetings

Committee meetings are Closed to the public.

Committees may meet *In-camera* at any time during each Committee meeting. *In-camera* sessions that occur at the end of a Committee Meeting can include the President and Board Secretary for a portion and Committee members only for a portion.

The purpose of the *In-camera* session is to provide Committee members an opportunity to meet in confidence to discuss matters including the following:

- a. sensitive matters within the jurisdiction of the Committee (for example, for the Executive Committee, the President appointment, performance, evaluation or compensation);
- b. to meet with certain external advisors or consultants (e.g., external auditor) and to safeguard the independence of those individuals; and
- c. internal Committee governance matters and functioning.

7.2.8. Agenda and Materials

Committee meeting agendas are developed through a process facilitated by the Board Secretary, in dialogue with the Committee Chair and the President or a member of the College Administration responsible for providing support to the Committee. The Committee Chair is responsible for approving the agenda for each meeting of that Committee.

Typically, the agendas and supporting materials are distributed to Committee members at least one week in advance of a meeting, or as soon as practicable in the circumstances.

Committee members who wish to suggest items for discussion at Committee meetings and additions to the agenda should contact the Committee Chair and Board Secretary at least two weeks in advance of the meeting. The Committee Chair may exercise their discretion whether to include the suggested item on an upcoming Committee meeting agenda.

7.2.9. Quorum

The quorum for a Committee meeting is a simple majority of members.

7.2.10. Decision Making

Wherever possible, decision making will be achieved by consensus: this means that each voting Committee Member agrees in principle and is willing to support a decision. If for any reason consensus cannot be reached, resolutions will be passed by a majority vote of voting Committee members in attendance.

7.2.11. Reporting

The Board Secretary or designate ensures reports of each Committee meeting are prepared in a timely manner. At the next Board meeting, the Committee Chair provides a report that summarizes Committee work since it last reported, including what the Committee is bringing forward for discussion or approval.

8. Executive Committee – Terms of Reference

8.1. Purpose

The Executive Committee assists the Board by fulfilling its obligations and responsibilities relating to the oversight of the President, acts in the place of the Board between regularly scheduled Board meetings and performs the other responsibilities that are delegated or assigned to it by the Board.

While the Committee has authority to act on behalf of the Board, its powers shall be used only as necessary and appropriate on urgent matters that cannot and should not be delayed until the Board's next regular meeting or until a special meeting of the Board can be called. Any such action shall be reported back to the full Board.

8.2. Composition

The Executive Committee shall be comprised of the Board Chair, the Vice-Chair, immediate Past Chair, up to two Appointed Board Members and the President (ex officio).

The Board Chair serves as the Executive Committee Chair.

8.3. Duties and Responsibilities

Subject to the powers and duties of the Board, the Executive Committee will perform the following duties.

8.3.1. General

The Executive Committee will act on behalf of, and with full authority of the Board in circumstances where the Board has specifically delegated such authority.

8.3.2. Steering and Board

In relation to stewardship and Board matters, the Executive Committee will:

- a. review, provide direction and approve the agendas for Board meetings in the normal course;
- b. review requests by a delegation of a person or persons, including constituency groups or representatives, wishing to address a regular Board meeting, in accordance with processes in this manual;
- c. review draft Board meeting minutes before presentation to the Board for approval;
- d. ensure the Board and/or other Committees are appropriately apprised of any significant issues in a timely manner;
- e. assist the Board Chair in providing advice/counsel to the President, on sensitive, complex and emerging issues and initiatives, or as required;
- f. together with the Board Chair and President, lead Board Member succession, in accordance with processes adopted by the Board from time to time; and
- g. undertake other activities as required by the Board or Board Chair.

8.3.3. President Matters

In relation to President matters, the Executive Committee will:

- a. Review and recommend for approval to the Board, the appointment of the President;
- b. Review the President's annual goals and objectives and make recommendations to the Board for approval;
- c. Lead the process for the President's annual performance evaluation and compensation review and make recommendations to the Board for approval; and
- d. On an annual basis, review the President's development and succession plan.

8.3.4. People and Culture

In relation to the overall organization of the College, the Executive Committee will:

- a. Be advised of any changes to the Leadership Team and overall organizational structure developed by the President;
- b. Annually review NIC's compensation philosophies in the context of NIC's mission, vision and goals and Government guidelines;
- c. Receive the President's reports regarding strategies for and updates on collective bargaining;
- d. Review and recommend collective agreements for approval by the Board;
- e. On an annual basis, review the President's report on development and succession plans for the Leadership Team; and
- f. Review the President's reports regarding material human resources-related matters.

8.4. Committee Support

The Board Secretary or designate serves as secretary to the Executive Committee.

9. Finance and Audit Committee – Terms of Reference

9.1. Purpose

The purpose of the Finance and Audit Committee is to assist the Board in fulfilling its obligations and responsibilities relating to financial and audit oversight, including but not limited to, the College's operating and capital budgeting process, financial reporting, the internal and external audit processes, the system of internal controls, risk management and statutory obligations under the Act.

9.2. Composition

The Finance and Audit Committee is composed of a minimum of three members, at least two of whom are selected from among the Appointed Board Members.

Finance and Audit Committee members should be independent and financially literate.¹⁸ At least one member shall have an accounting designation or related financial expertise.

The Board Chair appoints the Finance and Audit Committee members and the Committee Chair who must be an Appointed Board Member.

9.3. Duties and Responsibilities

Subject to the powers and duties of the Board, the Finance and Audit Committee will perform the following duties.

9.3.1. Financial Planning

The Finance and Audit Committee reviews and make recommendations to the Board for approval in respect of:

- a. any changes in tuition fees and other assessed student fees after considering the recommendations, if any, of the Provincial Government with respect to tuition fee changes;
- b. financial plans and budgets forwarded to the Board for approval;
- c. the appropriateness and validity of any material assumptions and estimates used in the preparation of such plans or budgets;
- d. the consistency of the plans and budgets with policies, objectives and initiatives approved by the Board;
- e. the consistency of the financial plans and budgets with any other financial data;
- f. any significant assumptions, forecasts, targets or performance goals used by College Administration in the preparation of the financial plans and/or budgets; and

¹⁸ In this context, "independent" means having no material direct or indirect association with NIC, which could, in the view of the Board, reasonably interfere with the exercise of the Member's independent judgment, and "financially literate" means that the Member has the ability to read and understand a set of financial statements which are prepared in accordance with public sector accounting practices and present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by NIC's financial statements.

- g. ensures the Board receives on a timely basis meaningful financial information regarding NIC's current financial status and up-to-date forecasts required to make decisions.

9.3.2. Financial Reporting

The Finance and Audit Committee:

- a. reviews all public reporting by NIC to ensure that it represents a complete, accurate and balanced picture of NIC's performance and financial situation;
- b. reviews the annual financial statements and reports, and recommends their approval or disapproval to the Board and provides an explanation if it cannot recommend approval;
- c. reviews the quarterly financial statements and reports.
- d. discusses with College Administration and with the external auditor:
 - all proposed changes in accounting policies and practices;
 - the import and presentation of all large risks or uncertainties;
 - compliance with accounting standards;
 - adjustments arising out of the audit process and related party transactions;
 - all estimated or judgments of College Administration that may be considered to be material to financial reporting; and
 - significant financial reporting, record or presentation issues discussed during the fiscal period and the manner of their resolution;
- e. examines the audited annual financial statements in conjunction with the reports of the external auditor, which may include determining whether the statements:
 - properly reflect the significant accounting policies selected;
 - reflect estimates and other financial statements elements that are reasonable and consistent;
 - adequately disclose all major transactions and issues;
 - disclose all post-year-end significant events; and
 - are understandable, relevant, reliable and comparable.

9.3.3. External Audit

The Finance and Audit Committee:

- a. recommends to the Board the appointment of the external auditor;
- b. determines whether the performance of the external auditor is satisfactory, is effective and meets the requirements of NIC;
- c. reviews all issues related to any change in external auditor and the planned steps for an orderly transition;
- d. assesses and confirms the independence and objectivity of the external auditor;

- e. reviews the terms of the external auditor's engagement, and the appropriateness and reasonableness of the proposed fees;
- f. reviews and recommends to the Board for approval the amount of fees to be paid to the external auditor;
- g. reviews and recommends to the Board for approval the audit plan with the external auditor and College Administration;
- h. determines whether College Administration has provided full and open disclosure to the external auditor's inquiries;
- i. reviews problems experienced by the external auditor in performing the audit, including any restrictions imposed by College Administration and all significant accounting issues on which there was a disagreement with College Administration;
- j. reviews the post-audit opinion letter containing the recommendations of the external auditor and reviews the College Administration's response and subsequent follow-up to any significant identified weaknesses; and
- k. reviews and approves the provision of non-audit services provided by the external auditor.

The Finance and Audit Committee shall meet with the external auditor at least bi-annually, including meeting *In-camera* with the external auditor if requested. The Committee shall permit the external auditor to attend Committee meetings on request.

9.3.4. Accounting Systems and Internal Controls

The Finance and Audit Committee:

- a. through discussion College Administration and the external auditor, obtains reasonable assurances that NIC has implemented appropriate systems of internal control:
- b. oversees financial reporting, information technology, data security and protection of personal information and privacy, and ensures that these systems are operating effectively;
- c. ensures compliance with its policies and procedures that these systems are operating effectively;
- d. identifies, monitors, mitigates and reports significant financial or operational risk exposures and that these systems are operating effectively; and
- e. directs the external auditor's examinations to particular areas of concern with respect to internal controls.

9.3.5. Risk Management and Investment Management

The Finance and Audit Committee:

- a. periodically reviews and assesses reports provided by College Administration and the external auditor that provide information about significant proposed changes in financial reporting and accounting policies and practices proposed by NIC;
- b. confirms that the NIC's internal controls were assessed during the annual audit;
- c. reviews and reports annually to the Board of Governors on the compliance with the Long-Term Investments Policy;

- d. reviews the performance of the investment manager; and
- e. periodically recommends the (re-) appointment of replacement of the investment manager.

9.3.6. Other Activities

The Finance and Audit Committee undertakes any other activities as assigned to it by the Board.

9.4. Committee Support

The Board Secretary or designate serves as secretary to the Finance and Audit Committee. The President, the Vice President responsible for Finance and their administrative delegates report to and provide support to the Finance and Audit Committee as College Administration resources.

10. Governance and Board Development Committee – Terms of Reference

10.1. Purpose

The purpose of the Governance and Board Development Committee is to oversee and advise the Board with respect to NIC's approach to good governance, NIC's governance framework, and processes to support and evaluate the effectiveness of the Board, the Board Chair, Committees and individual Board Members.

10.2. Composition

The Governance and Board Development Committee is composed of a minimum of three NIC Board Members.

The Board Chair appoints the Governance and Board Development Committee members and Committee Chair. The Committee Chair is an Appointed Board Member.

10.3. Duties and Responsibilities

Subject to the powers and duties of the Board, the Governance and Board Development Committee:

- a. regularly reviews the governance framework, including the Board manual and other written NIC policies and bylaws and advises the Board regarding:
 - areas of concern;
 - best practices; and
 - recommended changes.
- b. monitors good governance practices or trends to identify opportunities to evolve the Board's governance effectiveness;
- c. ensures programs are in place for new Board Member orientation and ongoing professional development;
- d. initiates and develops the discussion of topics for Board retreats or other strategic sessions;
- e. leads the annual review processes for evaluating the effectiveness of the Board, the Board Chair, Committees and individual Board Members;
- f. annually reviews the Board's Code of Conduct;
- g. annually obtains Code of Conduct Declarations from Board Members;
- h. addresses Code of Conduct issues as delegated to the Committee by the Board; and
- i. assumes any other related responsibilities as assigned to it by the Board.

10.4. Committee Support

The Board Secretary or designate serves as secretary to the Committee. The President and Director, College Governance & Strategy provide support as College Administration resources.

11. Board Member Liability Coverage

11.1. Exclusion of Liability

Under the Act, Board Members are protected against actions for damages in respect of any act or failure to act in the course of their duties, excepting acts of bad faith.¹⁹

11.2. Liability Coverage

Board Members are covered by the University, College and Institute Protection Program (UCIPP). This program is primarily designed to protect the College and all its employees and includes Board Members against liability claims while performing their approved duties.

¹⁹ *College and Institute Act*, s. 64.

12. Board Member Remuneration and Expenses

12.1. Remuneration

Pursuant to the Act, the Lieutenant Governor in Council may set the remuneration that an institution pays to Board Members.²⁰

[Order in Council 180/95](#) establishes the level of honoraria for Appointed Board Members and Elected Members who are students. Faculty and staff Board Members receive no honoraria. Board Member remuneration is disclosed on the College's website and included in the College's annual Statement of Financial Information as required under the *Financial Information Act* (B.C.).

For those Board Members entitled to an honorarium, the amount is:

- a. \$2,000 per year for each Board Member
- b. \$2,500 per year for the Board Chair

The honoraria are paid in quarterly installments. Where a Board Member serves less than a full Board year, the honorarium is pro-rated according to time served.

12.2. Expenses

Board Members are reimbursed by NIC for travelling and out-of-pocket expenses necessarily incurred by them in the discharge of their duties. Such reimbursement will be consistent with guidelines established by the Provincial Government. Board Members must follow formal processes for approval of and reimbursement of expenses, as may be established by the Board.

²⁰ *College and Institute Act*, s. 10(1).

APPENDIX A: GOVERNANCE AUTHORITY MATRIX

[GAM to be completed following approval of Board Manual]

APPENDIX B: STUDENT/EMPLOYEE APPEALS POLICY

STUDENT/EMPLOYEE APPEALS POLICY TO THE COLLEGE BOARD OF GOVERNORS

Policy Statement

North Island College, in accordance with the College and Institute Act, allows for an appeal to the Board of Governors by a student or employee who has been suspended by the President.

The *B.C. College & Institute Act* Section 37 states that “(2) For just cause, the President of an institution may suspend a student of the institution and deal summarily with a matter of student discipline; (3) On exercise of a power of suspension under this section, the president must immediately report the action to the board with a statement of the reasons; (4) A person suspended under this section has the right of appeal to the board.”

Purpose Statement

The purpose of this policy is to outline the suspension appeal process.

Scope and Application

This policy applies to students or employees who have been suspended by the President.

The only grounds for a student or employee (appellants) to appeal to the Board are:

- a) a flaw in the college’s due process or procedures in the determination to suspend the student or employee, or
- b) new evidence, not available at the time of the President’s decision to suspend the student or employee, that may have affected the decision.

Procedures

1. The appellant must submit the Request for an Appeal Hearing Form (Appendix A) to the Executive Assistant to the Board within 10 business days of receipt of the President’s decision letter.
2. Upon receipt of the appeal, the Executive Assistant to the Board will give the completed Request for an Appeal Hearing Form to the President and the Chair of the Board of Governor’s Chair.
3. The President, or designate, will provide a written submission to the Executive Assistant to the Board, together with any further supporting documentation, within 10 business days of receiving a copy of the appellant’s appeal documentation.

This submission will contain the following information:

- reasons for the suspension, and
 - witnesses to be called, should the Hearing be granted, with summary of evidence to be presented.
4. The Chair of the Board of Governors (or Board designate) will convene a Board Hearing Committee who will then review the request and determine whether the appeal meets the criteria outlined in the scope and application. If the Hearing is not granted, the student/employee will be informed by the Chair of the Board Hearing committee within five business days.
 5. If the appeal meets the criteria, the President will have the opportunity to review any new information provided in the appeal. The President has the opportunity to change the decision prior to the scheduled hearing.

6. The appellant will remain on suspension until the outcome of the Board Hearing Process is known.
7. The Board Hearing will be held within five business days and conducted in accordance with the Rules set out in Appendix B.
8. The Appellant will be offered the opportunity to be accompanied to the Hearing by a support person and will be provided with additional supports as required and available.
9. If the Appellant fails to attend the Hearing and fails to provide reasonable evidence of an emergency, the Hearing is abandoned, and the Appeal is automatically denied.
10. The Appellant may, at any time, terminate the appeal process by providing written notice to the Executive Assistant to the Board. The Appellant may not subsequently resubmit the appeal to the Board of Governors.
11. Within five business days of receiving the recommendation from the Board Hearing Committee, the Board of Governors (or Executive Committee if so delegated) will make its decision on the Appeal and will notify in writing the Appellant, the President, Office of the Registrar (Students) or Human Resources (Employees) and other administrators as appropriate.
12. The decision of the Board will be that the appeal is “founded” or “unfounded”. The decision of the Board is final; it will not be revisited.

All timelines referred to in this document are based on regular business days (Monday through Friday). The timelines specified are the maximum number of days allowed for each stage of the process. However, the College recognizes that a timely decision is desirable and encourages all parties to proceed without delay.

Where these timelines cannot be met due to unforeseen circumstances or during college closures, the Appellant and President will be notified.

Definitions

Appellant:

Student or employee appealing a decision of suspension.

Additional Supports:

Supports may be recommended, requested or required by any involved party to assist in the understanding of process and discussions. This may include, but is not limited to, language translators, sign language interpretation or cultural advisors.

Support Person

A person who is present at the Hearing. This person will not participate or provide comment during the Hearings and must not be in conflict of interest.

Links to Other Related Policies:

Human Rights, Discrimination and Harassment, Human Resources Policy 2-08

<https://www.nic.bc.ca/pdf/policy-2-08-human-rights.pdf>

Progressive Discipline: Misconduct or Inappropriate Behavior, Human Resources Policy 2-12

<https://www.nic.bc.ca/pdf/policy-2-12-progressive-discipline-misconduct-or-inappropriate-behaviour.pdf>

Community Code of Academic, Personal and Professional Conduct, Education Policy 3-06

<https://www.nic.bc.ca/pdf/policy-3-06-community-code-of-academic-pers-and-prof-conduct.pdf>

Student Appeal Policy, Education Policy 3-30

<https://www.nic.bc.ca/pdf/policy-3-30-student-appeal.pdf>

Appendix A - Request for an Appeal Hearing Form

(Please print)

Date: [Click or tap to enter a date.](#)

Name: _____
(First) (Last)

Student ID (if applicable): _____ **Email Address:** _____

Current Address: _____

Phone Number: _____

This information will be used only for the purpose of your appeal to the Board. The information is protected by the Freedom of Information and Protection of Privacy Act. If you have any questions regarding information requested, please contact the Executive Assistant to the Board.

1. Check the grounds for your appeal.

Grounds for appeal of suspension are:

- Lack of, or flawed process
- New evidence, not available at the time of the decision*

*New evidence will be considered in accordance with the following principles:

- New evidence will only be considered if it was known (by the appellant) prior to appeal and attempts were made to address the issue.
- The evidence must be relevant to the appeal.
- The evidence could reasonably be expected to have affected the decision to suspend.

2. Describe or explain the grounds for the appeal:

[Click or tap here to enter text.](#)

If you require more space for this description, attach extra page(s).

(Attach all documents in support of your appeal.)

3. If you intend to call witnesses, list the names of these witnesses with a summary of their evidence. Attach extra page(s), if required.

[Click or tap here to enter text.](#)

4. If you require additional supports such as a translator or ASL interpreter, please indicate below (please note that supports will be dependent on need and availability):

Click or tap here to enter text.

5. Requested outcome of this Appeal:

Click or tap here to enter text.

I certify that, to the best of my knowledge, the information submitted on this form is accurate, true, and complete *

Signature: _____

Date: Click or tap to enter a date.

Return completed form to:

Email - bog@nic.bc.ca or

Mail to:

Chair, Board Hearing Committee
c/o Executive Assistant to the Board, North Island College
2300 Ryan Road Courtenay, BC V9N 8N6

Appendix B – Board Hearing Process

Board Hearing Committee

The Board Hearing Committee is determined by the Chair of the Board of Governors (or designate) and comprised of a minimum of three members (one designated as Chair).

No Board Member shall serve on the Hearing Committee if they are currently a student or employee in the department in which the appeal is concerned or may otherwise be perceived to be in a conflict of interest with respect to the Appeal to be heard.

Procedures:

1. The Hearing Committee Chair will introduce the participants and outline the procedures to be followed at the Hearing.
2. The Appellant will identify the issues from their perspective and outline facts relevant to the appeal.
3. The President, or designate, will have the same opportunity to identify the issues from their perspective and outline the facts relevant to the appeal.
4. The Appellant and President will have the opportunity to respond to or ask questions on the other's presentation.
5. The Committee will call in the Appellant's witnesses individually. Witnesses will be limited to attend the hearing only during their relevant testimony.
6. The Appellant and President will have the opportunity to ask questions of the witnesses.
7. The Committee members may ask questions of the Appellant, President, and/or witnesses.
8. The Chair will invite the Appellant and the President to provide closing remarks.
9. The Committee will then deliberate in private.
10. The Committee Chair will submit a written recommendation and rationale to the BoG Chair. The Board of Governors (or Executive Committee if so delegated) will render a decision.
11. The decision will be communicated to all parties in writing within five business days.
12. The Board of Governors decision is final.

Appendix C – Flow Chart of Timelines

Flow Chart of Timelines for Student/Employee Suspension Appeal



All timelines referred to in this document are based on regular business days (Mondays to Fridays). The timelines specified are the maximum number of days allowed for each stage of the process. However, the College recognizes that a timely decision is desirable and encourages all parties to proceed without delay.

Where these timelines cannot be met due to unforeseen circumstances or during college closures, the Appellant and President will be notified.

APPENDIX C: Board Code of Conduct and Conflict of Interest Bylaw

Introduction

NIC is committed to the highest standards of ethics and integrity. The purpose of this Board Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at NIC. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of NIC.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to NIC imposed upon by common law, equity or statute. Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of their duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code of Conduct:

- a. reviews Board Members’ fundamental duties, including the fiduciary duty and duty of care;
- b. explains conflict of interest and identifies potential conflicts of interest specific to NIC and also of a general nature;
- c. provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d. outlines the consequences of a breach of the Code; and
- e. provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

Definitions

In the Code:

- a. “private interest” means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or their associate;
- b. “Appointed Board Member” means an individual who is appointed to the Board by the Lieutenant Governor in Council by Order in Council;
- c. “associate” means:
 - i. a spouse of the Board Member;
 - ii. a child of a Board Member or of the spouse of a Board Member;
 - iii. a relative of the Board Member, other than their child, who is living in the family residence;
 - iv. a friend of the Board Member;

- v. a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation;
 - vi. a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee;
 - vii. a member of a professional association of which a Board Member is an executive member;
- d. "Elected Board Member" means an individual who is elected to the Board by the faculty, staff or students;
 - e. "friend" includes an individual with whom the Board Member is connected by frequent or close association;
 - f. "relative" means a relative by blood, adoption or marriage; and
 - g. "spouse" means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

Duties

NIC's Board Members' duties include the fiduciary duty and the duty of care, which require the following:

- a. **Duty of Loyalty:** Board Members must act honestly, in good faith and in the best interests of NIC. In placing the interests of NIC ahead of their own personal or business interests, Board Members must:
 - a. be honest in their dealings with NIC and with others on behalf of NIC;
 - b. avoid situations where they could profit at the expense of NIC, appropriate a business opportunity of NIC or otherwise put themselves in a position of conflict between their own private interests and the best interests of NIC;
 - c. avoid actively undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision;
 - d. avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of NIC unless specifically authorized to do so by NIC;
- b. **Duty of Care:** Board Members owe a duty of care to NIC and must exercise the degree of skill and diligence reasonably expected from an ordinary person of their knowledge and experience;
- c. **Duty of Confidentiality:** Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member;
- d. **Duty to Disclose:** Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which they have a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable. In the case of the Board Chair becoming aware of a matter which they have a duty to disclose or report under

this Code, the Board Chair must advise the Chair of the Governance and Board Development Committee;

- e. **Duty of Compliance:** Board Members shall comply with all applicable laws and regulations and with NIC's Bylaws and policies adopted by the Board from time to time, including this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law; and
- f. **Duty of Knowledge:** Board Members must familiarize themselves with the relevant legislation applicable to NIC and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure NIC of their compliance with that legislation.

Conflict of Interest

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict directly or indirectly with their duties to NIC, including their duty to act in the best interests of NIC.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member's duty or function or the exercise of power, provided that they have not yet exercised that duty or function.

An **apparent conflict of interest** exists where informed people might reasonably hold the apprehension that a conflict of interest exists on the part of the Board Member.

Each Board Member should avoid any situation in which there is an actual, potential, or perceived conflict of interest, which could interfere with the Board Member's judgment in making decisions in NIC's best interest.

General Conflict of Interest Situations - Examples

The following examples have been developed to provide guidance to Board Members in areas where actual, potential or apparent conflicts of interest or other ethical issues may arise. They do not constitute an exhaustive list and each individual instance is subject to review and determination by the Board.

Corporate Opportunity – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of NIC.

Non-Profit Associations and Professional Associations – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where they may be viewed as a spokesperson for that group. In such situations, the Board Member should take reasonable steps to ensure that when speaking on behalf of such an association they are seen as speaking for the organization and not as a spokesperson of NIC.

Use of NIC Property – NIC assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of NIC's property,

including the use of NIC's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any NIC property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

Potential Conflicts of Interest Relating to Elected Board Members

Elected Board Members are in a unique situation in relation to conflict of interest considerations. By reason of their membership in a particular constituency of NIC, or by reason of their position within NIC, they may be more likely than Appointed Board Members to have an actual, potential or perceived conflict. Given that the Board structure is prescribed by the *College and Institute Act*, certain conflicts in relation to the Elected Board Members are deemed to be acceptable and should not require the Elected Board Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Board Members, there will be situations where the conflicts are significant enough to require that they be excluded from discussion or voting.

The following are intended to provide general guidelines and examples of conflict of interest for Elected Board Members. These examples do not constitute an exhaustive list and each individual instance is subject to review and determination by the Board.

Constituency Membership - A conflict of interest due to representation of or relation to a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (i.e., students, staff, faculty) by a member of that group, who is not a director, officer, or member of the executive of that group, is not considered to be a conflict of interest.

Conflict could reasonably be considered to exist however, for the following identified groups in the following situations:

- a. Deliberations and decisions directly affecting a specific instructional program in which
 - a. student Elected Board Members are enrolled in the program;
 - b. faculty or staff Elected Board Members are employed in the program;
 - c. Elected Board Members with related persons are enrolled in or employed in the program;
- b. Deliberations and decisions related to labour negotiations and labour relations
 - a. for faculty and staff Elected Board Members;
 - b. for Elected Board Members with related persons who hold faculty and/or staff positions at the College;
 - c. for Elected Board Members with related persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters;
- c. Deliberations and decisions related to labour disputes regarding faculty and staff
- d. For faculty and staff Elected Board Members who have the responsibility, or joint responsibility with others, to adjudicate disputes regarding faculty and staff, represent faculty or staff or their interests in disputes or are involved in any deliberations, decision-making or implementation of any such decisions by or on behalf of faculty or staff unions;

- e. Deliberations and decisions related to any matter in which NIC's interest may not be aligned with those of the faculty or staff unions for Elected Board Members who hold executive positions with faculty and staff unions.

The Board also manages conflicts of interest in its consideration of the appropriate composition for each of the Board Committees.

Protocol for Dealing with Conflicts of Interest

The Board Chair and Board Secretary will advise on any conflicts of interest based on NIC's Bylaw 2.

Board Members must arrange their private affairs in a manner to avoid a conflict of interest. A Board Member has an obligation to declare a conflict of interest at the earliest possible time and, in any event, prior to discussion or decision of an issue. Upon declaration of a conflict at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration in the meeting minutes and the Board Member must generally refrain from participation in any activities involved with the matters, including to absent themselves from the proceedings during discussion or voting on that particular matter.

Where a Board Member is unsure of whether they are in conflict, that Board Member should raise the potential conflict with the Board, and the Board determines by majority vote whether or not a conflict of interest exists. The Board Member with the potential conflict does not vote. The Board Member absents oneself during discussion and voting by the remaining Board Members.

Where a conflict of interest is discovered after consideration of a matter, the conflict must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision of the matter,²⁸ the Board must re-examine the matter and may rescind, vary or confirm its decision.

A Board Member who perceives another member to be in conflict should identify the potential conflict to the Board at the first opportunity. The Board determines by a simple majority vote whether or not a conflict of interest exists, and the person with the potential conflict does not vote.

At the discretion of the Board, the Board may invite a Board Member in conflict to state their position on the issue prior to absencing themselves.

Confidentiality of Board Information

All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

NIC Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

The duty of confidentiality continues after an individual ceases to be a Board Member.

Board Member Communication Protocol

Board Members may, from time to time, be approached by a community member(s), employee(s) or student(s) regarding a concern or problem. The protocol for dealing with these issues is as follows:

- a. **Community member** – the Board Member may suggest that contact be made with the President or other senior leader (if known). If the community member is not prepared to do the follow-up, it would be appropriate to suggest contact with the Board Chair. If the community member is not prepared to take further action, the Board Member should inform the Board Chair/President about the concern, maintaining whatever discretion and confidentiality is deemed appropriate.
- b. **Student** – the Board Member, in the following order, may suggest that contact be made with the instructor, department head, senior administrator, President, or Board Chair regarding the concern. If the student is not prepared to take further action, the Board Member should inform the Board Chair/President about the concern maintaining whatever discretion and confidentiality is deemed appropriate.
- c. **Employee** – the Board Member, in the following order, may suggest that contact be made with the employee, department head, senior leader, President, or Board Chair regarding the concern. If the employee is not prepared to take further action, the Board Member should inform the Board Chair/President about the concern, maintaining whatever discretion and confidentiality is deemed appropriate.

Accounting Practices and Communications

NIC's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at NIC at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

Complaints Procedure

All complaints received by NIC in respect of the Code shall be referred to the Board Chair. In the case of a complaint regarding the Board Chair, such complaint shall be referred to the Chair of the Governance and Board Development Committee. The Board Chair, or the Chair of the Governance and Board Development Committee, as the case may be, shall conduct (or cause to be conducted) such investigation as they consider appropriate and retain any documentation obtained as part of the investigation. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. Senior leadership is responsible for ensuring that any individual who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to NIC, its students or employees or to the general public.

NIC prohibits discrimination, harassment, or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. An individual who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discharged, demoted, suspended, threatened or harassed, or otherwise discriminated or retaliated against in the terms or conditions of employment or the terms of any contractual relationship with NIC.

However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the individual making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of NIC, and not for personal gain or motivation.

Any individual who retaliates against a person who has made a complaint regarding the Code is subject to discipline up to and including termination of that person's position on the Board.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken.

Breaches

Should a Board Member be found to have contravened any provision in this Code, the Board has the power to impose punitive action, including one or more of the following:

- a. issue a letter of reprimand;
- b. for elected Board Members, make a recommendation that they resign from the Board; or
- c. pass a resolution (on a vote of at least a two-thirds majority of the Board) providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.

APPENDIX D: Annual Declaration

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Board Code of Conduct and Conflict of Interest Bylaw.

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name:

This Statement discloses information as of .

I have read and understood the Board Code of Conduct and Conflict of Interest Bylaw (Code of Conduct) and I agree to comply with all of its terms.

A real, potential or apparent conflict with my duty as a Board Member of the North Island College (NIC or College) may arise because:

I, _____ (print name), declare that:

Other than disclosed above, I do not have any relationships or interests that could compromise, or be perceived to compromise, my ability to exercise judgment with a view to the best interests of NIC.

I have read and considered the Code of Conduct and agree to conduct myself in accordance with its terms.

I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

I sincerely promise and swear that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of my position as a Board Member of the College.

Signature

Print Name

Date

North Island College Governance Authority Matrix

The Governance Authority Matrix (GAM) sets out the roles of the Board, its committees, and the President & CEO of North Island College (NIC). Where relevant, references to President & CEO in the GAM may include reference to persons to whom the President & CEO has delegated responsibility, including members of the Leadership Team.

Board Standing Committees
 Executive Committee (EC)
 Governance Board Development Committee (GBDC)
 Finance and Audit Committee (FAC)

Any blank fields indicate a “N/A”

FUNCTION	REVIEW FREQUENCY	BOARD	COMMITTEE	PRESIDENT & CEO	OTHER PARTICIPANTS/STAKEHOLDERS
BOARD					
Constating and Governance Documents					
• Bylaws	Yearly (for Tuition and Fees); 3 years for other	Approve	GBDC – Review and Recommend	Report	
• Governance Manual (and Matrix)	3 years	Approve	GBDC – Review and Recommend	Consulted	
Board Composition					
• Identify required skills, competencies, attributes, diversity considerations	Yearly	Approve (by Board Chair)	EC – Review and Recommend	Consulted	Consult with CABRO
• Appointed Board Member Recruitment	As needed	Receive for Information	EC – Liaise with Government	Support EC	Consult with CABRO
• Chair and Vice Chair	Yearly	Elected			
• Committee Composition	Yearly	Approve (Board Chair recommends)			
• Appoint Committee Chairs	Yearly	Approve (by Board Chair)			
• Faculty Member Election	3 Years	Receive for Information			Faculty elect
• Student Member Election	Yearly	Receive for Information			Students elect
• Support Staff Election	3 Years	Receive for Information			Support Staff elect
Board Process					
• Evaluation (Board, Chair, Committees)	Yearly	Receive for Information	GBDC – Review and Recommend	Consulted	
• Orientation and Board development	Yearly	Receive for Information	GBDC – Review and Recommend	Consulted	
• Board annual workplan	Yearly	Approve	EC – Review and Recommend	Report	
• Board Terms of Reference (part of Governance Manual)	3 Years	Approve	GBDC – Review and Recommend	Consulted	
• Committee Terms of Reference (part of Governance Manual)	3 Years	Approve	GBDC – Review and Recommend, following individual Committee review	Consulted	
• Board Code of Conduct (part of Governance Manual)	3 Years	Approve	GBDC – Review and Recommend; receives Code of Conduct Declarations from Board Members	Consulted	
• Board budget and expenses	As needed	As needed		Report	Government establishes guidelines
COLLEGE					
Strategic Direction					
• Mandate letter	Yearly	Receive, Board Chair signs to acknowledge direction from government			Ministry issues
• Vision and mission	5 years	Co-develop with President & CEO, Approve		Co-develop with Board, Report	NIC Indigenous Education Council consulted
• Strategic Plan	5 year plan approval with annual review; revision as necessary Twice yearly review of performance (dashboard)	Co-develop with President & CEO, Approve	GBDC – Develops topics for discussion at strategic sessions	Conducts stakeholder engagement; Co-develop with Board, Report	Education Council, Students, Indigenous Nations, Ministry responsible for post-secondary education, and organizations, employers, industry, business, not-for profit organizations, alumni, employees, and the many demographic communities the College serves across the region, NIC Indigenous Education Council consulted

FUNCTION	REVIEW FREQUENCY	BOARD	COMMITTEE	PRESIDENT & CEO	OTHER PARTICIPANTS/STAKEHOLDERS
Board Approved College Policies					
• Code of Ethical Conduct Policy	3 years	Approve	GBDC – Review and Recommend	Report	
• Equity Diversity & Inclusion Policy (under development)	3 years	Approve	GBDC – Review and Recommend	Report	
• Human Rights Policy (under review)	3 years	Approve	GBDC – Review and Recommend	Report	
• Public Interest Disclosure Policy (under development)	3 years	Approve	GBDC – Review and Recommend	Report	Government establishes Public Interest Disclosure Act
• Sexual Violence and Misconduct Policy	3 years	Approve	GBDC – Review and Recommend	Report	Government establishes Sexual Violence and Misconduct Policy Act
• Risk Management Policy (policy under review)	3 years	Approve	FAC – Review and Recommend	Report	
• Spending and Procurement Authorisation Policy (policy under review)	3 years	Approve	FAC – Review and Recommend	Report	
• Long Term Investments Policy (policy under review)	3 years	Approve	FAC – Review and Recommend	Report	
Leadership					
• Selection and appointment/reappointment of President & CEO	5 years	Approve	EC – Review and Recommend		Appointment; Liaise with Public Sector Employers’ Council
• President & CEO performance goals and objectives, professional development, and evaluation	Yearly	Approve	EC – Review and Recommend	Report	
• President & CEO compensation	Yearly	Approve	EC – Review and Recommend	Report	Liaise with Public Sector Employers’ Council
• President & CEO succession planning (emergency and long-term)	Yearly	Receive for information	EC – Approve	Report	
People and Culture					
• Changes to Leadership Team, succession planning and Leadership Team organizational structure	As needed	Receive for information		Report	
• Overall compensation philosophy	As needed	Receive for information; Approve as needed	EC – Review and Recommend	Report	PSEC Secretariat
• Senior Executive Compensation Disclosure	Yearly	Receive for information; Board Chair confirms compliance		Report	PSEC Secretariat
• Appeal of suspension of employee	As needed	Approve	EC – Review and Convene Hearing Committee	Report	
• Collective bargaining matters	As needed	Approve		Report	PSEC Secretariat; PSEA; Ministry
Budgets					
• Annual Budget	Yearly	Approve	FAC – Review and Recommend	Report	
• 5 Year Capital Plan	Yearly	Approve	FAC – Review and Recommend	Report	
Fees					
• Set tuition and mandatory fees	Yearly	Approve	FAC – Review and Recommend	Report	Ministry issues tuition and mandatory fees limit policy
• Direction to College to collect student union fees	Yearly	Approve		Report	
Students					
• Appeal of Student Suspension	As needed	Approve	EC – Review and Convene Hearing Committee	Report	
Academic					
• New Program Credentials	As needed	Approve		Report	
• Program Cancellation	As needed	Approve		Report	
Risk Management					
• Identification of major risks, tolerance, and systems	Yearly	Receive for information	FAC – Review and Recommend	Report	
• Cybersecurity risks and systems	Yearly	Receive for information	FAC – Review and Recommend	Report	
Investment Management					
• Review performance investment manager	Yearly	Receive for information	FAC – Review	Report	
• (Re)appointment of investment manager	5 Years	Approve	FAC – Review and Recommend	Report	
External Audit and Financial Statements					
• Appoint/Remove Auditor	5 Years	Approve	FAC – Review and Recommend	Report	
• Report of Auditor	Yearly	Receive for information	FAC – Review and Recommend	Report	External Auditor
• Audited Financial Statements and Reports	Yearly	Approve	FAC – Review and Recommend	Report	External Auditor
• Statement of Financial Information	Yearly	Approve	FAC – Review and Recommend	Report	

• Quarterly Financial Statements and Forecast	Quarterly	Receive for information	FAC – Review and Recommend	Report	
Buildings and Land					
• Acquisition or disposal of real property	As needed	Approve	FAC – Review and Recommend	Report	
• Lease approval	As needed	Approve	FAC – Review and Recommend	Report	
Accountability					
• Institutional Accountability Plan & Report	Yearly	Approve		Report	Ministry approves
• Annual enrolment report	Yearly	Approve		Report	



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 3.3

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item:

Sexualized Violence Prevention and Response Policy #3-34

Action Required:

Approval

**Draft Motion/
Recommendation:**

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AND ADOPT THE REVISED SEXUALIZED VIOLENCE PREVENTION AND RESPONSE POLICY 3-34 AS PRESENTED ON SEPTEMBER 28, 2023.

Background/History/Executive summary:

On May 19, 2016, the provincial government passed [Bill 23, Sexual Violence and Misconduct Policy Act](#). This legislation required all BC post-secondary institutions to develop and adopt a stand-alone sexual misconduct and violence policy and procedure with the expectation that the policies and procedures enacted by post-secondary institutions would create and sustain the following:

1. A safe and respectful learning environment free of sexualized violence; and
2. A campus culture that encourages affected individuals to report acts of sexual violence.

NIC's [Sexualized Violence Prevention and Response Policy 3-34](#) came into effect on April 20, 2017. The legislation (Bill 23) governing the policy requires that a review of the policy be undertaken every 3 years; in the fall of 2019, a steering committee was convened to lead the required three-year policy review and resulted in the policy that is currently in place at NIC.

NIC's Sexualized Violence Prevention and Response Policy was slated for review in May 2023.

The Sexualized Violence Education Team that includes members of Student Affairs, Student Life, Human Resources, North Island Students' Union, Indigenous Education, Office of Global Engagement, Counselling, Department of Accessible Learning Services, and Student Housing, undertook a review of the Sexualized Violence Prevention and Response policy (3-34). The policy was also shared with key partners who work in the sexualized violence space in community. The updated policy is before you today.

Updates to this policy include:

- Addition of Intoxicated to the Definitions
- Updates to the list of resources and language in Appendix B
- Updates to the language and the flow charts in Appendix C
- Updates to individual names and job titles
- Numerous minor typographical and grammatical changes

Future of NIC's Sexualized Violence Prevention and Response Policy

The Ministry has recently completed a consultation process of post-secondary institutions, community organizations and key partners. This data is expected to inform a review of the sexualized violence legislation.

We expect a release with their key findings in the near future. This will be an opportunity to revisit NIC's policy and to align our college procedures with best practices in the field.

Work being done at NIC

NIC is committed to on-going education to foster a college community with a 'safe and secure environment free from all forms of sexualized violence'. In addition to clear procedures and supports for those impacted by sexualized violence, we have created a Sexualized Violence Education Team (SVET) whose mandate is to:

- Provide College-wide workshops to ensure awareness of the sexualized violence policy and procedures;
- Develop campaigns to promote a culture of consent, bystander intervention, and prohibit Rape Culture;
- Provide on-going training opportunities for the College community to stay up to date with best practices regarding sexualized violence-free campuses; and
- Provide supports for survivors and those impacted by sexualized violence.

College Representation

NIC are represented on the AEST-led Sexualized Violence Advisory Group and the BCcampus Intersectional Sexualized Violence working group. NIC continues to engage with the Campbell River Family Services Society and occupies a seat on their Violence in Relationships Committee. These relationships provide access to timely information, resources, and support that can be filtered into the NIC community and inform College strategies and practices.

Attachments:

Policy #3-34

Action:

Requesting Board of Governors approval



Policy	#3-34
Approved By:	Board of Governors
Effective Date:	May 28, 2020
Date of Approval:	May 28, 2020
Previous Version Approval Date(s):	April 2020
Date to be Reviewed:	May 2023
Administrator Responsible:	Vice President, Students & Community Engagement

SEXUALIZED VIOLENCE PREVENTION AND RESPONSE

POLICY STATEMENT

North Island College (NIC) is committed to providing all members of the college community with a safe and secure environment free from all forms of sexualized violence. NIC will ensure that survivors and those impacted by sexualized violence are supported when addressing any disclosures or reports under this policy.

PURPOSE STATEMENT

The purpose of this policy is to instill and cultivate institutional, collective, and individual responsibility for creating an environment in which consent and respect are understood to be foundational principles and practices at NIC, specifically by:

- implementing and actively promoting education and training programs to the college community that are pertinent to this policy, including programs aimed at awareness and prevention of sexualized violence that support survivors and those impacted by sexualized violence in a trauma-informed manner;
- creating a safe and supportive environment in which the barriers faced by survivors and those impacted by sexualized violence in disclosing or reporting sexualized violence are minimized, and where those who perpetrate sexualized violence are held accountable for their actions;
- providing supports to survivors and those impacted by sexualized violence; and
- responding to and addressing disclosures (non-actionable) or reports (actionable) of sexualized violence.

SCOPE AND APPLICATION

1. This policy applies to all members of the college community.

2. All members of the college community who are survivors or those impacted by sexualized violence may access support under this policy. However, legal authority to investigate under this policy is limited to circumstances where all of the following apply:
 - (a) the allegation must be made against an individual who was a member of the college community at the time of the alleged sexualized violence,
 - (b) the alleged conduct must fall within the definition of sexualized violence, and
 - (c) the alleged conduct must have a real and substantial connection to NIC.

If an incident does not meet the above criteria, NIC may still take steps to mitigate the impact of the incident on the learning or working environment.

3. NIC does not have jurisdiction to investigate allegations against a person who is not a member of the college community or otherwise affiliated with NIC. However, under certain circumstances, NIC can revoke visitors' access to NIC property.
4. Where a respondent is no longer a member of the campus community, an investigation may still ensue; however, the College may have limited ability to investigate and apply sanctions.
5. In circumstances involving a significant lapse of time, there may be cases where NIC is not able to investigate.
6. If a disclosure or report is significantly delayed, evidentiary or procedural challenges may arise. However, the delay in and of itself will not be considered as an indication that the incident did not occur.
7. This policy is separate from any criminal or civil proceedings. NIC is only responsible for determining whether a member of the college community has violated this policy; NIC is not responsible for determining whether a member of the college community has violated criminal or civil law.
8. Processes under this policy may be suspended when related criminal proceedings are underway. During such a time, NIC will continue to provide support to members of the college community per the terms of this policy.
9. This policy does not limit or conflict with the rights provided for in NIC's Collective Agreements and Common Agreements or any person's rights under NIC Policy #2-08 Human Rights. For those who engage with this policy, the specifics of any relevant collective agreement processes will be identified and explained.

PRINCIPLES

1. Sexualized violence and the condoning of rape culture is unacceptable and is prohibited conduct at NIC.

2. NIC is committed to providing comprehensive and inclusive sexualized violence education. Through these initiatives, NIC is committed to promoting a culture of consent.
3. NIC recognizes that people's experiences will be affected by factors such as their access to power and privilege, their sex, sexual identity, gender identity or expression, racialization, age, family status, religion, faith, ability, disability, national or ethnic origin, Indigeneity, immigration status, socio-economic status, class, and language. NIC also recognizes that the college is an environment in which power imbalances are inherent, and that sexualized violence is a significant and systemic social and campus issue that can affect anyone at the College. NIC will take this into account when carrying out its responsibilities under this policy.
4. NIC will promote a culture that supports and facilitates the disclosure or report of sexualized violence under this policy, understanding and acknowledging that those who have experienced sexualized violence may be traumatized by their experience.
5. NIC is committed to reducing barriers to disclosing and reporting and to taking a survivor-centered and trauma-informed approach when responding to disclosures and reports and when conducting investigations.
6. NIC is committed to procedural fairness. All parties involved in a disclosure, report, or investigation have the right to be provided information about the process, seek clarification about the process and be accompanied by a support person of their choice at all stages of the process.
7. NIC will provide support services and accommodations to members of the college community who disclose or report sexualized violence, including supporting the rights of people who make disclosures to choose whether to access support, whether to make a report, or whether to pursue external processes such as criminal or civil action.
8. Except in cases where the college has an obligation to investigate or advise a third party, or where a significant risk of harm to any person's health and safety exists, the survivor or those impacted by sexualized violence will have the right to determine if they wish to make a report. The survivor or those impacted by sexualized violence may change their mind and decide to either initiate or withdraw their report at any time.
9. Retaliation of any kind is unacceptable, and is prohibited conduct at NIC. Any member of the college community found to have engaged in retaliation may be sanctioned under this policy, other NIC policies, or applicable collective agreement.
10. This policy will be in keeping with the Canadian Charter of Rights and Freedoms, BC Human Rights Code, BC Freedom of Information and Privacy Act, the Criminal Code of Canada, and BC's Workers Compensation Act.

DEFINITIONS

Actionable means that a survivor or someone impacted by sexualized violence is making a report with the intention of initiating an investigation or alternate resolution.

Alternate Resolution is a voluntary and collaborative process used to resolve an issue without resorting to a formal investigation. The goal of an alternate resolution is to promote reconciliation, settlement, or understanding among those involved. An alternate resolution process will only be used if all parties agree to participate in good faith.

Balance of Probabilities means the standard of proof in which the probability of an event occurring is greater than fifty percent.

College Community members include:

- (a) registered NIC students, past and present;
- (b) all employees of NIC;
- (c) contractors and third parties required by contract to comply with NIC policies and procedures;
- (d) members of the NIC Foundation and donors;
- (e) members of the Board of Governors; and
- (f) all other persons granted access to NIC property or resources.

College Authorities means members of the senior leadership and senior education teams, the director of student affairs, manager of student life, assistant registrars, human resources personnel and counsellors.

Claimant means a survivor or someone impacted by sexualized violence who makes an actionable report alleging a violation of this policy.

Consent means an active, direct, voluntary and conscious choice and agreement to engage in, or continue to engage in, physical contact or sexual activity. More specifically:

- (a) consent must be enthusiastic, freely given and can be revoked at any time;
- (b) consent must be given at the outset and at all stages of physical contact or sexual activity, even if consent has been given before;
- (c) it is the responsibility of the person initiating physical contact or sexual activity to obtain ongoing consent;
- (d) someone who is incapacitated cannot consent;
- (e) there is no consent when one person uses coercion, or abuses a position of power or authority over another person;

- (f) consent can only be given by the people directly engaged in the physical contact or sexual activity; and
- (g) consent cannot be implied or assumed and can be revoked at any time.

Disclosure means telling someone about an incident of sexualized violence. A disclosure does not initiate an investigation unless a report is made.

Emergency Disclosure Contact (EDC) means any employee who is a member of the Risk Assessment and Prevention Team. Normally the EDC for counsellors is the director of student affairs.

Incapacitated means someone who lacks the capacity to give consent because they cannot appreciate the who, what, when, where, why, or how of a physical contact or sexual activity. Someone may become incapacitated through the use of alcohol or drugs, because they are asleep or unconscious, or because they are experiencing a traumatic response.

Non-actionable means that a survivor or someone impacted by sexualized violence is making a disclosure without wishing to proceed to an investigation.

Principles of Natural Justice include:

- A. Audi Alteram Partem “listen to both sides” – any person who is being accused of something has the right to know the accusation and must be given a reasonable opportunity to respond to the accusation, to offer rebuttals, and to provide counter evidence.
- B. Nemo Judex Rule “Nemo Judex Rule” – no person shall be a judge in their own case, and every person has the right to an unbiased and independent decision maker.

Procedural Fairness is a term used alternatively with natural justice to describe process conditions that are fair, transparent and in compliance with audi alteram partem and nemo judex rules.

Rape Culture means a set of beliefs, responses and behaviours that serve to normalize sexualized violence, assault, abuse and degradation. Rape culture sets out to trivialize and blame victims of sexual aggression and undermine equality.

Rape Shield Protections limit the ability to introduce evidence or cross-examine complainants about their past sexual behaviour. See more information about Rape Shield Protections at <https://sfcccanada.org/glossary>

Report means to make an actionable report of an incident of sexualized violence with the intention of initiating an investigation or alternate resolution.

Respondent means a person who is alleged to have violated this policy.

Retaliation means any adverse action or threatened action, taken or made through any means, including through social media or other digital means, against a person who engages with this policy or is associated with anyone who engages with this policy. Retaliation includes but is not

limited to:

- (a) threatening, intimidating, or harassing conduct that could discourage a person from seeking support or other services, disclosing or reporting sexualized violence, participating in an investigation, or otherwise engaging with this policy; and
- (b) breaching, subject to the requirements of section 10.2, the confidentiality of a disclosure or report from a survivor or person impacted by sexualized violence.

Risk Assessment and Prevention Team means a team comprised of trained individuals who meet as required to investigate possible threats to the campus community.

Sexualized Violence means any non-consensual and unwanted actual, attempted, or threatened act that is carried out through sexual means or by targeting a person's sex, sexual identity, or gender identity or expression. The act may or may not involve physical contact, and includes all forms of sexual misconduct set out in the *BC Sexual Violence and Misconduct Policy Act*, including but not limited to:

- (a) sexual assault, which is any form of sexual touching, or the threat of sexual touching, without consent;
- (b) sexual exploitation, which is any instigation of sexual activity, or attempt to instigate sexual activity, by someone in a position of trust, power, or authority over the person at whom those actions are directed;
- (c) sexual harassment, which is unwelcome conduct of a sexual nature that detrimentally affects the working or learning environment, or leads to adverse consequences for the person directly subjected to the harassment;
- (d) stalking, which is engaging in conduct that causes a person to fear for their physical or psychological safety, such as repeatedly following or communicating through any means with someone, engaging in threatening conduct, or keeping watch over the place where the person happens to be;
- (e) indecent exposure, which is exposing one's body to another person for a sexual purpose, or coercing another person to remove their clothing to expose their body without their consent;
- (f) voyeurism, which is non-consensual viewing, photographing, or otherwise recording another individual in a location where there is an expectation of privacy and where the viewing, photographing, or recording is done for a sexual purpose;
- (g) stealthing, removing a condom during sexual intercourse without a partner's knowledge or consent;
- (h) the distribution of a sexually explicit photograph or video of a person to one or more persons other than the person in the photograph or video without consent of the person in the photograph or video and with the intent to distress the person in the photograph or video, or reckless distribution of such a photograph or video without the intent to distress;
- (i) the attempt to commit an act of sexualized violence; and
- (j) the threat to commit an act of sexualized violence.

Sexualized violence can take place through any form of communication, including verbal, written, visual, digital, or through a third party.

Support Person means a person present at meetings. This person will not participate or provide comment during hearings, and must not be in conflict of interest.

Survivors and those impacted by sexualized violence means those who have experienced sexualized violence, witnesses, family and friends of survivors, and those who have received disclosures. It does not mean a respondent or a person found responsible for causing harm to a member of the college community.

NIC recognizes that some people impacted by sexualized violence may not identify with this terminology and have the right to determine the language used to refer to them.

Survivor-centered means empowering the survivor and those impacted by sexualized violence by prioritizing their safety, rights, needs and wishes.

Suspension means the removal of a student or employee from the college for a period of time in accordance with the *BC College and Institute Act*.

Trauma-informed means incorporating an understanding of the impact that sexualized violence can have on a person's life, to minimize possible re-victimization, and to support recovery and empowerment.

Visitor means a person outside of the college community who interacts directly or indirectly with college members on campus or at college sanctioned events.

GUIDELINES

1. NIC is committed to providing information and education that supports a culture free from sexualized violence, with the intent of:
 - preventing incidents of sexualized violence within the college community;
 - ensuring that all survivors or those impacted by sexualized violence know where and how to disclose or report an incident;
 - ensuring that members of the college community are aware of this policy and the supports available; and
 - changing attitudes that perpetuate sexualized violence and rape culture by fostering change at several levels including social norms, organizational practices and behaviours of bystanders and potential perpetrators.
2. NIC is committed to ensuring that internal investigators and decision makers receive sexualized violence training at least once every 3 years.
3. NIC encourages survivors and those impacted by sexualized violence to seek immediate assistance but recognizes not everyone impacted by sexualized violence will be ready to disclose or report immediately after an incident of sexualized violence. NIC supports

are available at any time to assist survivors and those impacted by sexualized violence in ensuring physical safety, obtaining medical care or emotional support, or preserving evidence. Information on accessing assistance and external and internal resources is appended at Appendix B to this policy.

Legislative and Collective Agreement References:

BC *Sexual Violence and Misconduct Policy Act*, [SBC 2016], chapter 23

BC *College and Institute Act*, [RSBC 1996], chapter 52

BC *Freedom of Information and Protection of Privacy Act*, [RSBC 1996], chapter 165

BC *Human Rights Code*, [RSBC 1996], chapter 210

BC *Workers Compensation Act*, [RSBC 1996], chapter 492

Constitution Act, 1982, Canadian Charter of Rights and Freedoms

Criminal Code, R.S.C., 1985, c. C-46

CUPE Local 3479 Collective Agreement

North Island College Faculty Association Collective Agreement and Common Agreement

Links to Related Policies, Documents and Websites:

Ending Violence Association of BC - <http://endingviolence.org/>

Risk Assessment and Prevention Team (RAPT) [RAPT Terms of Reference](#)

Student Case Management Team (SCMT) [SCMT Terms of Reference](#)

Online Training: Respect in the Workplace

Cross Reference:

Student Housing Community handbook (in development)

NIC Policy #1-20 Code of Ethical Conduct

NIC Policy #2-08 Human Rights

NIC Policy #2-12 Progressive Discipline: Misconduct or Inappropriate Behaviour

NIC Policy #3-06 Community Code of Academic, Personal and Professional Conduct

NIC Policy #3-30 Student Appeals

Acknowledgements

North Island College acknowledges and expresses gratitude for the use of some of the language within this policy from the following institutions and organizations:

- Kwantlen Polytechnic University;
- Langara College;

- Preventing and Responding to Sexual Misconduct at British Columbia Post-Secondary Institutions: A guide for developing policies and actions, BC Ministry of Advanced Education;
- Ryerson University;
- Simon Fraser University;
- Students for Consent Culture;
- University of British Columbia.

APPENDIX A

SEXUALIZED VIOLENCE DISCLOSURE/REPORTING PROCEDURES

The purpose of these procedures is to support NIC Policy #3-34 Sexualized Violence. It is the responsibility and expectation of all members of the college community to act in accordance with good citizenship, institutional policies, respect towards each other and to be in compliance with applicable legislation. When a disclosure or report is received, interim measures to protect all parties may be implemented during the investigation and, if necessary, the Risk Assessment and Prevention Team may be notified to facilitate campus safety measures.

Anyone, including the respondent or witnesses, who discloses or receives a disclosure about a sexualized violence and/or misconduct issue will be offered and provided support as appropriate and reasonable in the circumstances.

1. SEEKING SUPPORT FOLLOWING SEXUALIZED VIOLENCE

The college recognizes that persons experiencing sexualized violence and/or misconduct may require urgent, immediate and/or on-going care and support. Access to external and internal resources will be provided as needed.

Survivors or those impacted by sexualized violence may choose to disclose only to seek support *without necessarily a request for an investigation*. In these situations, no investigation will occur unless there is a concern of harm to others, or unless the College is otherwise legally required to conduct an investigation into the allegations.

- 1.1 Employees who have experienced sexualized violence can contact NIC's Human Resources department for guidance; additional external resources may also be recommended if appropriate. The Manager, Human Resources & Employee Services, trained in receiving disclosures or reports of sexualized violence, can work with the employees as they determine their options and next steps.
- 1.2 Students who have experienced sexualized violence can contact college counsellors for support; external resources may also be recommended if appropriate. The counsellors are trained to receive disclosures of sexualized violence and can work with students as they determine options and next steps.
- 1.3 Persons wishing to involve law enforcement may request assistance in doing so from the college through the supports as described above.

2. DISCLOSURE AND REPORTING OPTIONS

- 2.1 Options for those impacted by sexualized violence may include:
 - a) a disclosure to NIC (non-actionable);
 - b) a report to NIC (actionable);
 - c) a disclosure to NIC through a third party;
 - d) a grievance through their union;
 - e) a report of a crime to the police;

- f) a third party or anonymous report to the police; and/or
- g) a human rights complaint to the BC Human Rights Tribunal.

3. DISCLOSURES

- 3.1 Survivors and those impacted by sexualized violence may choose to disclose an incident of sexualized violence to any member of the college community. A disclosure is not a report and will not initiate an investigation. When responding to a disclosure, the College will provide the survivor or those impacted by sexualized violence with information about what processes and services they can consider.
- 3.2 A member of the college community is able to determine whether they wish to make a disclosure or report an incident of sexualized violence; however, they may be required to share information regarding a disclosure in the following circumstances:
- a) a person is at risk of harming themselves or others;
 - b) there is an imminent risk of harm to the college community or the community at large;
 - c) the disclosure involves workplace bullying or harassment at NIC, per the requirements of the *BC Workers Compensation Act*;
 - d) a person under the age of 19 is endangered; or
 - e) a disclosure is otherwise required by law.

In these circumstances, the minimum amount of information necessary to meet legal obligations will be shared, and every effort will be made to include the person making the disclosure in decision-making and to minimize risk. Any person receiving a disclosure may seek support from the Emergency Disclosure Contact in determining the level of risk and assessing the extent of any responsibility to share information.

- 3.3 Disclosures made to an NIC employee or contractor will be logged anonymously as incidents in the annual report to the President who, in turn, provides an annual report to the Board of Governors. These incidents are required by the Sexual Violence and Policy Act 2016, and the logs contain no information other than minimum reporting requirements; when numbers of disclosure are fewer than 10, they will not be reported for reasons of privacy.
- 3.4 Any member of the NIC college community who receives a disclosure should refer the survivor or those impacted by sexualized violence to the appropriate services (counselling, human resources or the office of student life).
- 3.5 Members of the college community who receive a disclosure may contact the counselling department, human resources or office of student life for advice or personal support. Unless one of the exceptions in clause 3.2 applies, members of the college community who receive disclosures must obtain the consent of the person

who disclosed to them before sharing any information.

4. REPORTS

- 4.1 A survivor and those impacted by sexualized violence are defined as claimants if they choose to move forward with a report.
- 4.2 If the claimant is an employee or contractor, a report of sexualized violence should be made through the Human Resources department. If the claimant is a student, a report of sexualized violence should be made through NIC Counselling Services or the Office of Student Life. Unionized employees may also choose to contact their union representatives and/or file a grievance through their union.
- 4.3 The Associate Vice President, People, Equity & Inclusion or Vice President, Students & Community Engagement may make a report on their own initiative when required to comply with NIC's legal obligations or its policies, or when presented with an allegation that may put NIC or its community members at risk.
- 4.4 A report initiates an investigation or alternate resolution.
- 4.5 Reports will be logged anonymously as incidents in the annual report to the President who, in turn, provides an annual report to the Board of Governors. These incidents are required by the Sexual Violence Policy Act 2016, and the logs contain no information other than minimum reporting requirements.
- 4.6 A claimant has the right to withdraw their report and terminate investigations at any time. However, in some circumstances NIC may be compelled to proceed with an investigation without the claimant's involvement, for reasons which may include those listed in clause 3.2.
- 4.7 A claimant can submit a report to NIC and also initiate external legal processes, which may include reporting the matter to police, initiating a civil lawsuit, or filing a complaint under the *Human Rights Code*, RSBC 1996, c 210. An investigation process under this policy may occur at the same time as, before, or after any external legal process. NIC may, after consulting with the claimant, choose to suspend its investigation pending the outcome of an external legal process or based on a participant's health or ability to participate. Suspension of an investigation will not normally impact accommodations, supports and interim measures.
- 4.8 In some cases, NIC may decide to use an appropriate external investigator.

5. ANONYMOUS OR THIRD-PARTY DISCLOSURES

- 5.1 Anonymous allegations, or allegations of sexualized violence made by a third party (that is, someone other than the person who was directly subjected to the sexualized violence) can be submitted through Human Resources or the Counselling department.

- 5.2 NIC may not be able to proceed with an investigation on the basis of anonymous or third-party allegations if there is insufficient evidence in the anonymous or third-party disclosure, or if proceeding would violate procedural fairness. In such a case, the Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) will decide whether further steps can or should be taken, including contacting the third party who made the disclosure to determine if the individual subject to the sexualized violence would be willing to submit a report. The decision to proceed with an investigation or not will be at the sole discretion of the Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) and the individual who was subject to the sexualized violence has the right not to participate in the investigation.
- 5.3 To make an anonymous or third-party report to the police, a community-based victim support service is involved. More information on third party reporting is available at: <https://endingviolence.org/resources/third-party-reporting-guidebook-2-0/>

6. INVESTIGATIVE PROCEDURES, FINDINGS AND SANCTIONS

6.1 Employees

When a report comes forward to the Manager, Human Resources & Employee Services, involving only employees, the Associate Vice President, People, Equity & Inclusion or their designate and the responsible administrator will be advised and will authorize an investigation in compliance with any procedure set out in applicable collective agreements and college policies.

When a report is filed and a finding is made that an employee has breached this policy, disciplinary or remedial action will occur in compliance with applicable collective agreements and human resource and college board policies. The College reserves the right to advise law enforcement of the incident if there is a risk of harm to self or others.

6.2 Students

When a report comes forward involving only students, the Director of Student Affairs or their designate will be advised and will authorize an investigation. The findings from the investigation will be provided to the Vice President, Students & Community Engagement or designate for the determination of sanctions as appropriate.

6.3 Employee and Student

When a report comes forward that involves an employee and a student, then a joint investigation will be conducted under the authority of the Associate Vice President, People, Equity & Inclusion the responsible administrator and the Director of Student Affairs or their designates, as required. Such investigation will be in compliance with applicable collective agreements and college policies; however, the process set out may be modified to protect privacy rights.

6.4 Investigations

- 6.4.1 When conducting an investigation under this policy, investigators will apply the “balance of probabilities” standard of proof, meaning that the appropriate decision maker will determine whether the evidence shows that it is more likely than not that this policy was violated.
- 6.4.2 Investigations are not adversarial processes. The investigation process will not apply formal rules of evidence commonly associated with civil or criminal trials.
- 6.4.3 Individuals have the right, and are welcome, to involve a support person of their choice at any stage of the process related to a report or investigation of sexualized violence. A union representative or legal counsel may serve as a support person.
- 6.4.4 NIC recognizes that participating in an investigation process can be traumatic. NIC is committed to treating all individuals involved in a manner that is respectful, trauma-informed, and procedurally fair. All participants have the right to:
- a) have the complaint process explained to them;
 - b) ask questions about the process;
 - c) receive information about available supports, sanctions and/or alternate resolution; and
 - d) communicate their own experiences.
- 6.4.5 Subject to the limitations imposed by this policy, and keeping in mind that any investigation must be respectful, trauma-informed, and procedurally fair, investigators may investigate to obtain the information they require to make the necessary findings of fact. Investigative processes may include, but are not limited to:
- a) meeting with or requesting information from the claimant;
 - b) meeting with or requesting information from the respondent;
 - c) meeting with or requesting further information from any other individuals who may have information relevant to the investigation, including any witnesses identified by the claimant or respondent;
 - d) requesting a written response to the report from the respondent, including any relevant documents and a summary of information provided by other witnesses; obtaining any other evidence that may be relevant to the investigation;
 - e) Investigations will be bound by Rape Shield provisions; survivors or those impacted by sexualized violence will not be asked about their previous sexual history.
- 6.4.6 When the investigation is complete, the investigator will prepare a written investigative report for the Vice President, Students & Community

Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) and both the claimant and the respondent will be offered the option of receiving a copy of the report (see 11.3). The report will normally include:

- a) a summary of the investigator's credentials;
- b) a statement as to the scope of the investigation;
- c) a summary of the evidence considered;
- d) any assessment of credibility that is required to render a determination;
- e) the findings of fact; and
- f) a determination as to whether, on a balance of probabilities, sexualized violence has occurred.

7. INTERIM MEASURES AND ACCOMMODATIONS

- 7.1 Where requested by the claimant for safety reasons, or where NIC receives information that requires it to act to protect the health or safety of members of the college community, or to protect NIC property, NIC may impose interim measures before an investigation is concluded. Interim measures will be imposed in accordance with NIC policies and any applicable employment contracts or collective agreements.
- 7.2 Interim measures are intended to protect the safety of all parties involved, and to protect the integrity of an ongoing investigation or disciplinary process. The need for interim measures, and which interim measures are imposed, will be determined on a case-by-case basis, taking into account the particular circumstances of each situation.
- 7.3 Decisions to impose interim measures are not a decision or disciplinary measure against the claimant or respondent and will not be weighed against the respondent in a discipline process. Interim measures will remain in effect for as long as is reasonably required pending the outcome of an investigation. Individuals affected by interim measures may request a review of such measures by contacting Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) in writing.
- 7.4 Claimants and respondents may receive temporary academic or employment accommodations as requested and as Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) determine are appropriate in the circumstances. Long-term accommodations may be granted, subject to applicable human resources policies, collective agreements, and student policies.

Examples of academic accommodation may include changing a class section or project group; providing an extension on an assignment, deferring an exam, authorizing withdrawal from a class without penalty or continuing studies online or at home. An example of another accommodation may include temporary removal from student housing or changing a room allocation in student housing.

8. ALTERNATE RESOLUTIONS

- 8.1 Alternate resolution is a voluntary and collaborative process used to resolve an issue without resorting to a formal investigation. The goal of an alternate resolution is to promote reconciliation, settlement, or understanding among those involved. An alternate resolution process will only be used if all parties agree to participate in good faith.
- 8.2 When a request for an alternate resolution is received, the request and related information will be reviewed by Director, Student Affairs (students) or Manager, Human Resources & Employee Services (employees) to determine if an alternative resolution is suitable and appropriate in the situation.
- 8.3 If an alternate resolution process is appropriate, agreement to participate will be sought from those involved.
An alternative resolution process that may include coordination or facilitation of one or more of the following:
- a) separate meeting with the individuals involved to review the issue;
 - b) joint meeting with the individuals involved to facilitate a conversation aimed at understanding and resolving the issue;
 - c) a review of policy and expectations with individuals involved to clarify and reinforce expectations of appropriate conduct;
 - d) training and/or coaching to enhance understanding of appropriate conduct;
 - e) negotiating agreement between the individuals involved regarding future conduct; and/or
 - f) follow-up with individuals involved after the alternate resolution process to ensure commitments to respectful conduct are being adhered to.
- 8.4 If a resolution on the matter is reached, a written record of the resolution will be prepared and signed by the parties.
- 8.5 The parties will receive a copy of the record of resolution. The original record will be maintained by the office that coordinated the alternative resolution process

9. AMNESTY

NIC recognizes that some survivors and people impacted by sexualized violence may be reluctant to disclose or report sexualized violence for a variety of reasons. One reason may be a fear of being sanctioned for alcohol or substance use. NIC aims to create an environment where survivors and people impacted by sexualized violence feel comfortable disclosing or reporting it. As a result, NIC will not subject any individual who discloses or reports sexualized violence to disciplinary action for alcohol or substance use occurring at or near the time of the incident(s).

10. DISCIPLINARY MEASURES

Where an investigation has occurred and the investigator has made a finding that the respondent committed an act of sexualized violence, the Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion and the appropriate administrator (employees) will determine the appropriate sanctions based on the findings of fact. Sanctions that result in suspension or termination of employment will be recommended to the President for consideration.

11. PRIVACY AND CONFIDENTIALITY

11.1 Information learned by any member of the college community solely as the result of an investigation, disclosure, or report must be kept confidential, as it constitutes personal information under BC law. This does not prevent:

- a) any participants in an investigation from disclosing information about themselves, or information that they have obtained outside an investigation, disclosure, or report;
- b) NIC representatives from disclosing information relating to an investigation, disclosure, or report as authorized under section 11.2; or
- c) Claimants and respondents from disclosing the information they have received under sections 11.3 and 11.4.

11.2 NIC will not disclose any personal information relating to an investigation, disclosure, or report except to the extent that it is:

- a) expressly consented to by the affected individual;
- b) made to an NIC representative, if necessary, for the performance of that NIC representative's duties;
- c) to a claimant, respondent, witness, or other participant in an investigation, if necessary for the conduct of that investigation;
- d) to a claimant or respondent in accordance with sections 11.3 and 11.4;
- e) authorized by the Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) for compelling health or safety reasons, including for the purpose of reducing the risk that an individual will be a victim of intimate partner violence, if intimate partner violence is reasonably likely to occur;
- f) authorized by the Vice President, Students & Community Engagement (students) or Associate Vice President, People, Equity & Inclusion (employees) to correct misleading or inaccurate information, if necessary to protect the integrity of an investigation; or
- g) authorized or required by law.

- 11.3 To maintain the procedural fairness of an investigation, NIC will ensure that both claimants and respondents know the investigation findings and the evidence upon which these findings are based. As a result, claimants and respondents will be offered the option of receiving a copy of the report. NIC may remove personal information that is irrelevant to the investigation findings or that identifies third parties. If there are multiple claimants or respondents, they will receive only the portions of the investigation report that are relevant to them.
- 11.4 A survivor or those impacted by sexualized violence will be advised of disciplinary outcomes imposed upon a respondent on a need-to-know basis, for example, compelling health or safety reasons.

12. PUBLIC STATEMENTS

- 12.1 Survivors and those impacted by sexualized violence are free to tell the story of their own experiences. However, caution is advised when speaking publicly about an incident of sexualized violence (see 11 and 12.2).
- 12.2 If anyone chooses to make public statements about an investigation (which includes statements made online or through social media), they may compromise the investigation or put themselves at risk of civil lawsuits by persons who believe they have been defamed or had their privacy rights violated. Individuals should exercise care and judgment when deciding whether to make public statements and should seek legal or other advice if unsure.
- 12.3 NIC reserves the right to correct misleading or inaccurate public information. This includes information about a disclosure, report, or investigation. Any public statement made by NIC about a disclosure, report, or investigation, including campus safety bulletins and statements to media, will be trauma-informed, survivor-centered, and otherwise consistent with the principles of this policy, and will not disclose any personal information of the survivor or person impacted by sexualized violence without that person's consent.

13. APPEAL PROCESS

- 13.1 Student respondents may appeal any discipline that is imposed on them under this Policy in accordance with the terms of Policy #3-30 ("Student Appeals").
- 13.2 Employees may appeal any decision or discipline that is made or imposed on them under this Policy in accordance with their collective agreements, Human Resources Policies and College Board Policies.

APPENDIX B

Resources for NIC Community Members Who Have Experienced Sexualized Violence

This is not an exhaustive list, but is support for an individual in learning about resources and making informed decisions regarding what services, if any, they would like to access.

FOR IMMEDIATE SUPPORT AT ALL CAMPUSES:

<p>For immediate safety concerns call the RCMP 911</p>	<p>VictimLink BC Crisis support and legal help: 24-hour support, information, referrals for victims of crime 1-800-563-0808</p>	<p>For crisis support: Vancouver Island Crisis Line 24-hour support, information and referrals:</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 33%; text-align: center;"> <p>Crisis Call 1-800-784-2433</p> </td> <td style="width: 33%; text-align: center;"> <p>Crisis Chat www.vicrisis.ca 6 p.m. to 10 p.m.</p> </td> <td style="width: 33%; text-align: center;"> <p>Crisis Text Call 1-888-756-0616 6 p.m. to 10 p.m.</p> </td> </tr> </table>			<p>Crisis Call 1-800-784-2433</p>	<p>Crisis Chat www.vicrisis.ca 6 p.m. to 10 p.m.</p>	<p>Crisis Text Call 1-888-756-0616 6 p.m. to 10 p.m.</p>
<p>Crisis Call 1-800-784-2433</p>	<p>Crisis Chat www.vicrisis.ca 6 p.m. to 10 p.m.</p>	<p>Crisis Text Call 1-888-756-0616 6 p.m. to 10 p.m.</p>					
<p>Sexual Assault Support Centre (SASC) 604-827-5180</p>							

NORTH ISLAND COLLEGE REPORTING

Campbell River	Disclosure of sexual violence can be made with any NIC counsellor. Book online by visiting: https://www.nic.bc.ca/student-services/counselling/ or call Student Services at the numbers provided.	Campbell River: 250-923-9700
Comox Valley		Comox Valley: 250-334-5000
Mixalakwa (PH)		Mixalakwa: 250-923-9700
Port Alberni		Port Alberni: 250-724-8711
Ucluelet		Ucluelet: 250-724-8711

COMMUNITY SPECIFIC RESOURCES

MEDICAL RESOURCES

Campbell River	Campbell River Hospital – 375- 2 nd Ave., Campbell River	Phone: 250-286-7100
Comox Valley	North Island Hospital – 101 Lerwick Rd, Courtenay	Phone: 250-331-5900
Mixalakwa (PH)	Port Hardy Hospital – 9120 Granville Street, Port Hardy	Phone: 250-902-6011
Port Alberni	West Coast General Hospital – 3949 Port Alberni Highway, Port Alberni	Phone: 250-731-1370
Ucluelet	Ucluelet Medical Centre – 1566 Peninsula Rd., Ucluelet	Phone: 250-726-4443

COUNSELLING RESOURCES

Campbell River	NIC counsellors are available for confidential support for enrolled NIC students. Book online by visiting https://www.nic.bc.ca/student-services/counselling/ or call Student Services at the numbers provided.	Campbell River: 250-923-9700
Comox Valley		Comox Valley: 250-334-5000
Mixalakwa (PH)		Mixalakwa: 250-923-9700
Port Alberni		Port Alberni: 250-724-8711
Ucluelet		Ucluelet: 250-724-8711
All Campuses	BC211 - Free 24/7 referral service. In Central and North Vancouver Island can call or text.	Phone/text at 211 http://www.bc211.ca/
	BC Society for Male Survivors of Sexual Abuse	Phone: 1-888-682-6482 https://bc-malesurvivors.com

LEGAL RESOURCES

All campuses	North Island Student Union (NISU) - http://www.nisu.ca/	info@nisu.com
Community	Victimsinfo.ca – online resource for victims or witnesses of crime in BC	https://www.victimsinfo.ca/

APPENDIX C

SUPPORT FOR STUDENTS AND EMPLOYEES WHO HAVE EXPERIENCED SEXUALIZED VIOLENCE

NIC Students

FIRST consider one or more of the following options:

- Find a safe place
- Phone 911
- Go to the hospital Emergency Room
- Phone the Vancouver Island Crisis Line – 1-888-494-3888
- Speak to a Counsellor at NIC (9 AM - 4:30 PM Monday – Friday)
 - To book an appointment go to <https://www.nic.bc.ca/> and scroll down to **book counselling appointment**
- Speak to the Associate Director, Student Life or Director, Student Affairs at NIC
 - Meesbah Jiwaji, Associate Director, Student Life – meesbah.jiwaji@nic.bc.ca
250-923-9700 ext. 7834
 - Craig Whitton, Director, Student Affairs – craig.whitton@nic.bc.ca
250-724-8704

With your consent, we can help you with:

- Safety planning
- Referrals to medical and community support services
- Self-care resources
- Academic accommodations
- Understanding available reporting options
- Navigating systems and resources within the college and the community

The options available under the Sexualized Violence Prevention and Response Policy 3-34 include:

- Making a disclosure and receiving support and/or academic accommodations
- Making a formal report to the college that launches an investigation
- Making a report to the police

We will assist you in making an informed choice and will respect your decisions.

NIC Employees:

FIRST consider one or more of the following options:

- Find a safe place
- Phone 911
- Go to the hospital Emergency Room
- Phone the Vancouver Island Crisis Line – 1-888-494-3888
- Phone NIC’s EFAP program
- Speak to the Manager, Human Resources & Employee Services
 - Danean Gray, Manager, Human Resources & Employee Services – danean.gray@nic.bc.ca / 250-334- 5000, ext. 4221

With your consent, we can help you with:

- Safety planning
- Referrals to medical and community support services
- Self-care resources
- Workplace accommodations
- Understanding available reporting options
- Navigating systems and resources within the college and the community

The options available under the Sexualized Violence Prevention and Response Policy 3-34 include:

- Making a disclosure and receiving support and/or workplace accommodations
- Making a formal report to the college that launches an investigation
- Making a report to the police

We will assist you in making an informed choice and will respect your decisions.

DISCLOSURES

Have you received a disclosure of Sexualized Violence?

If you are a student -

- Speak to a Counsellor at NIC (9 AM - 4:30 PM Monday – Friday):
 - To book an appointment go to <https://www.nic.bc.ca/> and scroll down to **book counselling appointment**
- Speak to the Associate Director, Student Life or Director, Student Affairs at NIC
 - Meesbah Jiwaji, Associate Director, Student Life – meesbah.jiwaji@nic.bc.ca
250-923-9700 ext. 7834
 - Craig Whitton, Director, Student Affairs – craig.whitton@nic.bc.ca
250-724-8704
- Submit a Third Party Report <https://endingviolence.org/prevention-programs/ccws-program/third-party-reporting-tpr/>
- Anonymous allegations, or allegations of sexualized violence made by someone other than the person who was directly subjected to the sexualized violence can be submitted through the Counselling department.

If you are an employee -

- Contact Human Resources
- Contact the Employee Family Assistance Program (EFAP)
https://mynic.nic.bc.ca/employee_resources/hr/benefits/health/EFAP%20Library/Employee%20and%20Family%20Assistance%20Program%20Brochure%20-%20Homewood%20Health.pdf
- Submit a Third Party Report <https://endingviolence.org/prevention-programs/ccws-program/third-party-reporting-tpr/>
- Anonymous allegations, or allegations of sexualized violence made by someone other than the person who was directly subjected to the sexualized violence can be submitted through Human Resources.

Confidentiality

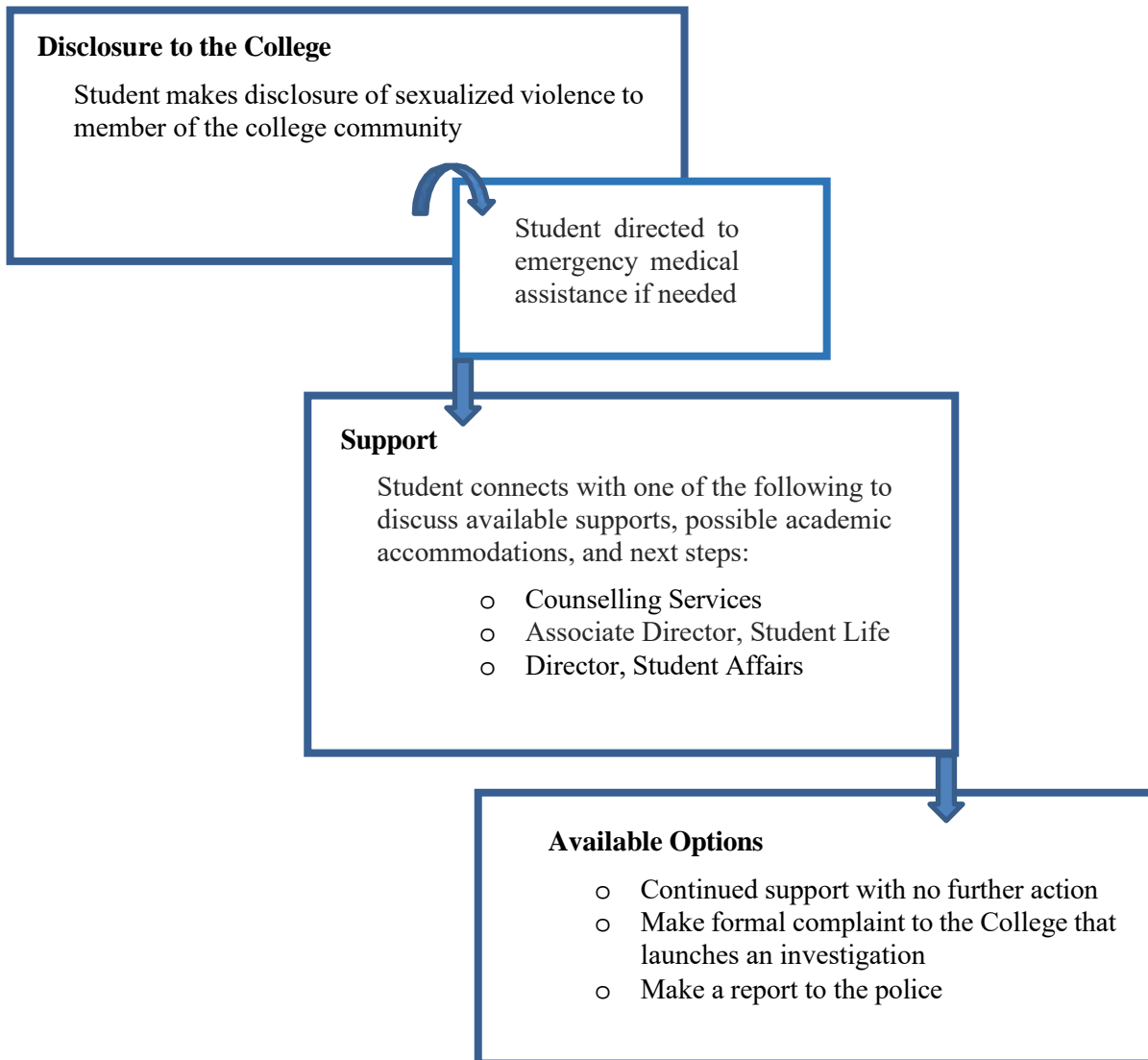
NIC recognizes that confidentiality is essential in creating the safety and comfort required for those impacted by sexualized violence to seek support. We are committed to protecting the privacy and confidentiality of everyone involved in a disclosure or report of sexualized violence. In rare cases, the college may be required to breach confidentiality. This would only occur in cases where:

- an individual is identified as being at imminent risk of harming themselves or another;
- there are reasonable grounds to believe that members of the college community or wider community may be at risk of harm;
- it is necessary to do so in order to promote fairness of process for all parties involved; or

- notification and/or action is required by law, other college policies, or an external body with proper authority (for example, if one of the persons involved is a minor or if the judge subpoenas the college's case records).

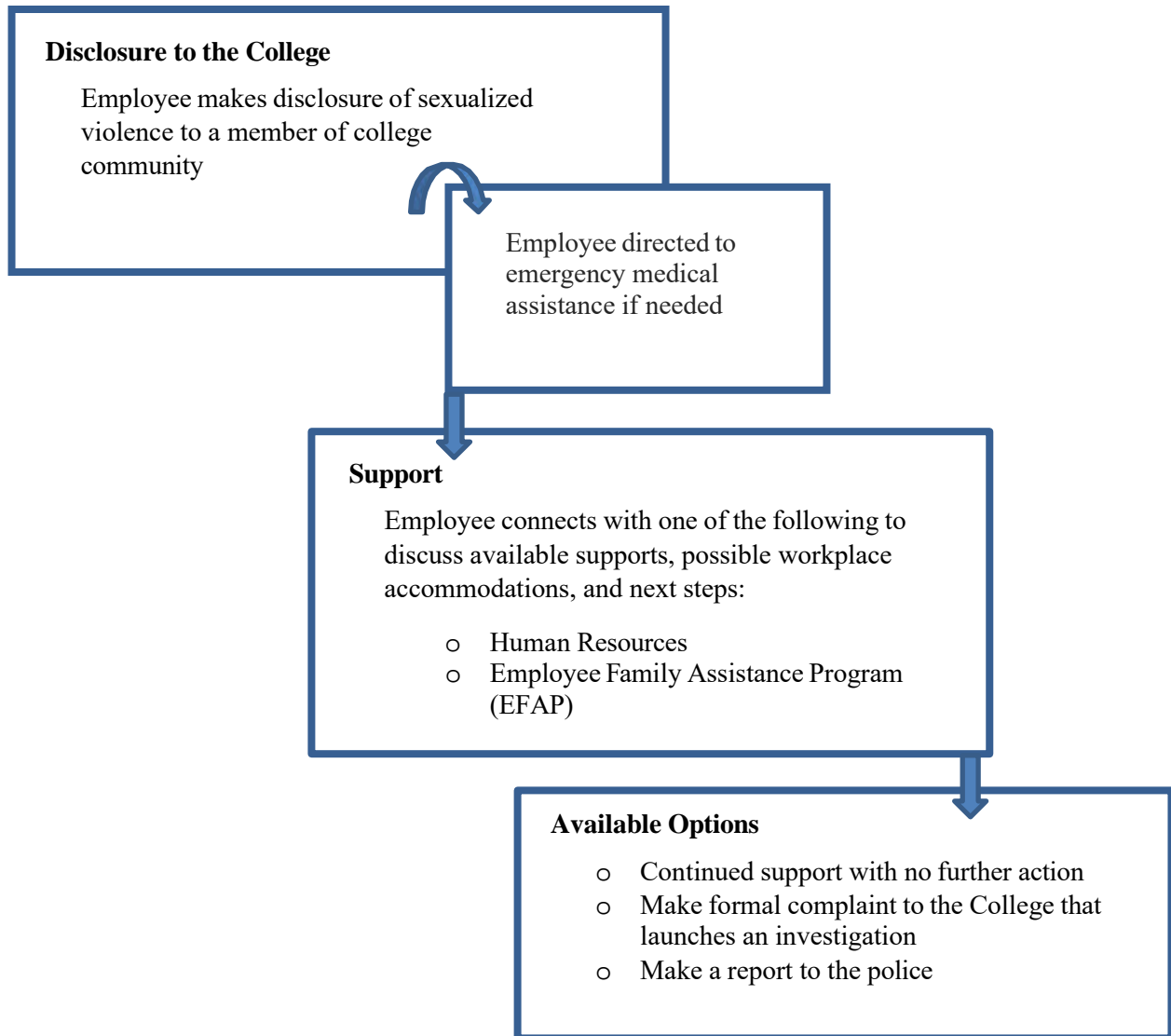


If I am a *student* who has experienced sexualized violence, what should I do?





If I am an *employee* who has experienced sexualized violence, what should I do?





BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.2.1

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: Financial Information Act report (attachment)

Action Required: For Approval

**Draft Motion/
Recommendation:** **THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2023 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.**

Background/History/Executive summary:

All “public bodies”, which includes the public post-secondary sector, must prepare statements of information in accordance with the Financial Information Act, and in the prescribed format. The key reports that are disclosed in the Statement of Financial Information (SOFI) are:

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

Policy analysis/strategic priority:

The SOFI report is prepared in a format directed by the Act as well as procedures prepared by the Ministry of Finance.

Attachments:

1. SOFI report as required under the Financial Information Act.

Action: For Approval

Recommended Board Motion:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE INFORMATION PREPARED BY THE COLLEGE FOR THE YEAR ENDED MARCH 31, 2023 AS REQUIRED UNDER THE FINANCIAL INFORMATION ACT.

NORTH ISLAND COLLEGE

STATEMENT OF FINANCIAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2023

Financial Information Regulation (FIR) Schedule 1

**NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9 (3)
FOR THE YEAR ENDED MARCH 31, 2023**

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

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

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

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

On behalf of North Island College:

Colin Fowler
Vice President, Finance & College Services

Jane Atherton
Chair, Board of Governors

Date

Date

**NORTH ISLAND COLLEGE
MANAGEMENT REPORT
FIR SCHEDULE 1, SECTION 9 (1)
FOR THE YEAR ENDED MARCH 31, 2023**

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

On behalf of North Island College:

Jane Atherton
Chair, Board of Governors

Date

**NORTH ISLAND COLLEGE
SCHEDULE OF DEBTS
FIR SCHEDULE 1, SECTION 4
FOR THE YEAR ENDED MARCH 31, 2023**

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

**NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2023**

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

	Issue Date	Indemnity Number	Indemnitee	Description
1.	09/13/2017	20187771	Al Davidson Ltd.	1636 Peninsula Road lease
2.	12/09/2022	202315187	American Type Culture Collection	Purchase of biological material for educational purposes
3.	07/25/2007	080263	BC Health Authorities	Work Experience / Practicum Placements
4.	05/13/2021	202212980	ChildCare BC	Children & Families Funding Agreement
5.	11/29/2022	202315145	City of Courtenay	Use of Randy Wiwchar Plaza for NIC Grad ceremony
6.	10/14/2022	202314963	Comox Valley Regional District	Park Use Goose Spit, Seal Bay, Nymph Falls for Adventure Guiding Pgm.
7.	11/04/2022	202315046	Comox Valley Regional District	NIC use of Aquatic Center room for yoga.
8.	08/17/2011	120618	Follett Higher Education Group	Online Access to Text Rental Website
9.	02/01/2017	20187173	Frosst Financial Corp.	Lease of space at Thunderbird Mall for Port Hardy Campus.
10.	04/27/2021	202212939	Great West ATM Ltd	License to Occupy ATM.
11.	11/20/2020	202112333	Kryterion Testing Solutions	Proctored Internet-based tests through Webassessor.
12.	08/21/2018	20199423	Mitacs Inc.	Internships/Fellowships at Mt. Waddington
13.	11/20/2020	202112519	National Advanced Placement & Prior Learning Program (N-APPL)	providing and delivering academic services

**NORTH ISLAND COLLEGE
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FIR SCHEDULE 1, SECTION 5
FOR THE YEAR ENDED MARCH 31, 2023**

14.	03/31/2010	101444	Nebraska Book Company	WinPrism Software (Bookstore Retail)
15.	12/23/2022	202315262	Okanagan College	Joint Research Project re: fermented beverages.
16.	01/26/2010	101143	PeopleAdmin Inc.	Employment Application Software
17.	09/28/2022	202314904	Providence Residential Society	2137 Comox Ave lease for educational purposes.
18.	12/20/2022	202315240	RDH Building Science	Design, engin. & project mgmt PA Roof Renewal.
19.	06/08/2021	202213087	Ryerson University	License to use ThriveRU Work books
20.	03/22/2022	202214199	SD 71 & City of Courtenay	License to use facilities
21.	06/29/2022	202314610	SD 71 & City of Courtenay	Queneesh Elem. NIC Youth Academy Summer Program
22.	10/15/2019	202010766	Seniors Village 3 LLP- Pacific Reach Seniors	Practicum Placement.
23.	09/30/2014	20152749	Shell Energy North America	Sale and purchase of Natural Gas.
24.	11/29/2022	202315144	Sid William Theatre Society	2023 Grad Ceremony
25.	03/24/2021	202112810	SirsiDynix	Library Catalog
26.	10/21/2022	202314992	Trane Canada	Delivery of rooftop heating and cooling units.
27.	12/16/2022	202315224	Truck Loggers Association	Exhibitor Participation
28.	05/18/2023	202415843	VIHA	Services and Deliverables provided by NIC
29	04/26/2022	202314352	VIU	Rental of space to deliver training
30.	07/29/2021	202213303	West Coast Seniors Housing: Stanford Seniors Village	Practicum Placement.
31.	07/28/2021	202213304	West Coast Seniors Housing: Courtenay Seniors Village	Practicum Placement.
32.	03/18/2022	202214194	WUSC	Volunteer cooperation program.

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2023**

A. Board of Governors

Name	Position	Remuneration	Expenses
Arsenault, Nancy	Board Member	1,500	46
Atherton, Jane	Board Chair	2,750	1,223
Babu, Benson Daniel	Board Member	1,500	-
Dores, Shelley	Board Member	2,500	1,185
Everson, Robert	Board Member	1,000	-
Kim, Jaewon	Board Member	1,000	421
McCubbin, Andrew	Board Member	1,500	-
Minaker, Barry	Board Member	2,500	296
Mosley, Eric	Board Member	2,875	3,018
Puetz, Valery	Board Member	2,500	46
Scarlatti, Christopher	Board Member	1,500	1,926
Thakur, Sunny	Board Member	1,000	1,104
Trasolini, Patricia	Board Member	2,500	1,149
		24,625	10,414

B. Other Employees > \$75,000

Name		Remuneration	Expenses
Allison, Melanie	Dir, College Govern & Strat	113,395	6,987
Apperson, David	Inst, Electrical	83,868	1,060
Avender, Paula	Inst, Early Childhood Care	88,064	-
Awai, Katriona	Manager, Financial Services	87,846	2,921
Badger, Michelle	Registrar	129,464	6,785
Baird, Niki	Fac, Access Learn Serv	103,392	2,649
Balfry, Patrick	Inst, Automotive Mechanics	86,411	138
Batch, Cory	Inst, Electronics	103,392	2,815
Batho, Catherine	Inst, Early Child Care Ed	103,392	278
Bauby, Xavier	Inst, Professional Cook	103,392	3,039
Beaupre, Byron	Inst, Heavy Duty Mech	98,312	1,383
Bellavia, Antonio	Vice President, Academic	171,340	1,814
Bellham, Darin	Assoc Regist, Enr Serv & Adm	91,278	4,786
Bennett, Marisa	Asd Indigenous, Rp & Pac Adm	104,236	1,929
Bennis, Othman	Inst, Bus Admin (R)	128,332	4,533
Best, Bradley	Inst, Digitl Dsgn & Devl(SH	84,241	-
Blaak, Ryan	Inst, Human/Social Sciences	80,621	185
Black, Alisha	Inst, Nursing	87,542	1,713
Black, Casey	CIO & ED, Ed Tech & Data Mg	142,402	3,085
Blacquiere, Ashley	Inst, Digitl Dsgn & Devl	114,249	8,094

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name		Remuneration	Expenses
Botica, Jennifer	Dept Chair, Social Sciences	82,363	2,852
Bouras-Somerset, Angela	Inst, Fine Arts	76,916	-
Brady, Aisling	Inst, Math/Sciences	103,392	4,237
Buchanan, Heather	Budget Analyst	77,796	2,294
Budisa-Bonneau, Anita	Coord, Work Integrated Ed	103,392	-
Burch, Jane	Budget Analyst	75,560	-
Burton, Pamela	Inst, Nursing	103,392	678
Caraballo Acosta, Pedro	Inst, Tourism	103,392	-
Carrel, Alix	Inst, Human/Social Sciences	103,392	8,363
Charette, Nick	Continuing Ed Instructor	103,850	1,690
Charles, Melanie	HR Adv,Recruit & Empl Svcs	78,367	501
Child, Sara	Fac, Research Associate	86,438	8,018
Chow, Yiling	Inst, Human/Social Sciences	103,392	5,083
Connell, Katrina	Inst, Early Child Care Ed	103,392	113
Crewe, Ken	Assoc VP, People, Eq & Incl	149,418	1,107
Cruickshank, Neil	Dean, Arts, Sci, Mgmt	144,791	7,835
Dack, Richard	Inst, Nursing	103,392	4,842
Deagle, Heidi	Inst, Nursing	94,038	-
Definney, Alana	Mgr, Leadership Team Ops	84,837	-
Deveaux, Natalie	Coord, Assessment Services	93,694	1,340
Diemer, Jason	Inst, Math/Sciences	103,392	152
DiGiuseppe, Brent	Inst, Electrical	87,133	-
Domae, Lisa	President	217,482	27,342
Elgersma, Fetze	Mgr, IT - Application Svcs	103,249	-
Erickson, Murray	Inst, Bus Admin (R)	113,985	3,464
Erin, Kate	Inst, Bus Admin (R)	116,778	-
Evans, Jennifer	Coll Ref & Instr Librarian	81,981	905
Fallis Starhunter, Jennifer	Inst, Math/Sciences	103,392	-
Faust, Sandra	Inst, Adult Basic Ed	103,392	8,000
Fleck, Susan	Director, Finance	117,300	2,006
Fowler, Colin	VP, Admin Fin/Facilities & Svcs	163,132	3,378
Franzen, Rick	Inst, Heavy Equip Opr (R)	100,481	15,253
Gaetz, Roslyn	Fac, Access Learn Serv	103,392	1,504
Gallant, Lynette	Coord, Library Services	103,392	-
Gardiner-Hynds, Richelle	Online Coordinator	103,392	-
George, Darren	Inst, Math/Sciences	103,392	1,900
Gereluk, Theresa	Inst, Early Child Care Ed	103,160	988
Gibson, Laurie	Exec Asst, VPA and VPS & CE	75,513	366
Girard, Elizabeth	Inst, Acc Learning	93,017	6,929

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name		Remuneration	Expenses
Goodliffe, Rachel	Inst, Practical Nursing	103,392	845
Gray, Danean	Mgr, Hum Res & Empl Servs	105,131	42
Guiot, Claire	Inst, Dgtl Des & Dev (R)	94,073	1,707
Gus, Wilma	Dept Chair, Adult Basic Ed	103,392	11,727
Haggith, Kathleen	Dean, Health & Human Services	144,791	3,647
Hardin, Erik	Inst, Carpentry Apprentice	103,392	1,006
Harris, Wendy	Learning Specialist, Comox Val	103,392	2,263
Haugen, Robert	Dir, Cont Ed & Training	111,096	7,862
Hearnden, Margaret	Inst, Human/Social Sciences	84,661	6,013
Hecht, Benjamin	Coord, Learning Commons	95,420	880
Herringer, Mark	Exec Dir, Int'l Education	142,226	37,141
Hibbert, Britt	HR Adv, HRIS & Empl Svcs(T)	84,621	2,363
Hickey, Sean	Inst, English	79,807	-
Hinman-Smith, Daniel	Inst, Human/Social Sciences	103,392	-
Howie, Heather	Assoc Reg, Stu Rcrds & Sys	87,855	47
Jiwaji, Meesbah	Assoc Dir, Student Life	111,068	4,515
Johns, David	Inst, Electrical (R)	133,051	49
Johnsen, Kelly	Assoc Dean, HHS	123,873	4,014
Johnson, Judy	Inst, English	97,291	1,297
Johnston, Laura	Inst, English	91,951	7,458
Jones, Michele	Inst, Math/Sciences	94,039	-
Karatsikis, Janelle	Instructor, Health Care Assist	75,705	1,145
Kenny, Erin	Mgr, Mrkting & Futr Students	105,503	898
Knaack, Liesel	Dir, Cen T & L Innovation	127,181	2,336
Koehler, Brian	Inst, Math/Sciences	104,344	-
Kuhnert, Kathleen	VP, Student & Comm Engagem	171,340	4,878
Laird, Robert	Inst, Carpentry Apprentice	103,392	3,650
Lawrence, Jeffrey	Inst, Human/Social Sciences	103,392	-
Leclair, Junko	Mgr, Int Enrol & Recruit	89,835	57,228
Lightfoot, Dennis	Inst, Math/Sciences	103,392	-
Lowey Mackenzie, Kerri	Inst, Human Services	103,392	-
Lu, Frank	Inst, Digitl Dsgn & Dev.	103,656	-
MacLean, Coleen	Coord, Coastal Forest	83,848	7,769
Madarasz, Christian	Inst, Office Admin	103,392	-
Marriott, Judith	Inst, Bus Admin (R)	114,196	1,008
Mayboudi, Ali	Assoc Dean, Art, Sci & Mgmt	122,996	7,380
McCaffrey, Noreen	Inst, Adult Basic Ed	103,392	831
McConomy, Erin	Fac, NICFA Chief Bargainer	107,175	-

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name		Remuneration	Expenses
McElroy, Ryan	Inst, Carpentry Apprentice	91,428	900
McIntosh, Stephen	Inst, Joinery/Cabinet	103,392	354
McKay, Elizabeth	Inst, Nursing	103,392	3,421
McPherson, Barbara	Inst, Practical Nursing	103,392	2,256
McSavaney, Sean	Inst, Prep Cook (R)	84,433	899
Meiers, Janice	Assoc Dean, HHS (T)	114,950	204
Merry, Donna	Reg Mgr, Mixalakwila & CET	105,442	5,688
Milligan, Sandra	Inst, Math/Sciences	99,920	3,748
Moreau, Jocelyn	Inst, Practical Nursing (SH	85,690	2,593
Morrison, William	Inst, College Centre	103,392	512
Moseley, Ann-Marie	Inst, Bus Admin	87,501	-
Naugler, Diane	Exdir Community Engagement	139,525	2,312
Newton, Sean	Inst, English	103,392	2,800
O'Connell, Cheryl	Dean, Trades & Technical	144,791	21,892
O'Doherty, John	Mgr, IT Service Delivery	103,249	387
O'Donnell, Kathleen	Inst, Acc Learning	103,392	2,902
Paquet-Combe, Marie-Francoise	Inst, Health Care Assistant	97,811	-
Parkinson, William	Inst, Bus Admin	103,392	-
Pasca, Romana	Mgr, IPP & GE	102,288	33,476
Perron, Linda	Inst, Fine Arts	103,392	1,469
Peterson, Ivan	Inst, Welding	103,237	138
Petr, Trevor	Inst, Electrical	103,392	-
Pinel, David	Fac, Adventure Guiding (H)	117,328	206
Plautz, Karl	Inst, Welder Fabricator	103,392	3,000
Posner, Christopher	Inst, Automotive Mechanics	87,784	2,650
Price, Angela	Mgr, Intl Student Services	85,081	6,780
Reid, Rachel	Exec Asst, BOG & Foundation	77,256	929
Rowes, Amy	Counsellor	103,468	4,508
Roy, Vicky	Inst, Early Child Care Ed	82,882	146
Russell, Elizabeth	Inst, Fine Arts	93,114	3,000
Schiller, Suzanne	Fac, Learning Commons	103,392	4,142
Scholtz, Antonie	Inst, Human/Social Sciences	103,392	-
Shantz, Susan	Inst, Human Services	89,813	2,873
Shopland, Kelly	Exec Dir, Indig Ed	121,845	11,910
Sibilleau, Denise	Inst, Nursing	100,886	4,648
Sihota, Jasmail	Inst, English	90,772	-
Simms, Michelle	Inst, Digital Design & Deve	79,378	-
Simpson, Nadine	Inst, Adult Basic Ed	102,441	-
Skulmoski, Wes	Dir, Inst Research & Plan	105,801	-

**NORTH ISLAND COLLEGE
SCHEDULE OF EMPLOYEE REMUNERATION AND EXPENSES
FIR SCHEDULE 1, SECTION 6
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name		Remuneration	Expenses
Stratford, James	Inst, Welding	103,392	-
Stuart, Leslie	Inst, Practical Nursing	91,276	349
Tabata, Naomi	Mgr, CARTI	99,404	9,281
Toledo, Enrique	Assoc Dean, Trades & Tech	119,812	8,740
Trudel, Anthony	Inst, Adult Basic Ed	104,314	5,098
Tulloch, Laurie	Inst, Early Child Care Ed	103,392	445
Udy, Christopher	Dir, Capital Projects	135,933	701
Vipond, Sara	Inst, Fine Arts	100,844	7,400
Wallace, Jason	Mgr, Procurement & Fin Serv	95,473	9,933
Wang, Sherrie	Fac, Math/Sciences	92,648	-
Ward, Kyle	Continuing Education Instructo	82,881	1,050
Wedman, Donna	Inst, Health Care Assistant	94,588	2,998
Wheatley, Matthew	Inst, Heavy Duty Mech	85,120	1,368
Wiens, Christiana	Dir, Public Affairs & Comm	136,824	852
Willers, Michael	Inst, Math/Sciences	103,392	-
Wilson, Megan	Inst, Dgtl Des & Dev (R)	113,874	21,401
Wilson, Sherri	HR Adv, Empl Wellns & Cultr	78,367	760
Wrye, Jennifer	Fac, NICFA Release	103,424	2,216
Yells, Bryan	Dir, Facil, Sfty & Secty	113,081	5,665
Zhao, Chunxiao	Inst, Bus Admin	103,392	3,000
		16,201,622	567,333

C. Other Employees < \$75,000

Consolidated Remuneration / Expenses < \$75,000		16,331,780	376,056
TOTAL		32,558,027	953,803

**NORTH ISLAND COLLEGE
STATEMENT OF SEVERANCE AGREEMENTS
FIR SCHEDULE 1, SECTION 6(7)
FOR THE YEAR ENDED MARCH 31, 2023**

There were no new severance agreements made between North Island College and its non-unionized employees during the fiscal year of 2022-2023.

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2023**

A. Payments >\$25,000

Name	Payment
Actsafe	37,279
Adam's the Tarp & Tool Co. Ltd	54,500
Aines and Tyler Electric Co Ltd	53,694
Ainsworth Inc	291,681
Air Canada	33,231
Al Davison Ltd	25,970
Andrew Sheret Ltd	30,175
Apple Canada, Inc.	27,589
Apply Board (Easy Education Inc.)	96,241
Baiocco Ventures Ltd	45,969
BC Electronic Library Network	120,366
BC Hydro	245,403
BCNET	571,839
Bee-Clean Building Maintenance	732,829
Bella Coola Valley Learning	35,252
Blackboard Inc	48,318
BSC Tools Snap-On	57,116
Camosun College	34,872
Canadian Standards Association	27,348
Canem Consultants Ltd	33,161
Catalyst Group	27,171
CDW Canada, Inc	41,494
Cengage Canada	101,727
Charter Telecom	103,801
City of Courtenay	89,529
City of Port Alberni	214,529
Coke Canada	51,359
College Pension Plan	2,020,562
Comox Valley Hyundai	67,277
Comox Valley Regional District	50,560
Compute Inc	428,453
Co-Op Education Canada	101,716
Dale's Plumbing And Mechanical Ltd	41,009
Deco Plus Painting &	41,853
Dependable Lawn Care Ltd	78,104
Dialog BC Architecture	512,361
Digital Systems	34,892
Edutavel S.L-Travel Agency	89,270

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name	Payment
Explorance	58,378
Fisher Scientific	31,704
Footprints Security Patrol Inc	142,945
Fortis BC-Natural Gas	105,607
Frosst Financial Corp	112,666
Genus	61,354
Google	26,722
Harbour West Consulting Inc	39,198
Hitec Screen Printing	80,546
Holiday Inn Express	79,670
Homewood Health Inc	28,805
Houle Electric	164,240
IDP Education Ltd	53,974
Illume Student Advisory Services Inc	91,252
Inline International	40,377
Island West Coast Developments Ltd	37,648
IZCO Technology Solutions Ltd	41,717
Jones & Bartlett Learning, Llc	46,165
Justice Institute of BC	25,736
Kevin's Lawn Care	57,632
Kinetic Construction Ltd	100,000
Kings Printer	124,290
KPMG LLP T4348	43,974
Landmark Immigration Consultants Pvt. Ltd	26,251
Lentelus Farms	129,594
Linde Canada Inc	133,028
Login Canada	89,030
Mai Linh Dieu	32,274
Manulife Financial	2,363,774
McElhanney Consulting	25,498
McGraw-Hill Ryerson	27,250
McQueen Construction Ltd	147,065
Microserve V8205	551,806
Ministry of Environment And Climate Change	44,520
Moneris/Chase	144,013
Municipal Pension Plan	841,202
Nelson Roofing & Sheet Metal Ltd	820,855
Nicho Tan Consulting Inc	118,928

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name	Payment
Osprey Electric Ltd	67,372
Partners & Hawes	60,921
Peak Landscaping	39,929
Pearson Education Canada	69,785
Penske Truck Leasing Canada Inc	45,068
Pickering Safety	36,929
Providence Residential Community Care	91,140
Province of BC-Employer Health Tax	601,749
Purolator Inc	38,004
RDH Building Science	38,972
Receiver General	1,936,496
Richelieu Hardware Ltd	35,167
Ricoh Canada Inc	78,211
Rocky Point Engineering Ltd	52,563
Roper Greyall Llp	33,803
Russell Food Equipment Ltd	52,476
Santa Monica Study Abroad Pvt Ltd	27,529
School District #72	184,500
Shawn Tsosie	30,250
Shell Energy North America (Canada) Inc	177,450
Simlog	57,377
Singleton Urquhart Reynolds Vogel Llp	388,349
SSA Quantity Surveyors Ltd	61,483
Stantec Architecture Ltd	216,614
Staples Business Advantage	238,824
Start Global Consulting	33,587
Sunbelt Rentals of Canada Inc.	54,025
Super Save Disposal	33,331
Sysco Victoria	180,979
Telus Mobility	109,851
The Pie Partnership Ltd	28,755
The Update Company	29,426
Total Power Ltd	262,976
Travel Healthcare Insurance Solutions Inc	54,577
Tyco Integrated Fire And Security	71,111
Ultimate Tools	39,813
Urban One Design Build Inc	2,705,777
Urban Systems Ltd	120,032

**NORTH ISLAND COLLEGE
SCHEDULE OF PAYMENTS FOR GOODS OR SERVICES
FIR SCHEDULE 1, SECTION 7
FOR THE YEAR ENDED MARCH 31, 2023**

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

Name	Payment
Vancouver Island Enterprises	84,375
Vancouver Island North Film Commission	58,250
Vancouver Island North Infilm	38,500
Vancouver Island Varsteel	56,674
Watson Advisors Inc	28,964
Western Equipment Ltd	35,096
Windsor Plywood	46,122
Worksafe BC	62,115

\$ 22,583,485

B. Consolidated Payments <\$25,000

\$ 6,428,547

C. Grants & Contributions

Consolidated Payments for Grants & Contributions > \$25,000	<u>\$ 282,665</u>
Consolidated Payments for Grants & Contributions < \$25,000	-

\$ 282,665

TOTAL

\$ 29,294,697

**NORTH ISLAND COLLEGE
RECONCILIATION TO FINANCIAL STATEMENTS
FIR SCHEDULE 1, SECTION 6 & 7
FOR THE YEAR ENDED MARCH 31, 2023**

Items reported under FIR

Employee Remuneration - Schedule 1, Section (6)	32,558,027
Employee Expenses - Schedule 1, Section (6)	953,803
Supplier Payments - Schedule 1, Section (7)	29,294,697
	\$ 62,806,527

Per Financial Statements - Schedule of Expenses 58,913,715

Reconciling items

Capital Purchases	6,589,501
Amortization of Capital Assets	(4,059,106)
Accrual Timing, Tax and other Differences	1,362,417
GST Rebates and Recoveries	229,002
	\$ 62,806,527



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.2.2

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: 5-Year Capital Plan Priorities (attachment)

Action Required: For Approval

Draft Motion/ Recommendation: **THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE’S FIVE-YEAR CAPITAL PLAN (2024/25 to 2028/29) FOR FINAL SUBMISSION TO THE MINISTRY.**

Background/History/Executive summary:

Each year, the Ministry of Advanced Education, Skills and Training requests a Five-Year Capital Plan submission from all public post-secondary institutions.

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

The attached prioritized list of projects includes a total of nine projects, broken down into priority order, in the following Ministry categories:

- Whole Asset Replacement and Renewal – NIC’s most pressing training space needs are in this category.
 - Replacement of the Village portables at the Comox Valley campus with a Health Sciences academic building. Project estimated at \$36 million.
 - A new Trades building in Port Alberni to replace the current leased space on Tebo Road. Project estimated at \$32 million.
- New Priority Project
 - New classrooms, shops, and a refresh of the wet lab for applied research in Campbell River. Project estimated at \$4.87 million.
- Routine Capital projects
 - Multi-campus accessibility upgrades estimated at \$0.350 million.
 - Multi-campus security camera infrastructure estimated at \$1.8 million.
 - Comox Valley campus building envelope renewal is estimated at \$3 million.
- Carbon Neutral
 - Heat pumps for the north and south wings of the Port Alberni campus are estimated at \$0.6 million.
- Student Housing
 - Student and Family Housing at the Campbell River campus is estimated at \$70 million.
- Linear Infrastructure
 - Completion of a perimeter roadway at the Comox Valley campus is estimated at \$3.1 million.

While the report is titled a five-year capital plan, it doesn't necessarily mean all these projects will be supported and funded by the Ministry in the next 5 years. NIC prioritizes the projects to highlight our largest capital needs, but the Ministry and Treasury Board need to find room in their capital plan in order for these projects to move forward.

Policy analysis/strategic priority:

These projects are aligned with *BUILD 2026* as part of the Foundational elements of NIC's strategic plan.

Attachments:

1. Prioritized List of Proposed Projects

Action: For Approval

Recommended Board Motion:

THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE COLLEGE'S FIVE-YEAR CAPITAL PLAN (2024/25 to 2028/29) FOR FINAL SUBMISSION TO THE MINISTRY.

Attachment 3: Prioritized List of Proposed Projects

5-Year Capital Plan Instructions (2024/25 to 2028/29)

#	Project Title	Project Description	Program Type	Project Category	Anticipated Approval Date	Anticipated Construction Start Date (Month/Year)	Anticipated Occupancy Date (Month/Year)	Total Project Budget
1	Comox Valley Health Science Building	Replace delapidated portables and expiring leasehold space with a new Health Science academic building	Health Sciences	Whole Asset Replacement & Renewal	Sep-25	Jan/2027	Sep/2028	\$ 36,000,000
2	Port Alberni Trades Training Facility	Replace outdated and insufficient Trades lease space with a new Trades building on the existing Port Alberni campus	Trades	Whole Asset Replacement & Renewal	Oct-25	Apr/2027	Sep/2028	\$ 32,000,000
3	Campbell River Future Ready Innovation Centre	Increase classrooms and shops. Refresh wet lab for applied research	Trades	New Priority	Apr-25	Apr/2026	Sep/2027	\$ 4,870,000
4	Multi-Campus Accessibility Upgrades	Improve wayfinding, pathways and emergency systems for accessibility at all campuses	Other - please specify	Routine Capital	Apr-24	Sep/2025	Aug/2026	\$ 350,000
5	Multi-Campus Security Camera Infrastructure	Add security camera infrastructure at all campuses	Public Safety/ Security	Routine Capital	Apr-24	Oct/2024	Mar/2025	\$ 1,900,000
6	Port Alberni Heat Pumps	Add heat pumps to north and south wings of the Port Alberni campus	Other - please specify	Carbon Neutral	Apr-25	Aug/2026	Oct/2026	\$ 600,000
7	Comox Valley Building Envelope Renewal	Replace original cedar siding and windows for the campus' four oldest buildings	Other - please specify	Routine Capital	Apr-25	Jun/2025	Sep/2026	\$ 3,000,000
8	Campbell River Student Housing	Student and Family Housing at the Campbell River campus	Student Housing	Student Housing	Sep-26	Sep/2027	Sep/2029	\$ 70,000,000
9	Comox Valley Perimeter Roadway	Completing a roadway around the perimeter of the Comox Valley campus	Other - please specify	Linear Infrastructure	Apr-26	Apr/2027	Sep/2028	\$ 3,100,000
10								
11								\$ -
								\$ 151,820,000

Total Cashflow Forecast 2024/25	Total Cashflow Forecast 2025/26	Total Cashflow Forecast 2026/27	Total Cashflow Forecast 2027/28	Total Cashflow Forecast 2028/29	Total Cashflow Forecast Outgoing Years	Provincial Cashflow Forecast 2024/25	Provincial Cashflow Forecast 2025/26	Provincial Cashflow Forecast 2026/27	Provincial Cashflow Forecast 2027/28	Provincial Cashflow Forecast 2028/29	Total Provincial Cashflow Forecast Outgoing Years	Total Provincial Budget	Project Fully Funded by the Province?
\$ 6,000,000	\$ 12,000,000	\$ 11,000,000	\$ 7,000,000			\$ 6,000,000	\$ 12,000,000	\$ 11,000,000	\$ 4,500,000			\$ 33,500,000	NO
\$ 5,000,000	\$ 11,000,000	\$ 11,000,000	\$ 5,000,000			\$ 5,000,000	\$ 11,000,000	\$ 11,000,000	\$ 3,000,000			\$ 30,000,000	NO
\$ 170,000	\$ 1,700,000	\$ 2,000,000	\$ 1,000,000			\$ 170,000	\$ 1,700,000	\$ 2,000,000	\$ 630,000			\$ 4,500,000	NO
\$ 50,000	\$ 300,000					\$ 50,000	\$ 300,000					\$ 350,000	Yes
\$ 1,900,000						\$ 1,900,000						\$ 1,900,000	yes
	\$ 250,000	\$ 350,000					\$ 250,000	\$ 350,000				\$ 600,000	yes
	\$ 2,000,000	\$ 1,000,000					\$ 2,000,000	\$ 1,000,000				\$ 3,000,000	yes
	\$ 10,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000		\$ 10,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 12,000,000	\$ 67,000,000	NO
		\$ 600,000	\$ 2,500,000					\$ 600,000	\$ 2,500,000			\$ 3,100,000	YES
												\$ -	
												\$ -	
\$ 13,120,000	\$ 37,250,000	\$ 40,950,000	\$ 30,500,000	\$ 15,000,000	\$ 15,000,000	\$ 13,120,000	\$ 37,250,000	\$ 40,950,000	\$ 25,630,000	\$ 15,000,000	\$ 12,000,000	\$ 143,950,000	



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.2.3

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: First Quarter Financial Statements FY2023/24

Action Required: For Information

Background/History/Executive summary:

Each quarter, NIC completes a set of financial results following the same process that is used at year-end, but without an external audit. That only happens at year-end.

NIC's first quarter financial statements show a deficit of \$1.194 million; however, this doesn't include some revenue figures that will significantly improve the financial results as the fiscal year progresses:

- The Shared Recovery Mandate (SRM) funding related to the negotiated wage settlements for CUPE and NICFA employees was not received in time for inclusion in the statements. We have since received the SRM funding for CUPE employees, and this alone would have been approximately \$280K in the 1st Quarter. The NICFA SRM revenue would have been higher than that.
- International student numbers are up significantly over our planned amount that was built into the budget. This will increase revenue, but those funds are recognized mainly from September to April – the Fall and Winter semesters.
- Field school travel is cost recovery, but the funding is received after the trips are completed. These costs were over \$200K in the first quarter, and the revenue will be received later in the year.

The three items identified above are significant, but due to timing were not included in the first quarter results. NIC is still on track to meet or exceed our budget target of a \$643K deficit.

Policy analysis/strategic priority:

This agenda item is linked to the BUILD Foundational Goals 2.2 and 2.3; NIC's finances. The financial result for 2023/24 keep NIC on track with these foundational strategic plan goals.

Attachments:

1. Financial statements for the quarter ended June 30, 2023.

Action:

**NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the three months ended June 30, 2023 and 2022**

North Island College
Index to the Financial Statements
For the three months ended June 30, 2023 and 2022

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

North Island College
Statement of Financial Position
As at June 30, 2023 and 2022

	June 2023	June 2022
Financial assets		
Cash and cash equivalents	\$ 7,817,300	\$ 7,533,052
Accounts receivable	1,104,049	944,962
Due from government organizations	434,545	201,629
Inventories held for resale	421,776	357,511
Portfolio investments	<u>17,558,666</u>	<u>16,497,950</u>
	27,336,336	25,535,104
 Liabilities		
Accounts payable and accrued liabilities	12,281,039	12,229,030
Due to government organizations	736,624	967,338
Employee future benefits	473,605	535,132
Leasehold inducements	-	-
Deferred revenue	2,181,757	1,523,379
Deferred contributions	14,099,539	12,342,945
Deferred capital contributions	<u>44,157,020</u>	<u>40,539,860</u>
	73,929,584	68,137,684
 Net financial assets (net debt)	(46,593,248)	(42,602,580)
 Non-financial assets		
Tangible capital assets	50,330,622	46,804,419
Prepaid expenses	<u>51,374</u>	<u>400,818</u>
	50,381,996	47,205,237
 Accumulated surplus	<u>\$ 3,788,748</u>	<u>\$ 4,602,657</u>
 Accumulated surplus is comprised of:		
Accumulated surplus	\$ 3,547,675	\$ 4,951,315
Accumulated rereasurement gains (losses)	<u>241,073</u>	<u>(348,658)</u>
	<u>\$ 3,788,756</u>	<u>\$ 4,602,657</u>

North Island College
Statement of Operations and Accumulated Surplus
For the three months ended June 30, 2023 and 2022

	Budget 2023	% of Budget	June 2023	June 2022
Revenue				
Province of British Columbia				
Base Operating grant	\$ 32,324,859	20	\$ 6,355,945	\$ 6,846,165
Industry Training Authority grant	2,994,084	25	759,282	1,066,384
Routine capital	160,592		-	130,000
Leases	306,975	26	80,880	75,717
Aboriginal service plan	259,057	12	31,233	89,377
Literacy grants	203,000		-	273,535
Student aid	185,000	11	19,617	38,313
Educational partnerships	789,000	14	113,545	84,750
Province of BC contracts	<u>210,000</u>	76	<u>158,551</u>	<u>217,062</u>
	37,432,567	20	7,519,053	8,821,303
Government of Canada	1,261,763	13	168,136	50,385
Tuition and student fees	12,864,043	27	3,459,758	3,079,346
Contract services	2,851,313	13	357,278	727,146
Sales of goods and services	1,166,000	15	177,858	173,229
Investment income	707,889	31	217,949	133,426
Realized gain(loss) from investments	50,000		-	(16,289)
Other income	1,007,660	36	362,605	121,115
Revenue recognized from deferred capital contributions	<u>3,599,832</u>	24	<u>853,185</u>	<u>842,720</u>
	60,941,067	22	13,115,822	13,932,381
Expenses (Schedule 1)				
Instructional and non-sponsored research	58,209,142	24	13,695,794	13,868,675
Ancillary services	1,100,365	18	193,023	117,901
Sponsored research	1,282,349	14	183,837	79,689
Special purpose	<u>991,796</u>	24	<u>237,824</u>	<u>397,894</u>
	61,583,652	23	14,310,478	14,464,159
Deficit for the year	(642,585)		(1,194,656)	(531,778)
Accumulated surplus, beginning of period	<u>4,742,331</u>		<u>4,742,331</u>	<u>5,483,093</u>
Accumulated surplus, end of period	<u>\$ 4,099,746</u>		<u>\$ 3,547,675</u>	<u>\$ 4,951,315</u>

North Island College
Statement of Remeasurement Gains and Losses
For the three months ended June 30, 2023 and 2022

	June 2023	June 2022
Accumulated remeasurement gains, beginning of period	\$ 270,478	\$ 766,995
Unrealized gains (losses) attributed to:		
Pooled funds	(29,405)	(1,131,942)
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	<u>-</u>	<u>16,289</u>
Remeasurement gains(losses) for the period	(29,405)	(1,115,653)
Accumulated remeasurement gains (losses), end of period	<u>\$ 241,073</u>	<u>\$ (348,658)</u>

North Island College
Statement of Cash Flows
For the three months ended June 30, 2023 and 2022

	June 2023	June 2022
Cash provided by (used in):		
Operations		
(Deficit) surplus for the period	\$ (1,194,656)	\$ (531,778)
Items not involving cash:		
Amortization of tangible capital assets	1,030,631	1,004,263
Revenue recognized from deferred capital contributions	(853,185)	(842,720)
Change in employee future benefits	-	(57,593)
Gain on sale of tangible capital assets	-	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(342,796)	112,091
Decrease (increase) in due from government organizations	2,076,373	619,475
Decrease (increase) in prepaid expenses	148,859	-
Decrease (increase) in inventories held for resale	48,341	(50,977)
Increase (decrease) in accounts payable and accrued liabilities	(689,493)	(471,319)
Increase (decrease) in due to government organizations	62,037	651,504
Increase (decrease) in deferred revenue	(716,632)	(910,513)
Increase in non-capital contributions	<u>3,381</u>	<u>(1,404,238)</u>
Net change in cash from operating activities	767,516	(1,350,027)
Capital activities		
Cash used to acquire tangible capital assets	(1,255,884)	(233,712)
Proceeds from deferred capital contributions	2,552,050	-
Proceeds on sale of assets held for sale	-	-
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>-</u>
Net change in cash from capital activities	1,296,166	(233,712)
Investing activities		
Decrease (increase) in investments	(89,637)	1,034,892
Net remeasurement gains (losses)	<u>(29,405)</u>	<u>(1,115,653)</u>
Net change in cash from investing activities	(119,042)	(80,761)
Net change in cash and cash equivalents	749,984	(2,196,278)
Cash and cash equivalents, beginning of period	<u>7,067,317</u>	<u>9,729,331</u>
Cash and cash equivalents, end of period	<u>\$ 7,817,300</u>	<u>\$ 7,533,052</u>

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the three months ended June 30, 2023 and 2022

	Budget 2023	June 2023	June 2022
(Deficit) surplus for the year	\$ -	\$ (1,194,656)	\$ (531,778)
Acquisition of tangible capital assets	-	(1,255,884)	(233,712)
Amortization of tangible capital assets	4,366,104	1,030,631	1,004,263
Gain on sale of tangible capital assets	-	-	-
Proceeds on sale of tangible capital assets	<u>-</u>	<u>-</u>	<u>-</u>
	4,366,104	(225,253)	770,551
Acquisition of prepaid expenses	-	(12,507)	-
Use of prepaid expenses	<u>-</u>	<u>161,367</u>	<u>-</u>
	-	148,860	-
Net remeasurement gains (losses)	-	(29,405)	(1,115,653)
Change in net financial assets (net debt)	4,366,104	(1,300,454)	(876,880)
Net debt, beginning of period	<u>(45,292,794)</u>	<u>(45,292,794)</u>	<u>(41,725,700)</u>
Net debt, end of period	<u>\$ (40,926,690)</u>	<u>\$ (46,593,248)</u>	<u>\$ (42,602,580)</u>

North Island College
Schedule 1 - Schedule of Expenses by Object
For the three months ended June 30, 2023 and 2022

Expenses	Budget 2023	% of Budget	June 2023	June 2022
Salaries and benefits	\$ 44,044,673	21	\$ 9,403,243	\$ 9,992,145
Other personnel costs	987,941	43	420,404	344,537
Advertising and promotion	827,941	21	171,217	195,324
Books and periodicals	448,411	19	85,032	96,208
Cost of goods sold	680,000	11	76,565	21,705
Equipment costs	1,826,988	41	756,923	962,866
Facility costs	2,557,702	29	751,341	753,301
Financial service charges	246,502	14	35,115	42,639
General fees and services	2,125,000	17	360,616	280,132
Student awards	823,680	29	242,574	125,859
Supplies and general expenses	1,457,145	31	450,000	237,361
Travel	980,669	54	526,817	134,284
Grant transfers	210,896	-	-	273,535
Amortization of tangible capital assets	<u>4,366,104</u>	24	<u>1,030,631</u>	<u>1,004,263</u>
	<u>\$ 61,583,652</u>	23	<u>\$ 14,310,478</u>	<u>\$ 14,464,159</u>



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.2.4

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: First Quarter 2023/24 Financial Forecast (attachment)

Action Required: For Information

Background/History/Executive summary:

Each quarter, NIC updates a financial forecast for the fiscal year. In addition, the Ministry of Post-Secondary Education and Future Skills (the Ministry) requires all institutions to provide a forecast in a format that they require. The Ministry format requires a forecast for the current year plus three subsequent years. This information is then consolidated into the province's financial results because public post-secondary institutions are part of the government reporting entity.

In the first quarter, the expectation from the Ministry is that the forecast will match the Board-approved Budget. Unless there was a significant event that occurred during the first quarter that would materially alter the forecast, NIC simply enters the Board-approved budget into the Ministry template.

The Finance & Audit Committee reviewed the Ministry forecast at their meeting on September 8, 2023. Given there were no significant events that altered the Ministry budget in the first three months of the fiscal year, the forecast is the same as the budget. As such, the 2023/24 Board-approved budget is included as the attachment to this report as it is in a more user-friendly format.

Policy analysis/strategic priority:

Providing regular updates on NIC's budget and finances is a Foundational element in *BUILD 2026*. *BUILD 2026* provides a target of NIC balancing the budget within three years of the pandemic ending. NIC is on track to meet that commitment and the quarterly forecast is a way to communicate that progress to the Board and College community.

Attachments:

1. NIC's board-approved Fiscal Year (FY) 2023-24 budget

Action:

For Information

NORTH ISLAND COLLEGE
2023-2024 Budget - Draft

	<u>2023-2024</u>	<u>2022-2023</u>	<u>Change</u>
Revenues			
Province of BC revenues			
Base operating grant	\$32,364,859	\$29,847,087	\$2,517,772
Industry Training Authority grant	2,994,084	2,981,104	12,980
Routine capital	160,592	160,592	0
Leases	306,975	347,604	-40,629
Aboriginal Service Plan	259,057	374,938	-115,881
Literacy grants (CALP)	203,000	210,896	-7,896
Student aid (AUG, LDAB, SOS, AEF)	145,000	145,000	0
Educational partnerships (VIU, Island Health)	789,000	669,000	120,000
Provincial contracts	210,000	829,889	-619,889
	<u>37,432,567</u>	<u>35,566,110</u>	<u>1,866,457</u>
Federal Government grants and contracts	1,261,763	1,027,270	234,493
Student fees			
Base funded programs	4,261,606	4,781,634	-520,028
Cost recovery program	1,358,825	1,072,097	286,728
International Education	7,243,612	5,559,040	1,684,572
	<u>12,864,043</u>	<u>11,412,771</u>	<u>1,451,272</u>
Sales of goods			
Bookstore revenue	825,000	875,000	-50,000
Cafeteria revenue	341,000	217,600	123,400
	<u>1,166,000</u>	<u>1,092,600</u>	<u>73,400</u>
Contract services	2,851,313	1,721,210	1,130,103
Investment income	707,889	495,000	212,889
Realized Gains/Losses on Investment	50,000	275,000	-225,000
Other income	1,007,660	673,496	334,164
	<u>1,007,660</u>	<u>673,496</u>	<u>334,164</u>
Total Operating Revenue	57,341,235	52,263,457	5,302,778
Amortization of deferred capital revenue	3,599,832	3,270,257	329,575
	<u>3,599,832</u>	<u>3,270,257</u>	<u>329,575</u>
Total Revenue	60,941,067	55,533,714	5,632,353
Expenditures			
Salaries, benefits, other personnel costs	45,032,614	41,113,216	3,919,398
Advertising and promotion	827,941	686,435	141,506
Books and periodicals	448,411	344,098	104,313
Cost of good sold	680,000	689,500	-9,500
Equipment costs	1,826,988	1,752,021	74,967
Facilities costs	2,557,701	2,839,755	-282,054
Financial service charges	246,503	234,003	12,500
General fees and services	2,132,096	1,878,930	253,166
Student awards	824,480	656,759	167,721
Supplies and general expenses	1,457,145	1,306,741	150,404
Travel	980,669	743,434	237,235
Grant transfers	203,000	210,896	-7,896
Donation to Foundation	0	0	0
Amortization of capital assets	4,366,104	3,870,678	495,426
	<u>61,583,652</u>	<u>56,326,466</u>	<u>5,257,186</u>
Total Expenditures	61,583,652	56,326,466	5,257,186
Revenue less Expenditures	-642,585	-792,752	375,167



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.3.1

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: 2023/24 Fiscal Year Credit Enrolment Report
(at Fall Term Stable Enrolment Date)

Action Required: For Information

Background/History/Executive summary:

The fiscal year credit enrolment reports capture enrolment in credit courses at the fall term stable enrolment date and provide a point-in-time comparison with enrolment during the same period in the previous year. The fiscal year is inclusive of spring, summer, fall and winter terms, and the reports include credit enrolment for all terms at the reporting date(s).

The attached reports provide a comparison of enrolment at September 14, 2023 with September 15, 2022, the respective fall term stable enrolment dates for those years. Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC. Student headcount is reported irrespective of the number of course registrations; therefore, it is not equivalent to full-time equivalent enrolment (FTE), which is calculated on course registrations per Ministry guidelines.

A total of 3,478 students were enrolled in the 2023/24 fiscal year at the fall term stable enrolment date, including 2,817 domestic students and 661 international students. Compared with last year:

- total headcount is higher by 210 students (6%),
- domestic student headcount is lower by 72 students (2%), and
- international student headcount is higher by 282 students (74%).

Policy analysis/strategic priority:

Aligned with BUILD 2026 strategic priorities:

- 7.3 Transparency and Accountability
- 2.4 Integrated Enrolment

Attachments:

All students reports:

- *2023/24 Fiscal Year Credit Enrolment Report - Instructional Area*
- *2023/24 Fiscal Year Credit Enrolment Report - Campus/Location*

Domestic students reports:

- *2023/24 Fiscal Year Credit Enrolment Report - Instructional Area*
- *2023/24 Fiscal Year Credit Enrolment Report - Campus/Location*

International students reports:

- *2023/24 Fiscal Year Credit Enrolment Report - Instructional Area*
- *2023/24 Fiscal Year Credit Enrolment Report - Campus/Location*
- *2023/24 Fiscal Year Credit Enrolment Report - Continent of Origin*

Action:

For the Board's information.

ALL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Instructional Area

At September 14, 2023 with Comparison Data at September 15, 2022



Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	329	199	130	65%
First Nations Studies	13	33	-20	-61%
Indigenous Language Fluency	44	60	-16	-27%
Indigenous Languages - ABE	43	84	-41	-49%
Indigenous Leadership	230	33	197	597%
University Studies & Applied Programs	1,638	1,527	111	7%
Business Administration	597	483	114	24%
Computer Science	112	81	31	38%
Digital Design + Development	195	206	-11	-5%
Fine Arts	166	171	-5	-3%
Island Pre-Health Science	6		6	
Office Administration	80	114	-34	-30%
Tourism & Hospitality	94	56	38	68%
University Studies	1,245	1,127	118	10%
Health & Community Care	649	656	-7	-1%
Early Childhood Care & Education	184	151	33	22%
Health Care Assistant	98	151	-53	-35%
Human Services	141	150	-9	-6%
LPN Bridging	30		30	
Nursing: Bachelor of Science	146	145	1	1%
Practical Nursing Diploma	57	60	-3	-5%
Trades & Technology	243	254	-11	-4%
Aircraft Structures Technician		10	-10	-100%
Automotive Service Technician Foundation	21	26	-5	-19%
Carpentry Foundation	13	12	1	8%
Coastal Forest Worker	18	22	-4	-18%
Culinary Business Operations	29	11	18	164%
Electrician Foundation	23	22	1	5%
Fabricator-Welder Foundation	11	12	-1	-8%
Furniture Design and Joinery Certificate	5	13	-8	-62%
Heavy Mechanical	27	17	10	59%
One-Time Trades (including Ministry funded)	40	19	21	111%
Plumbing & Piping Foundation	13	14	-1	-7%
Welding	27	44	-17	-39%
Work Experience Trades	16	39	-23	-59%
Apprenticeship Training	461	420	41	10%
Apprenticeship: Automotive Service Technician	7	10	-3	-30%
Apprenticeship: Carpentry	146	141	5	4%
Apprenticeship: Electrician	137	119	18	15%
Apprenticeship: Heavy Duty	76	58	18	31%
Apprenticeship: Plumber	82	78	4	5%
Apprenticeship: Professional Cook	11	11	0	0%
Apprenticeship: Welding	2	3	-1	-33%
Adult Upgrading	352	420	-68	-16%
Accessible Learning	85	86	-1	-1%
Adult Basic Education	269	329	-60	-18%
Employment Transition Grounds and Custodial Assistant		9	-9	-100%
Employment Transition Kitchen Assistant		7	-7	-100%
Continuing Education & Training	333	185	148	80%
Activity Assistant	56	47	9	19%
Animal Care Aide	23	37	-14	-38%
Hospital Unit Clerk	11	15	-4	-27%
Metal Jewellery Design	8	9	-1	-11%
Occupational Skills	220	63	157	249%
Tourism: Adventure Guiding	15	14	1	7%
Total Unduplicated Headcount	3,478	3,268	210	6%

Notes:

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

ALL STUDENT ENROLMENT

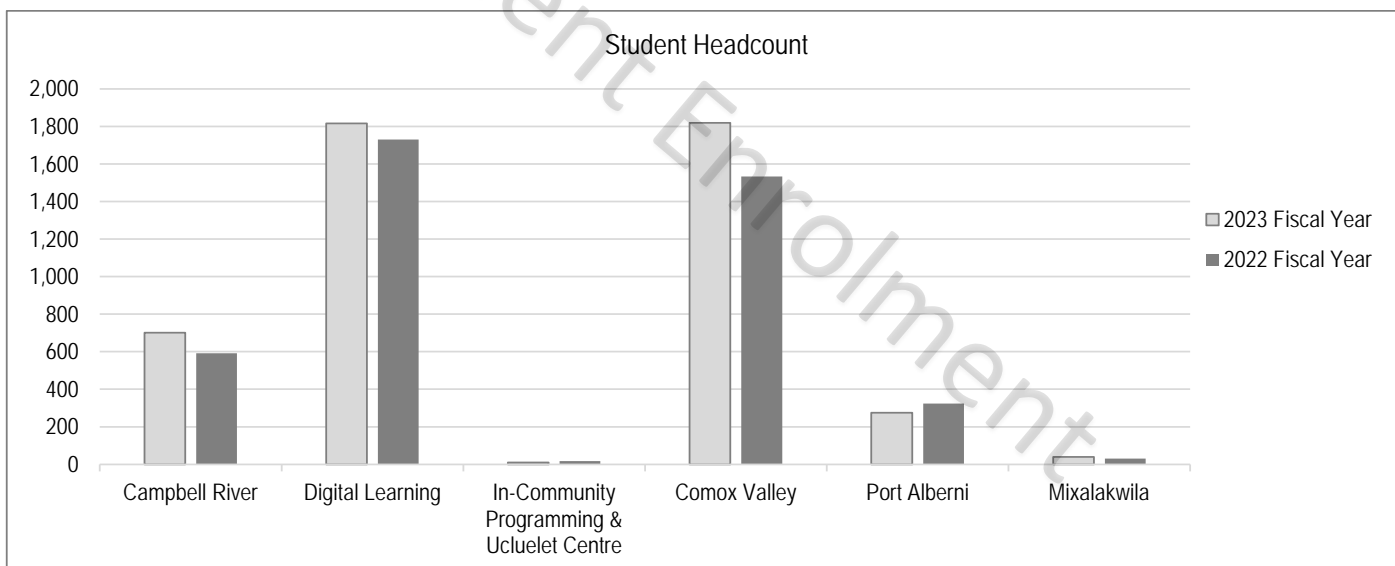
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At September 14, 2023 with Comparison Data at September 15, 2022



Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	701	592	109	18%
Comox Valley	1,819	1,533	286	19%
Port Alberni	275	324	-49	-15%
Mixalakwa	39	31	8	26%
Digital Learning	1,816	1,731	85	5%
In-Community Programming & Ucluelet C	10	17	-7	-41%
Total Unduplicated Headcount	3,478	3,268	210	6%



Notes:

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

DOMESTIC STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Instructional Area

At September 14, 2023 with Comparison Data at September 15, 2022



Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	164	196	-32	-16%
First Nations Studies	13	32	-19	-59%
Indigenous Language Fluency	44	60	-16	-27%
Indigenous Languages - ABE	43	84	-41	-49%
Indigenous Leadership	65	31	34	110%
University Studies & Applied Programs	1,043	1,175	-132	-11%
Business Administration	227	247	-20	-8%
Computer Science	54	51	3	6%
Digital Design + Development	89	117	-28	-24%
Fine Arts	148	161	-13	-8%
Island Pre-Health Science	6		6	
Office Administration	80	114	-34	-30%
Tourism & Hospitality	26	27	-1	-4%
University Studies	785	840	-55	-7%
Health & Community Care	567	624	-57	-9%
Early Childhood Care & Education	126	131	-5	-4%
Health Care Assistant	95	151	-56	-37%
Human Services	120	138	-18	-13%
LPN Bridging	30		30	
Nursing: Bachelor of Science	146	145	1	1%
Practical Nursing Diploma	57	60	-3	-5%
Trades & Technology	218	248	-30	-12%
Aircraft Structures Technician		10	-10	-100%
Automotive Service Technician Foundation	21	26	-5	-19%
Carpentry Foundation	13	12	1	8%
Coastal Forest Worker	18	22	-4	-18%
Culinary Business Operations	4	6	-2	-33%
Electrician Foundation	23	22	1	5%
Fabricator-Welder Foundation	11	12	-1	-8%
Furniture Design and Joinery Certificate	5	12	-7	-58%
Heavy Mechanical	27	17	10	59%
One-Time Trades (including Ministry funded)	40	19	21	111%
Plumbing & Piping Foundation	13	14	-1	-7%
Welding	27	44	-17	-39%
Work Experience Trades	16	39	-23	-59%
Apprenticeship Training	461	419	42	10%
Apprenticeship: Automotive Service Technician	7	10	-3	-30%
Apprenticeship: Carpentry	146	141	5	4%
Apprenticeship: Electrician	137	119	18	15%
Apprenticeship: Heavy Duty	76	58	18	31%
Apprenticeship: Plumber	82	77	5	6%
Apprenticeship: Professional Cook	11	11	0	0%
Apprenticeship: Welding	2	3	-1	-33%
Adult Upgrading	345	412	-67	-16%
Accessible Learning	85	86	-1	-1%
Adult Basic Education	262	321	-59	-18%
Employment Transition Grounds and Custodial Assistant		9	-9	-100%
Employment Transition Kitchen Assistant		7	-7	-100%
Continuing Education & Training	331	183	148	81%
Activity Assistant	56	47	9	19%
Animal Care Aide	23	37	-14	-38%
Hospital Unit Clerk	11	15	-4	-27%
Metal Jewellery Design	8	9	-1	-11%
Occupational Skills	220	63	157	249%
Tourism: Adventure Guiding	13	12	1	8%
Total Unduplicated Headcount	2,817	2,889	-72	-2%

Notes:

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

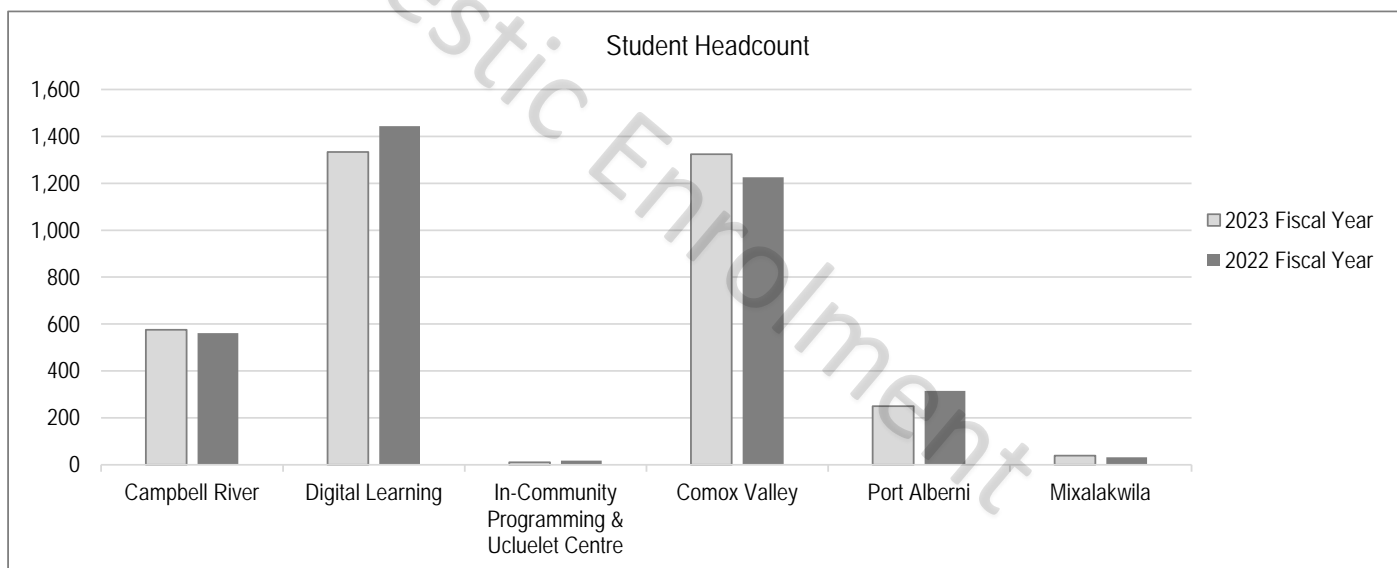
DOMESTIC STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At September 14, 2023 with Comparison Data at September 15, 2022



Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	575	561	14	2%
Comox Valley	1,324	1,226	98	8%
Port Alberni	250	315	-65	-21%
Mixalakwa	39	31	8	26%
Digital Learning	1,334	1,444	-110	-8%
In-Community Programming & Ucluelet Centre	10	17	-7	-41%
Total Unduplicated Headcount	2,817	2,889	-72	-2%



Notes:

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

INTERNATIONAL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Instructional Area

At September 14, 2023 with Comparison Data at September 15, 2022



Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	165	3	162	5400%
First Nations Studies		1	-1	-100%
Indigenous Leadership	165	2	163	8150%
University Studies & Applied Programs	595	352	243	69%
Business Administration	370	236	134	57%
Computer Science	58	30	28	93%
Digital Design + Development	106	89	17	19%
Fine Arts	18	10	8	80%
Tourism & Hospitality	68	29	39	134%
University Studies	460	287	173	60%
Health & Community Care	82	32	50	156%
Early Childhood Care & Education	58	20	38	190%
Health Care Assistant	3		3	
Human Services	21	12	9	75%
Trades & Technology	25	6	19	317%
Culinary Business Operations	25	5	20	400%
Furniture Design and Joinery Certificate		1	-1	-100%
Apprenticeship Training		1	-1	-100%
Apprenticeship: Plumber		1	-1	-100%
Adult Upgrading	7	8	-1	-13%
Adult Basic Education	7	8	-1	-13%
Continuing Education & Training	2	2	0	0%
Tourism: Adventure Guiding	2	2	0	0%
Total Unduplicated Headcount	661	379	282	74%

Notes:

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

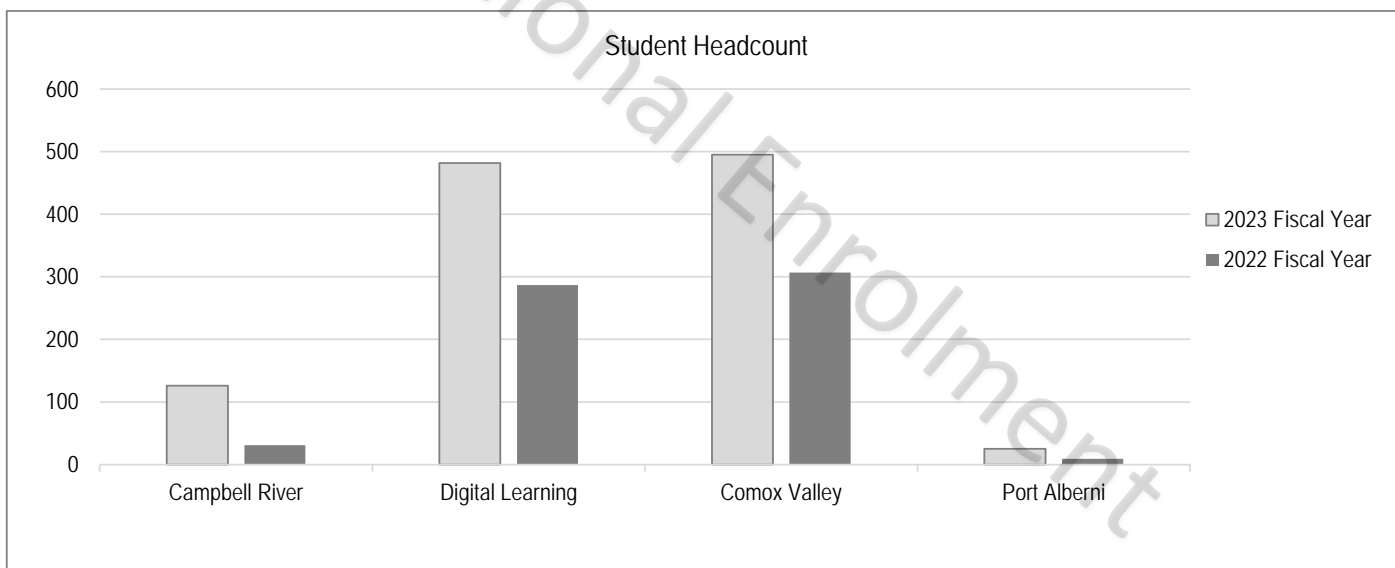
INTERNATIONAL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At September 14, 2023 with Comparison Data at September 15, 2022



Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	126	31	95	306%
Comox Valley	495	307	188	61%
Port Alberni	25	9	16	178%
Digital Learning	482	287	195	68%
Total Unduplicated Headcount	661	379	282	74%



Notes:

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

INTERNATIONAL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report
Student Headcount by Continent of Origin

At September 14, 2023 with Comparison Data at September 15, 2022



Continent of Origin	2023/24 FY	2022/23 FY	Change	% Change
Africa	65	31	34	110%
Eastern Africa	3	1	2	200%
Southern Africa	57	27	30	111%
Western Africa	5	3	2	67%
Asia	547	320	227	71%
Central Asia	3		3	
Eastern Asia	23	13	10	77%
South-eastern Asia	65	30	35	117%
Southern Asia	455	277	178	64%
Western Asia	1		1	
Europe	8	7	1	14%
Eastern Europe		1	-1	-100%
Northern Europe	6	4	2	50%
Southern Europe		1	-1	-100%
Western Europe	2	1	1	100%
North America	22	13	9	69%
Caribbean	2	1	1	100%
Central America	15	8	7	88%
Northern America	5	4	1	25%
Oceania	1	1	0	0%
Australia and New Zealand	1	1	0	0%
South America	18	7	11	157%
South America	18	7	11	157%
Total Unduplicated Headcount	661	379	282	74%



BOARD OF GOVERNORS – ACTION SHEET

September 28, 2023

Agenda #: 4.3.2

Working together, North Island College builds healthy and thriving communities, one student at a time.

Agenda Item: Program Name Changes – Tourism & Hospitality Management

Action Required: For Approval

Background/History/Executive summary:

[Policy 3-07, Appendix A](#), outlines that “All program name changes must be submitted to the BOG for approval.” As such, this item is being submitted for the Board to consider approval of name changes to Global Tourism & Hospitality Management Advanced Certificate and Global Tourism & Hospitality Management Advanced Diploma.

The new names were approved by the Education Council in October 2022 and are consistent with our strategic planning goals.

Rationale:

The purpose of the proposed name changes is twofold: to bring our Tourism & Hospitality Management credentials into alignment with sectoral level nomenclature, and; to develop consistent language between similarly weighted and focused NIC credentials in Business Administration and Tourism & Hospitality Management. The only change concerns the removal of ‘Advanced’ and its replacement with ‘Post-Graduate.’

OLD NAME: Global Tourism & Hospitality Management Advanced Certificate

NEW NAME: Tourism & Hospitality Management Post-Graduate Certificate

OLD NAME: Global Tourism & Hospitality Management Advanced Diploma

NEW NAME: Tourism & Hospitality Management Post-Graduate Diploma

Policy analysis/strategic priority:

Said change will support student recruitment and ensure consistent naming practices within the Department of Business Administration. Name changes align with several Build 2026 strategic priorities under Doorways, including increasing access to post-secondary studies, increasing the percentage of courses with multiple modes of delivery, and increasing the percentage of courses with more than one entry point per year.

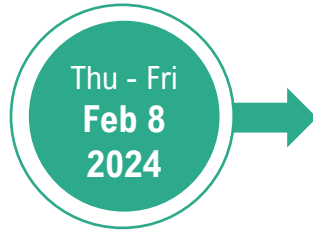
Action:

THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES THE FOLLOWING PROGRAM NAME CHANGES:

- **TOURISM & HOSPITALITY MANAGEMENT POST-GRADUATE CERTIFICATE**
- **TOURISM & HOSPITALITY MANAGEMENT POST-GRADUATE DIPLOMA**

MISSION Working together, NIC builds healthy and thriving communities, one student at a time.

VISION By 2026, NIC will deliver BC's best individualized education and training experience.



CAMPBELL RIVER

UCLUELET

CAMPBELL RIVER

PORT ALBERNI

COMOX VALLEY

MIXALAKWILA

COMOX VALLEY

BOARD DEVELOPMENT & EDUCATION

- Joint meeting with NIC Foundation

BOARD BUSINESS

- ***Officer Elections***
- Standing Committee Reports
- New Appointed Member Oaths

ORGANIZATIONAL PERFORMANCE

- Fiscal Year 22/23 Enrolment Report

FIDUCIARY

- ***Statement of Financial Information (SOFI)***
- Q1 Financial Statements
- Q2 Financial Forecast

CAMPUS/CENTRE DEVELOPMENT

- ***5-Year Capital Plan Priorities***

Items that are in this font and italicized require Board approval

BOARD DEVELOPMENT & EDUCATION

- Annual Board Retreat

BOARD BUSINESS

- ***Committee Appointments***
- New Elected Member Oaths

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports

FIDUCIARY

- ***Bylaw 4: Domestic Tuition and Fees***
- Q2 Financial Statements
- Q3 Financial Forecast

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- Triennial Bylaw & Policy Review

ORGANIZATIONAL PERFORMANCE

- ***BUILD 2026*** Dashboard Review
- Fiscal Year Enrolment Report

FIDUCIARY

- Q3 Financial Statements
- Q4 Financial Forecast

BOARD DEVELOPMENT & EDUCATION

- Fiscal Year Draft Budget Presentation

BOARD BUSINESS

- Joint meeting with Indigenous Education Council

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- ***Board Workplan 2024/25***
- ***Mandate Letter, if received***

FIDUCIARY

- ***Budget 2024/25***

STUDENT ASSOC. FEES

- ***Direct institution to collect fees***

BOARD DEVELOPMENT & EDUCATION

- Topic TBD

BOARD BUSINESS

- Standing Committee Reports
- ***2023/24 Institutional Accountability Plan & Report***
- ***President's objectives/goals 2024/25***

ORGANIZATIONAL PERFORMANCE

- ***BUILD 2026*** Updates & Dashboard Review
- ***2023/24 Full-time Equivalent Enrolment Report***

FIDUCIARY

- ***2023/24 Audited Financial Statements***

ONGOING AS REQUIRED

ORGANIZATIONAL PERFORMANCE

- ***Strategic Plan Approval***

PROGRAMMING

- ***Credential Approval***
- ***Program Cancellation***

FIDUCIARY

- ***New Programming Tuition and Fees***

CAMPUS/CENTRE DEVELOPMENT

- ***Lease Approval***
- ***Land Sale***

EMPLOYEES

- ***Collective Agreement Ratification***

	September 2023	October/November 2023	December 2023 - January 2024	February 2024	March 2024	April - May 2024	June 2024
Board committee meetings to be held virtually and/or in the Komoux Hall Boardroom (venue and dates are subject to change)							
Executive Committee	Sept 14 9am	Oct 19 & Nov 20 11am	Jan 25 9am	Feb 29 9am	Mar 28 9am		Jun 13 9am
Governance and Board Development	Sept 14 11am	Oct 19 & Nov 20 9am	Jan 25 11am		Mar 28 11am		Jun 13 11am
Finance and Audit	Sept 15 3pm	Nov 24 3pm	Jan 26 3pm		Mar 29 3pm		Jun 14 3pm
College Engagement Events (optional)							
						Apr 29-May 1 CICan Annual Conference Calgary, AB	
NIC Community Engagement Events (optional)							
		College Conversations TBC	College Conversations TBC		College Conversations TBC	May 31 Employee Recognition Event Location TBC	June Graduation Comox Valley, Port Alberni, Campbell River
						College Conversations TBC	College Conversations TBC

Please note, dates subject to change

TRADES AND TECHNICAL PROGRAMS

September 2023

A Quick Look Back

July and August saw the wrap up of several Foundation programs from both the Courtenay and Campbell River campuses. Plumbing, Carpentry and Electrical students made good their escape mid-July while Welding, Automotive and Heavy Mechanical students held fast until August. From June to September, the hustle and bustle in the hallways was reduced to a dull roar as the majority of faculty, staff and students completed their studies or other activities for the year/term and took a well-deserved break. Behind the scenes, preparation for the fall calendar was in full swing.

We're riding the wave into the new term and in Trades and Technical it's a tidal bore!

On September 5th alone, there were 17 program starts! Tebo in Port Alberni sprang back into action with Welding, Automotive and Furniture Design Foundations. Trades in Courtenay didn't skip a beat and came on strong with Carpentry Foundation, Carpentry Apprenticeship Level 4 and Plumbing Level 3. The sleeping giant at the Campbell River campus didn't bat an eye and came on strong with Electrical, Automotive, Welding and Heavy Mechanical Foundations, the Coastal Forest Certificate and Diploma programs joined in and then the Apprenticeships brought Heavy Mechanical and Electrical Level 2 programs, with Professional Cook Level 1 and the Culinary Business Operations Certificate bringing up the rear.

Oh, but wait...on September 11th two Carpentry Apprenticeships, Levels 2 and 3 began in Courtenay and a cohort of Electrical Apprenticeship Level 4 came to light in Campbell River with another Electrical Apprenticeship Level 3 amping up for September 18th.

Still ahead...

October will not be slowing down either. We have Plumbing Apprenticeship levels 1 and 4, Carpentry Apprenticeship Levels 1 and 4, and from there we're cruisin' with Electrical Apprenticeship Level 1 and Automotive Service Technical Apprenticeship Level 2! Port Alberni isn't being left behind either with Professional Cook Level 2 and the Culinary Operations Diploma programs turning up the heat with chef instructor Sean McSavaney.

Submitted by Coleen McLean, Lead Coastal Forest Instructor

As we usher in the 2023-24 academic year, the Faculty of Trades and Technical is thrilled to extend a warm welcome to our returning students and dedicated faculty members. We're gearing up for an exciting event that promises to be both informative and engaging – Industry Night. Set for October 17, this event is open to all. We are inviting students and the public to join us for an evening of networking with prominent leaders in the natural resource and trades sectors.

Industry Night is a chance for the community to delve into the world of NIC's training

opportunities within the natural resource and trades programs, explore a myriad of career options, and establish valuable connections with employers from across the Province. It's an event designed to empower students and potential students with knowledge and connections that can shape futures in these dynamic fields.

Annual Welcome Back Events, Campbell River Campus

August 30th brought most of the faculty and staff back on campus for a warm greeting from NIC President, Lisa Domae, followed by some catching up, a look at what's coming up and, for those who were lucky enough to attend, an informative and fun drum-making workshop presented by Elder, Daryl Mills.



Welcome Back Trades and Technical Programs Faculty and Staff!

On August 31st, Trades and Technical headed to the fairways of the Quadra Island Golf Course for the department's Welcome Back! It was a friendly scramble played by teams chasing the ball around nine holes with the elusive "hole in one" just one drive away. Never has this course been graced with such golfing prowess! We broke out some moves that most likely aren't to be seen on these greens again any time soon!



The Caf Staff Are Back!



Once again, the smell of fresh baked goods is wafting through the halls first thing in the morning! Mel and the gang are ready and waiting to perk you up with happy faces, infectious smiles and a "have a good day!" to go with your order. The specialty coffees will kick start the sleepest of minds and there is always something on the menu at lunch for a mid-day top up. Stop by anytime to see Kartik, Mel, Connie, Wendy and Corie – they're waiting for you!

We have new members in the Trades and Technical Department!

Jani Martinus. An NIC Alum, Jani completed her Carpentry Apprenticeship with us achieving her Red Seal in 2021. She was the lead instructor for the “Women in Trades” program and has also joined us as a substitute instructor for the 2023 winter Carpentry Foundation cohort. Now she is leading her own Carpentry Foundation program at the Comox Valley campus. With more than eight years of practical experience and an intimate knowledge of Industry standards and safety protocols, Jani has an air of confidence with her ability to ensure students grasp carpentry fundamentals while fostering their passion for craftsmanship. We are happy to have her!

Alanna Brennan Alanna will be our new Natural Resources Programming Officer and will work closely with Coleen McLean in the delivery of some exciting new micro-credentials. Alanna has a Bachelor of Commerce degree and comes to NIC with extensive management experience with positions as a Project Manager, Administrative and Executive Assistant and as an Outdoor Educator. Through these roles she has acquired the necessary leadership, communication and organizational skills that guarantee she will be a valued member of our team.

Laurie Mossop Laurie comes to NIC from the Lower Mainland and has a Bachelor of Arts degree from UBC. She is currently pursuing a Human Resource Management Certificate from BCIT. Her background in Human Resource Management and Business makes her a perfect fit for Senior Administrative Specialist for Trades and Technical Programs. She has an abundance of experience in leadership, administration, communication, marketing and fiscal management. With 13 years in the Early Childcare Sector in various roles from Management to Owner and Director, Laurie is eager to take her skills to a higher level of the educational institution. Her comprehensive understanding of multicultural sensitivity and familiarity with diverse environments should warrant her nothing but success in her new position.

**OFFICE OF GLOBAL ENGAGEMENT (OGE)
New International Student Orientations**

Submitted by Mike Hillian, Global Engagement Liaison

Nearly 200 new international students attended in-person orientation events at the Comox Valley and Campbell River campuses on August 30th and 31st. Students participated in icebreaker games, toured their new campuses, and enjoyed a delicious lunch. Also in Campbell River, ḡilakasla to June Johnson NIC Elder in Residence, and the Liḡwiḡdaḡw Elders and Youth Culture Group for sharing stories, songs and dances (and getting everyone up to dance together!) to welcome our new international students from 17 different countries to Liḡwiḡdaḡw territory and Campbell River at Qəpixʔidaʔas (The Gathering Place).



*Campbell River Fall 2023
International Students group photo
outside of the Qəpixʔidaʔas
(Gathering Place)*



*Comox Valley Fall 2023 International Students
lunch behind Tyee Hall*

Study Abroad - Exchange

Submitted by Renae Leboe, Global Engagement Liaison

This fall, OGE welcomed nine international inbound semester exchange students for the fall term from Mexico, Chile, Vietnam, Romania, France, Belgium and Germany.

Four NIC students have headed out on an outbound semester exchange to Japan (three) and Germany (one).

Applications for winter 2024 exchange opportunities are now open and the application deadline is October 15, 2023. Inquiries can be emailed to istudyabroad@nic.bc.ca

Study Abroad – Field Schools

Submitted by Renae Leboe, Global Engagement Liaison

OGE is finalizing its spring 2024 field school programming. More information will be provided on the NIC website and emailed to students in the upcoming weeks. Field Schools are 2-3 week group study abroad opportunities led by an NIC faculty member.

Team Building on Quadra Island

Submitted by Katie Phelan, Communications Specialist

The entire team at OGE enjoyed a beautiful and culturally enriching day on Quadra Island in August and We Wai Kai artist Brad Assu hosted the team's visit to the Nuyumbalees Cultural Centre at Cape Mudge. In keeping with OGE's aim to Indigenize international education at NIC, the team learned a lot from Brad, and from each other, about the importance of place and stories; of remembering and ceremony. A huge thank you to Brad and the We Wai Kai First Nation for hosting and sharing.



OGE staff retreat to We Wai Kai First Nation/ Quadra Island

Journeying Together Annual Report and Dashboard

Submitted by Mark Herring, Executive Director, International Education

The *Journeying Together Annual Report and Dashboard Year 1 Report (2022/23)* has been completed and will be available shortly electronically and on the OGE website. We look forward to discussing these reports with communities, the college community and our local and international partners as we continue to Indigenize our international education process at NIC.



Centre for Applied Research, Technology and Innovation (CARTI)

Four NIC staff, Tony Trudel, Naomi Tabata, Emma Courtney, and Romana Pasca, travelled to Bamfield early in September to engage in community meetings about a new Virtual Reality Technology research project. The project, *Virtual Reality Technology Innovative Solutions in Education, Tourism, and Economic Development in Indigenous Rural Remote Communities: A Consultative Approach*, aims to explore the potential benefits of using virtual reality (VR) technology to generate social innovation at the community level by supporting economic development and technology supported training in the remote and rural Indigenous community of Huu-ay-aht First Nations on the west coast of Vancouver Island.

The project is funded by the College and Community Social Innovation Fund and aims to identify the potential benefits of using VR technology in education and tourism, evaluate the level of interest of the Indigenous communities in exploring the use of VR technology, and develop a culturally appropriate VR application to showcase the cultural heritage and natural beauty of Anacla and Bamfield – focusing perhaps on the National Historic Site of Canada, Kiixin – or the language revitalization efforts of the people there. The three-year, \$360,000 project will involve collaborative initiatives between college students, the community, and high school students and teachers to develop the VR prototype to support innovation in cultural tourism and disseminate knowledge on the use of VR technology for economic and social benefits of Indigenous communities.

STUDENTS AND COMMUNITY ENGAGEMENT

Student Affairs

Submitted by Craig Whitton, Director, Student Affairs

Student Affairs consists of several work units that focus on supporting exceptional student experience both in and out of the classroom. These units include Student Life, Counselling, Department of Accessible Learning Services, Student Conduct, Library and Learning Commons, and Student Housing.

Student Life

Submitted by Mez Jiwaji, Associate Director, Student Life



NIC hosted successful student orientation events this fall at each campus and online. Feedback was very positive, as students had the opportunity to connect with Elders, Indigenous Education, Department of Accessible Learning Services, Counselling, Advising, Housing, Recruitment, Accessibility Comm, Library, Learning Commons, Student Technical Services, and Study Abroad.

The *Working Together Plan* was put into action as many students were welcomed with the help of several community partners who were in attendance to make the campus and community

marketplace a success:

- Campbell River campus:
 - 360 in attendance;
 - 11 NIC departments represented;
 - 34 community partners participated in the marketplace.
- Comox Valley Campus:
 - 550 in attendance;
 - 11 NIC departments represented;
 - 30 community partners participated in the marketplace.
- Port Alberni:
 - 230 in attendance;
 - Nine NIC departments represented;
 - 14 community partners participated in the marketplace.

Many NIC volunteers attended more than one campus event to lend a hand. Student Life would like to thank everyone who participated, including the Leadership Team and especially the department deans who attended all orientation events.



Upcoming:

- Orange Shirt Day September 30;
- Equality, Diversity and Inclusion (EDI) & Mental Health Friday Webinar Series commencing October 6th;
- Thrive week in October;
- Decolonial book club is being created by Jay de Montarnal, Manager, Student Housing.

Counselling & Mental Health

The counselling department is pleased to be including two counselling practicum students to help make support more available for our students' mental health.

We have also implemented our new counselling model that allows for more holistic student supports, including a limited number of urgent/same day appointments as well as greater structure to support more students accessing counselling with reduced wait times.



Our counsellors are providing academic and personal coaching in addition to mental health support to ensure we are addressing student needs at the source of the concern to support wellbeing.

NIC has completed the second year of the CARE² plan, with a report coming forward by the end of September. We have made significant progress on this plan that will allow us to embed mental health in all aspects of the student experience.

Student Conduct and Academic Integrity

We have begun to review policy and procedures related to Student Conduct to ensure they align with best practices and reflect the goals articulated in *Working Together*, NIC's Indigenization Plan. This approach will include dispute resolution options such as Restorative Justice as well as provide resources so students can gain competency in managing conflicts on their own.

Department of Accessible Learning Services (DALs)

DALS has elected a new Department Chair, Niki Baird and this business unit provides expert support to students who experience barriers to their learning and who require accommodations. This is an essential service for student success, and it is also a critical risk management function for the College, as we are legally obligated to accommodate our students who experience undue hardship. While this unit has focused on disability-related barriers in the past, we are actively exploring other protected grounds and the type of risk management and student support that might be necessary to ensure we are delivering on our promise of providing the most individualized learning experience possible for our students.

NIC has launched our first-ever accessibility plan, and DALS expertise (as well as that from many other corners of our college) contributed to this important work.

DALS also collaborated with the Library and Learning Commons to assess opportunities to comply with the Rick Hansen Foundation's standards on accessibility.

Library and Learning Commons

As mentioned, the Library recently completed an accessibility review with DALS based on the Rick Hansen Foundation's guidelines to ensure all patrons have an equitable experience in the Comox Valley library.

The libraries at the Comox Valley and Campbell River campuses are going to be offering extended hours to more closely reflect our pre-COVID operations. We will continue to assess student needs and adjust our operation accordingly.

The Library has just launched its brand-new website, with a heavy focus on usability for all patrons. The site complies with W3 standards for web accessibility and navigation and is compatible with screen readers, mobile devices, and more so that our patrons can easily access our resources via various pathways.



North Island College

**Audit Findings Report
year ended March 31, 2023**



For the meeting on June 12, 2023

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement

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Table of contents

Digital use information

This Audit Findings Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

4

Audit highlights

5

Status of the audit

6

Audit risks and results

13

Control deficiencies and improvement observations

15

Additional matters

18

Appendices

The purpose of this report is to assist you, as a member of the Finance and Audit Committee, in your review of the results of our audit of the financial statements as at and for the period ended March 31, 2023. This report builds on the Audit Plan we presented to the Audit Committee. This report is intended solely for the information and use of Management, the Audit Committee and the Board and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights

Purpose of this report

The purpose of this report is to assist you, as a member of the Finance and Audit Committee (the "Committee"), in your review of the results of our audit of the financial statements of North Island College (the "College") as at and for the year ended March 31, 2023.

Status of the audit

We have completed the audit of the financial statements, with the exception of certain remaining outstanding procedures, which are highlighted on page 5 of this report.

Significant changes to our audit plan

There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.

Audit risks and results

Findings related to significant risks are discussed on page 6.

Audit risks and results – other focus areas

Findings related to other focus areas are discussed on pages 7 - 11.

Corrected and uncorrected audit misstatements

We identified **three** misstatements that were communicated to management and remain **uncorrected** in the financial statements.

There was **one** disclosure omission which has been corrected in the financial statements.

The management representation letter includes all misstatements identified as a result of the audit and communicated to management.

See page 12 and Appendix 2.

Control deficiencies and improvement observations

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting. We identified three other control deficiencies which have been discussed with management. See pages 13 and 14.

Significant accounting policies and practices

Findings related to significant accounting policies and practices are discussed on page 15.

Independence

As required by professional standards, we have considered all relationships between KPMG and the College that may have a bearing on independence. We confirm that we are independent with respect to the College within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any other standards or applicable legislation or regulation from April 1, 2022 up until the date of this report.



Status of the audit

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing our discussions with the Committee
- Obtaining evidence of Board of Governor's approval of the financial statements
- Obtaining a signed management representation letter
- Completing subsequent event review procedures up to the date of Board of Governors' approval of the financial statements

We will update the Committee on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditor's report, a draft of which is included in the draft financial statements, will be dated upon the completion of any remaining procedures.





Significant risks and results

We highlight our findings in respect of **significant risks** as identified in our discussion with you in the Audit Plan.



Fraud risk from management override of controls

This is a presumed fraud risk. Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities. We have not identified any specific additional risks of management override relating to this audit.

Our response

Our procedures included:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

Significant findings

We noted no issues as a result of our testing.



Audit focus areas



Capital assets

Our procedures

- During 2023, capital additions were \$2.13 million, across buildings, furniture and equipment, and computer equipment, and vehicles. There were also \$4.46 million in additions to assets under construction that are not yet ready for use. We selected a sample of additions during the year and compared the amounts recorded as additions to supporting third party evidence.
- We tested deferred capital contributions to assess if amounts are appropriately restricted and accurately recorded.
- We tested repairs and maintenance expenses to assess that items are not capital in nature.
- We performed analytical procedures over amortization expense by comparing to prior year and comparing to deferred capital contributions recognized to revenue.

Results

We noted an exception in our testing related to network equipment expensed during the period. We recommend that the related costs should have been capitalized. See page 12 for further details.

We also noted the outstanding contractual construction commitments with the selected vendor for the student housing project had not been disclosed as a commitment as at March 31, 2023. Management has corrected this disclosure in the financial statements. See page 12 for further details.

No further issues were noted as a result of our testing.



Audit focus areas



Salaries and benefits

Our procedures

- We performed predictive analytical procedures over the payroll and benefits expenses for the year to March 31, 2023, taking into account salary increases and other budgeted changes in costs.
- We reviewed the overall payroll and vacation accruals as at March 31, 2023, and found accruals to be consistent with our expectation. No issues were noted.
- We reviewed the assumptions and methodology used by the College in estimating the liability for the employee future benefits. The method used by management is reasonable and consistent with the prior year.

Results

The College's union agreements expired in 2023 and are either under negotiation or recently ratified as at March 31, 2023. For the agreements not yet ratified, under the Shared Recovery Mandate, Provincial expectations on negotiated agreements have been set out with funding available to reimburse the College for pay increases up to a maximum amount. Management determined that both a revenue and expense accrual should be made to reflect that the agreements, once ratified, will be retroactive to fiscal 2023. Service provided by employees in 2023 has been incurred at a cost that will include the retroactive pay adjustment once ratified. As at March 31, 2023, the College has accrued the retroactive wages as an expense and payable, with the corresponding revenue and receivable from the Ministry. KPMG analyzed the accrual of both revenue and expense and noted an under accrual for one of the contracts not yet ratified. We proposed a correction to the accrual however since the correction would increase both expenses and revenues, there is no impact on annual surplus. Management has chosen not to correct the estimated error in amounts. See page 12 for further details.

We noted no further issues as a result of our testing.



Audit focus areas



Revenue and receivables management

Our procedures

- We selected a sample of operating and capital grant revenues for the year-end March 31, 2023 and agreed them to supporting documentation and third-party confirmations.
- We performed analytical procedures over tuition revenues based on the number of full time equivalent (“FTE”) students and increases in tuition fees approved by the Board of Governors. We found actual tuition revenues for the year ended March 31, 2023 to be consistent with our expectation.
- We reviewed the other revenue balances and performed analytical procedures and noted no issues.
- We assessed the revenue recognition policy used by management against the Public Sector Accounting Standards requirements and accounting policies adopted as disclosed in the financial statements and noted no issues.

Results

We noted no issues as a result of our testing.



Audit focus areas



Asset retirement obligations

Summary

The College adopted PS 3280 *Asset Retirement Obligations* (“ARO”) for the fiscal year ended March 31, 2023. This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets. Under the new standard, an entity is required to review its tangible capital assets and identify any legal obligations associated with the retirement of those tangible capital assets (ex: removal of asbestos), estimate the future remediation cost, and record that future obligation as a corresponding depreciable asset and liability in the statement of financial position today.

Our procedures

- We obtained an understanding of management’s process for adopting the standard through discussion with management and review of their scoping and measurement.
- We tested completeness of in-scope identified assets through review of other source documents to validate whether any AROs existed at the financial reporting date.
- We reviewed the related financial statement disclosures and accounting policies.

Results

We noted no issues as a result of our audit procedures. The adoption of the standard had no impact on the College’s financial statements as no legal obligations associated with retirement of the College’s assets were found.



Other focus areas



CAS 315 (Revised) *Identifying and Assessing the Risks of Material Misstatement*

Summary

CAS 315 (Revised) *Identifying and Assessing the Risks of Material Misstatement* has been revised, reorganized and modernized in response to challenges and issues with the previous standard. It aims to promote consistency in application, improve scalability, reduce complexity, support a more robust risk assessment and incorporate enhanced guidance material to respond to the evolving environment, including in relation to information technology.

Our procedures

When assessing inherent risk we consider the degree to which inherent risk factors (such as complexity, subjectivity, uncertainty, change, susceptibility to management bias) affect the likelihood and magnitude of material errors being present in financial statement balances. These factors allow us to apply a range (from higher to lower risk) to areas of possible misstatement, which drives our audit strategy and planned procedures. The procedures we performed to enable us to perform this inherent risk assessment and design our audit strategy and procedures were:

- We updated and obtained a more in depth understanding of the College's entity-level controls, including those related to creating and maintaining a culture of honesty and ethical behaviour, maintaining and monitoring internal control responsibilities, enterprise wide risk management and assessment procedures and communication of responsibilities.
- We met with management and relevant business process stakeholders to obtain a more in-depth understanding of business process specific processes within the entity. We validated our understanding of these processes by performing detailed walkthroughs to determine if the process operated as described.
- We met with IT personnel to understand the extent to which the business model integrates the use of IT. We also gained a more in depth understanding of the IT processes and personnel involved in those processes relevant to the audit, the IT applications, and any related risks arising from the IT environment. We considered any emerging risks related to cybersecurity.
- Identification and testing of the design and implementation of controls related to journal entries and potential risk areas for management override of control.

Results

We have implemented the requirements of this new audit standard in our audit of the College's March 31, 2023 financial statements. No additional findings related to inherent risk were identified in applying this standard from those already reported.



Corrected and uncorrected audit misstatements

Corrected and uncorrected audit misstatements include financial presentation and disclosure omissions.



Corrected audit misstatements

We noted one disclosure omission which has been corrected in the financial statements as follows:

- The outstanding contractual construction commitments with the selected vendor for the student housing project has been added to the financial statements

Impact of uncorrected audit misstatements – Not material to the financial statements

The management representation letter includes the Summary of Uncorrected Audit Misstatements, which discloses the impact of all uncorrected misstatements considered to be other than clearly trivial, including the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole.

We identified three uncorrected audit misstatements as follows:

- Computer hardware assets purchased totaling \$112,257 were identified as expenses during the period and not capitalized as assets.
- A related party receivable of \$91,580 from the North Island College Foundation was classified as a debit balance in Accounts Payable.
- Retroactive wages and benefits payable and related Ministry fundings are under-accrued at year-end by an estimated \$152,219.

Based on both qualitative and quantitative considerations, management have decided not to correct certain misstatements and represented to us that the misstatements—individually and in the aggregate—are, in their judgment, not material to the financial statements. This management representation is included in the management representation letter.

We concur with management's representation that the uncorrected misstatements are not material to the financial statements. Accordingly, the uncorrected misstatements have no effect on our auditor's report.



Control deficiencies and improvement observations

Consideration of internal control over financial reporting (ICFR)



In planning and performing our audit, we considered ICFR relevant to the College's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting



A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting



A significant deficiency in internal control over financial reporting is a deficiency, or combination of deficiencies, in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

We did not identify any significant deficiencies in internal control over financial reporting.



Significant accounting policies and practices



Significant accounting policies



- Management adopted PS 3280 *Asset Retirement Obligations* during the year using the modified retroactive method. There were no issues noted as a result of adoption.
- There were no significant accounting policies in controversial or emerging areas.
- There were no issues noted with the timing of the College's transactions in relation to the period in which they were recorded.
- There were no issues noted with the extent to which the financial statements are affected by a significant unusual transaction and extent of disclosure of such transactions.
- There were no issues noted with the extent to which the financial statements are affected by non-recurring amounts recognized during the period and extent of disclosure of such transactions.



Significant qualitative aspects of financial statement presentation and disclosure



- There were no issues noted with the judgments made, in formulating particularly sensitive financial statement disclosures.
- There were no issues noted with the overall neutrality, consistency, and clarity of the disclosures in the financial statements.
- There were no significant potential effects on the financial statements of significant risks, exposures and uncertainties.



Significant accounting estimates



- There were no issues noted with management's identification of accounting estimates.
- There were no issues noted with management's process for making accounting estimates.
- There were no indicators of possible management bias.

Appendices

1

Other required communications

2

Management representation letter

3

Changes in accounting standards

4

Upcoming changes to auditing standards

5

Thought leadership and insights



Appendix 1: Other required communications



Auditors' report

Refer to the draft report attached to the financial statements.



Management representation letter

A copy of the management representation letter is attached.



Appendix 2: Management representation letter

A copy of the draft management representation letter is included on the following pages.

KPMG LLP
Chartered Accountants
St. Andrew's Square II
800-730 View Street
Victoria, BC V8W 3Y7

Date of Board of Governors approval of the financial statements

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as "financial statements") of North Island College ("the Entity") as at and for the period ended March 31, 2023.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated January 25, 2023, including for:
 - a. the preparation of the financial statements and believe that these financial statements have been prepared in accordance with the relevant financial reporting framework.
 - b. providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:
 - i. the names of all related parties and information regarding all relationships and transactions with related parties;
 - ii. the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of the Board and committees of the Board that may affect the financial statements. All significant actions are included in such summaries.
 - c. providing you with unrestricted access to such relevant information.
 - d. providing you with complete responses to all enquiries made by you during the engagement.
 - e. providing you with additional information that you may request from us for the purpose of the engagement.
 - f. providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
 - g. such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.

- h. ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i. ensuring that internal auditors providing direct assistance to you, if any, will be instructed to follow your instructions and that management, and others within the Entity, will not intervene in the work the internal auditors perform for you.
- j. Providing you with written representations required to be obtained under professional standards and written representations that we determine are necessary. Management also acknowledges and understands that, as required by professional standards, you may disclaim an audit opinion when management does not provide certain written representations required.

Internal control over financial reporting:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern

Misstatements:

- 11) We approve the corrected misstatements identified by you during the audit described in Attachment II.
- 12) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole.

Yours very truly,

NORTH ISLAND COLLEGE

Colin Fowler, Vice-President Finance & Facilities

Sue Fleck, Director of Finance

Cc: Finance and Audit Committee

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Information is obscured if it is communicated in a way that would have a similar effect for users of financial statements to omitting or misstating that information. The following are examples of circumstances that may result in material information being obscured:

- a) information regarding a material item, transaction or other event is disclosed in the financial statements but the language used is vague or unclear;
- b) information regarding a material item, transaction or other event is scattered throughout the financial statements;
- c) dissimilar items, transactions or other events are inappropriately aggregated;
- d) similar items, transactions or other events are inappropriately disaggregated; and
- e) the understandability of the financial statements is reduced as a result of material information being hidden by immaterial information to the extent that a primary user is unable to determine what information is material.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Attachment II – Summary of Audit Misstatements

Summary of Corrected Audit Misstatements

- The outstanding contractual construction commitments with the selected vendor for the student housing project has been added to the financial statements

Summary of Uncorrected Audit Misstatements

Description of misstatements	Annual surplus	Financial position			
	(Decrease) Increase	Financial Assets (Decrease) Increase	Liabilities (Decrease) Increase	Non-financial Assets (Decrease) Increase	Accumulated surplus (Decrease) Increase
To capitalize computer hardware assets that were expensed as equipment	112,257	112,257	-	-	-
To reclassify receivable from NIC Foundation from accounts payable to accounts Receivable	-	91,580	91,580	-	-
To record under accrued retroactive wage increases	152,219 (152,219)	152,219	152,219	-	-
Total	112,257	356,056	243,799	-	-



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023. The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Employee benefits	<ul style="list-style-type: none"> The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively. This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations. The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Public Private Partnerships	<ul style="list-style-type: none">• The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023.• The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership.• The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends.• The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.• The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.• The standard can be applied retroactively or prospectively.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> The proposed section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted. The proposed section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position. The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Purchased Intangibles	<ul style="list-style-type: none">• The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted.• The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles.• Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized.• The guideline can be applied retroactively or prospectively.



Appendix 4: Upcoming changes to auditing standards

The International Auditing and Assurance Standards Board (IAASB) has issued three new and revised standards to strengthen and modernize the approach to quality management.

These standards address an evolving and increasingly complex environment, including a need for quality management systems that are proactive and adaptable.

	ISQM 1	ISQM 2	ISA 220 (Revised)
Scope	<ul style="list-style-type: none"> Focuses on quality management at the firm level Requires the firm to design, implement and operate a system of quality management (SoQM) to manage the quality of engagements performed by the firm Applies to all firms that perform audits or reviews of financial statements, or other assurance or related services engagements 	<ul style="list-style-type: none"> Focuses on the appointment of the engagement quality (EQ) reviewer and the EQ reviewer's responsibilities relating to the performance and documentation of an EQ review Applies to audits and reviews of financial statements; and other assurance and related services engagements 	<ul style="list-style-type: none"> Focuses on quality management at the engagement level Clarifies and strengthens the key elements of quality management at the engagement level, focusing on the critically important role of the engagement partner and reinforcing the importance of quality to all members of the engagement team Applies to audits of financial statements
Effective date	Firms are required to: <ul style="list-style-type: none"> have their SoQM designed and implemented by 15 December 2022 evaluate the SoQM at least annually, and no later than 15 December 2023 for the first evaluation 	Periods beginning on or after 15 December 2022	Periods beginning on or after 15 December 2022



Appendix 5: Thought leadership and insights

Thought leadership – Environmental, social and governance (“ESG”)

Note: Click on images to visit document link.



CoP26 made progress towards tackling climate change, but there is much more to do.
At KPMG, we're committed to accelerating the changes required to fight climate change.



In this report, KPMG considers how leading corporations and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.



This highlights a five-part framework to help organizations shape the total impact of strategy and operations on performance both externally, and internally.



The Green City outlines the need of the cities and the buildings in them to reflect climate consciousness.
The link provides guidance on what that looks like and the first steps to meeting those objectives.



This report outlines the updates in regulatory sustainability reporting.
Its focus is comparing and contrasting proposals from the ISSB, EFRAG, and the SEC.



This article outlines the importance of Gender-lens investing and how it aims on promoting equity and sustainability.



Appendix 5: Thought leadership and insights

Thought leadership – Environmental, social and governance (“ESG”)

Note: Click on images to visit document link.

Getting started on the inclusion and diversity journey

In the age of transparency, businesses must implement inclusion and diversity practices

In this age of transparency, businesses must act proactively to implement strategic inclusion and diversity (“I&D”) practices.

This link is a guide for organizations on their own transformation journey.

How the 'S' in ESG is changing the way we do business

The social component of ESG calls for more heart, empathy and interconnectedness

The "S" in ESG is becoming critical as people and organizations become more conscious about how the social aspect of business will impact their future.

This article touches on the social movements driving business change.

Climate change, human rights and institutional investors

The adverse impacts to people from a changing climate will create risks for institutional investors throughout the value chain

As the severity of climate impacts increase, so do the socio-economic disruptions due to the risk and fall of climate impacted sectors and projects.

This article breaks down the impact on institutional investors.



This article outlines how ESG is impacting valuation and performance of the underlying companies institutional investors have a stake in.

Market statistics highlight the issues surrounding responsible investment.

KPMG’s Climate Change Financial Reporting Resource Centre

KPMG’s climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.

[Click here](#) to access KPMG’s portal.

A closer look at the GHG Protocol

Chartered Professional Accountants of Canada (CPA Canada) and the Institute for Sustainable Finance (ISF) produced a 23-page report ([click here](#)) on the GHG Protocol. The report looks to inform potential preparers and users of emissions disclosure; policy makers; standard setters; regulators; and others, and to spur important additional research into key aspects of emissions disclosure and standards that require closer attention.



Appendix 5: Thought leadership and insights (continued)

Thought leadership – Public sector

Voices on 2030: Digitalizing Government

What will the world look like in 2030? How will citizen and customer expectations evolve? And what can public sector organizations be doing today to help ensure they can meet these expectations? We spoke with leaders and disruptors from around the world, across the public and private sector to explore answers to these questions.

[Click here](#) to access KPMG's portal.

Global Economic Outlook

2022 has arguably been one of the most challenging years the world has experienced in modern times. KPMG's Global Economic Outlook is an invaluable asset, helping to map out some of the challenges and opportunities ahead and enables corporate leaders to plan for the future and prepare for an eventual return to sustainable, long-term growth.

[Click here](#) to access KPMG's portal.

Why Audit Committees Should Know About Asset Retirement Obligations

Many public sector entities are currently working through the various aspects of the implementation of the Asset Retirement Obligation standard. In this publication we have provided some key insights to make this complex topic easy to understand by senior level management and those charged with governance at these organizations.

[Click here](#) to access KPMG's portal.

Perspectives on PS 3280 Asset Retirement Obligations

This guide provides KPMG's perspective on key implementation issues and technical interpretations of the guidance in PS 3280.

[Click here](#) to access KPMG's portal.



Appendix 5: Thought leadership and insights (continued)

Thought leadership – Audit quality

Audit Quality and Transparency Report

Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do?

[Click here](#) to access KPMG's portal.

Audit and Assurance Insights

KPMG provides curated research and insights on audit and assurance matters for audit committees and boards.

[Click here](#) to access KPMG's portal.

Thought leadership – Digital and technology

Going Digital, Faster in Canada

Pre-COVID-19, private and public organizations were moving towards a digital business model, travelling at varying speeds. But the pandemic forced a dramatic acceleration, both in the speed of change and the required investment to digitally transform. According to Canadian insights from KPMG's recent global survey, organizations are investing heavily in technology to address immediate concerns, ranging from falling revenue and interrupted supply chains to building longer-term competitiveness and operational resilience.

[Click here](#) to access KPMG's portal.

Five Questions Boards Should Ask About Digital Transformation Projects

Boards and management committees alike have increasingly expressed interest in technology investments that improve operations, enable customer relationships, and support virtual workforces. Based on our experience working with organizations across many industries, five questions have been identified to help a Board understand and 'sponsor' a project successfully.

[Click here](#) to access KPMG's portal.



Appendix 5: Thought leadership and insights (continued)

Thought leadership – Boards, Audit Committees and C-Suite

2022 CEO Outlook – Canadian Insights

With a potential recession on the horizon, Canadian CEOs are preparing for some rocky roads ahead. However, they remain optimistic about the growth of their businesses and believe any turbulence will be mild and short lived.

These are among the core themes in the latest KPMG CEO Outlook survey and small and medium-sized business poll.

[Click here](#) to access KPMG's portal.

Audit Committee Guide – Canadian Edition

The Audit Committee Guide – Canadian Edition from our Board Leadership Centre provides timely, relevant and trusted guidance to help both new and seasoned audit committee members stay informed.

[Click here](#) to access KPMG's portal.

Board Leadership Centre

KPMG in Canada Board Leadership Centre engages with directors, board members and business leaders to discuss timely and relevant boardroom challenges and deliver practical thought leadership on risk and strategy, talent and technology, globalization and regulatory issues, financial reporting and more.

[Click here](#) to access KPMG's portal.

Momentum

Offering curated insights for management, boards and audit committees, our quarterly newsletter provides the latest thought leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

[Click here](#) to access KPMG's portal.

Accelerate Series

The role of the audit committee is expanding, and their expertise has never been more in need. In today's environment it's hard to stay fully informed of the issues, never mind manage for them. In this year's Accelerate insights series, KPMG examines some of the pressing issues organization will face in 2023 and spotlight questions audit committees should be asking.

[Click here](#) to access KPMG's portal.



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KPMG member firms around the world have 227,000 professionals, in 145 countries.

NORTH ISLAND COLLEGE



**Board of Governors
Evaluation Process
2023 RESULTS**

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Contents

Contents.....	2
Methodology.....	1
Q1 I received a comprehensive orientation on appointment to the board.....	2
Q2 I understand and follow the College and Institute Act, board bylaws and policies.	3
Q3 I clearly understand my roles and responsibilities.....	4
Q4 I actively participate in ongoing board development activities.....	5
Q5 I receive advance meeting materials that are relevant to the proposed agenda.	6
Q6 I am suitably prepared for board meetings (e.g. read materials in advance, follow up on assignments).	7
Q7 I experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).	8
Q8 I have been effective as a board member.....	9
Q9 I stand behind board decisions even if they are not my primary choice.....	10
Q10 I seek feedback regarding my personal performance as a board member.....	11
Q11 I reach out to the community to build awareness and support for the college.....	12
Additional Comments by Theme	13
Q12 What’s working well in terms of the NIC Board?.....	13
Q13 What could be improved in terms of the NIC Board?.....	13
Q14 In my view, the NIC Board's most significant achievement in the past year was:	13
Q15 What one change would make a significant difference to the NIC Board's effectiveness?	13
Q16 To assist me in my role as governor, I wish I knew more information about:.....	13
Q17 Any other comments about the NIC Board not covered by this set of questions?	14
Appendix A: Historical Ranking Summary.....	15
Appendix B: Survey Introduction	16
Appendix C: Questionnaire	17

Methodology

The 2023 survey was the same survey conducted in 2022. The survey was distributed to the Board of Governors members on July 4th, 2023 with a deadline of July 17th, 2023. A reminder email was sent July 14th, 2023 with an extended deadline of July 24th, 2023. Eight of 11 members responded for a response rate of 73%.

Response Timeline



Key Findings

Highest Rankings

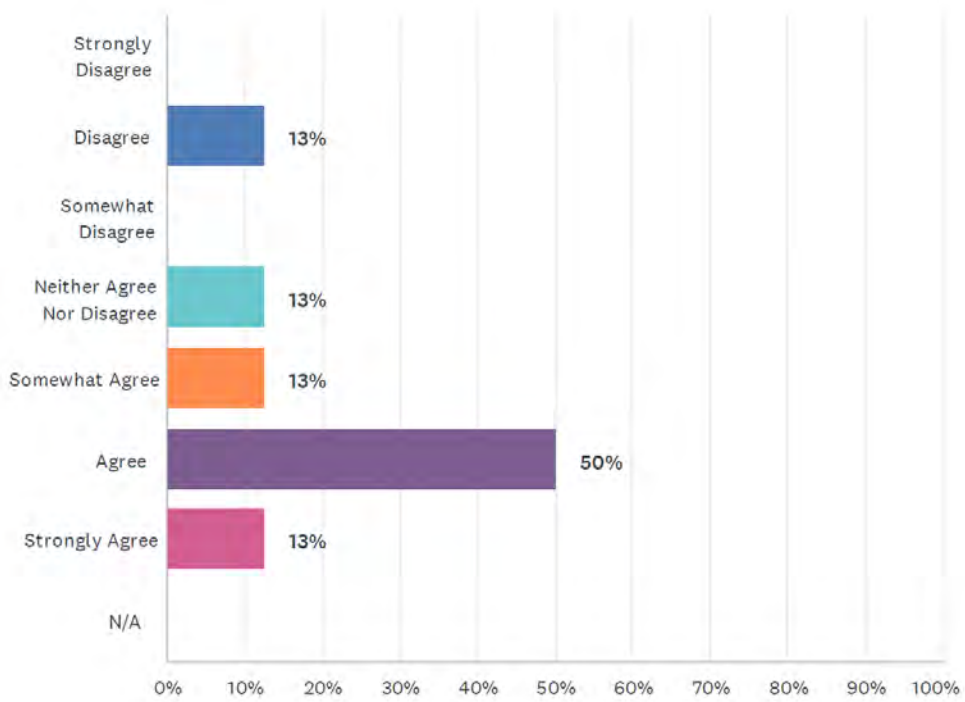
Consistent with last year, Board members experience effective meeting practices, receive advance meeting materials that are relevant to the proposed agenda and stand behind board decisions even if they are not their primary choice. Of note, receiving a comprehensive orientation on appointment to the board improved in 2023 over the previous two years at 5.3 out of 7.

Lowest Ranking

While improved over previous years, members rated seeking feedback regarding their personal performance as a board member the lowest at 5.1 out of 7.

Q1 I received a comprehensive orientation on appointment to the board.

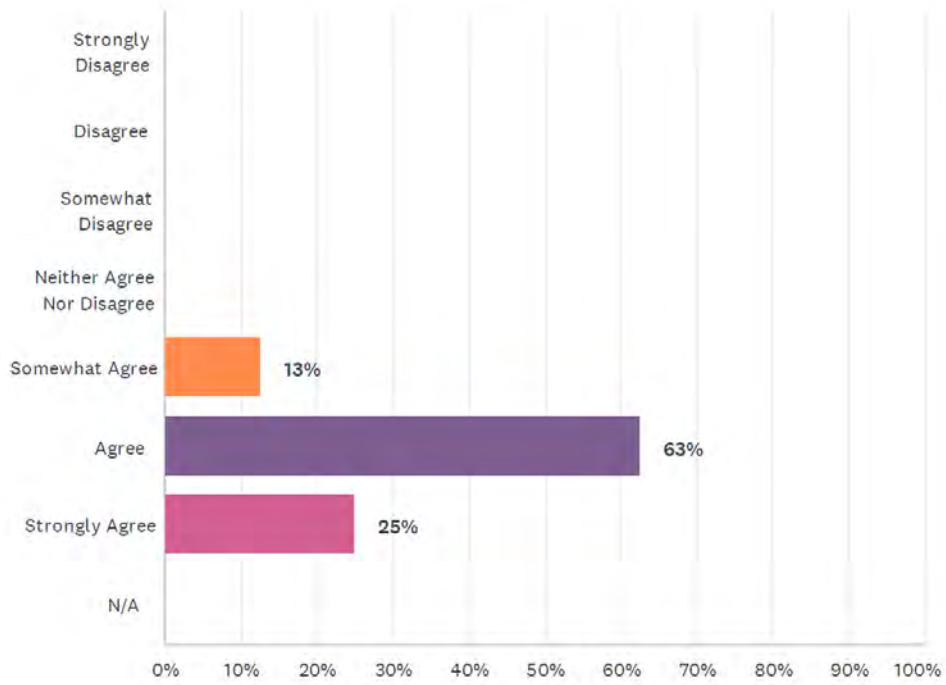
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	13%	1
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	13%	1
Somewhat Agree	13%	1
Agree	50%	4
Strongly Agree	13%	1
N/A	0%	0
TOTAL		8

Q2 I understand and follow the College and Institute Act, board bylaws and policies.

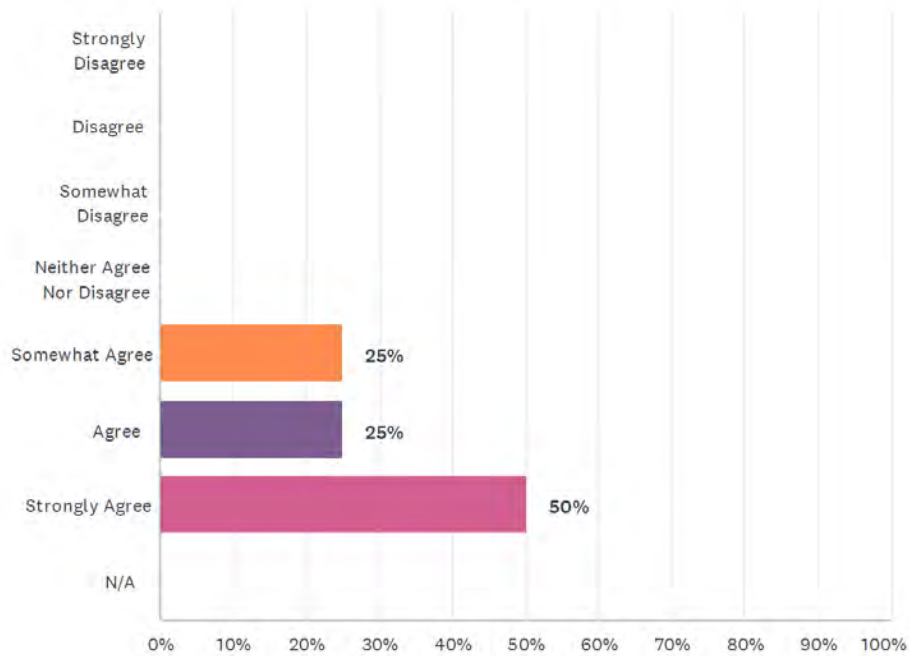
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	13%	1
Agree	63%	5
Strongly Agree	25%	2
N/A	0%	0
TOTAL		8

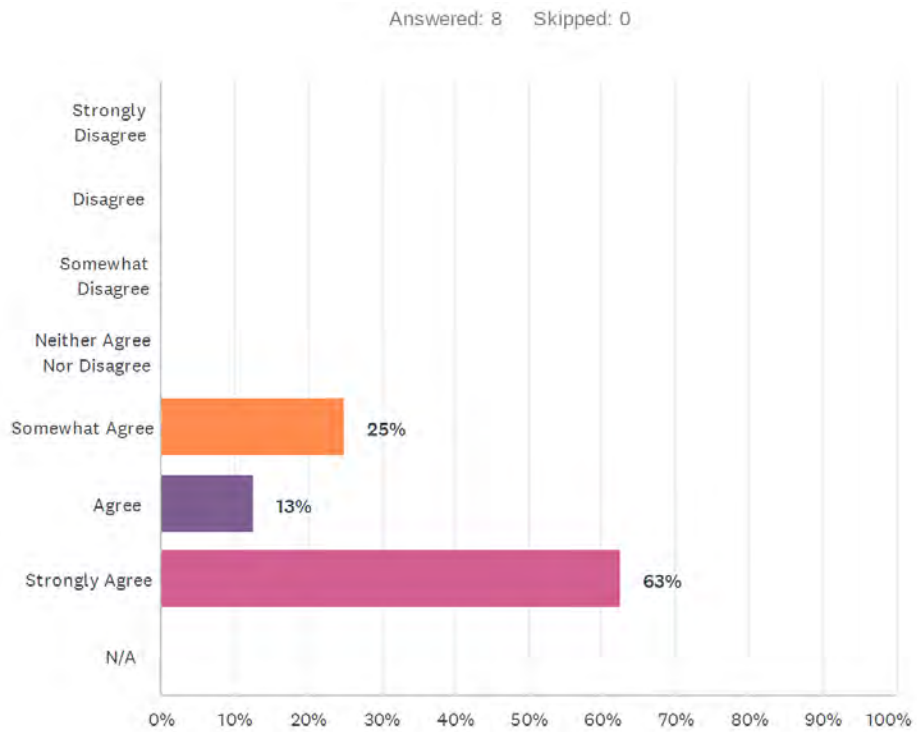
Q3 I clearly understand my roles and responsibilities.

Answered: 8 Skipped: 0



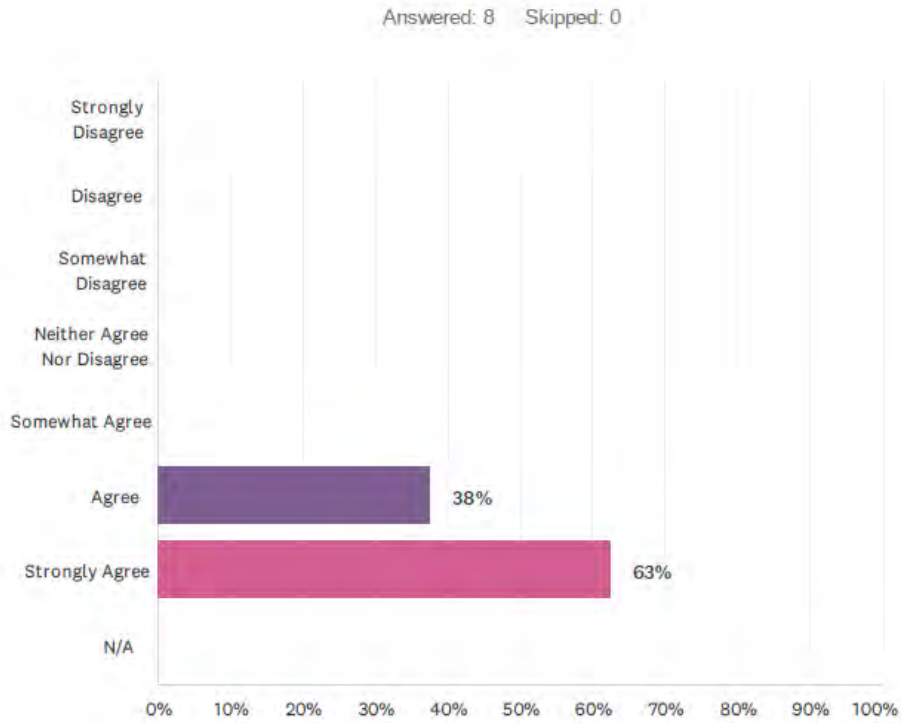
ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	25%	2
Agree	25%	2
Strongly Agree	50%	4
N/A	0%	0
TOTAL		8

Q4 I actively participate in ongoing board development activities.



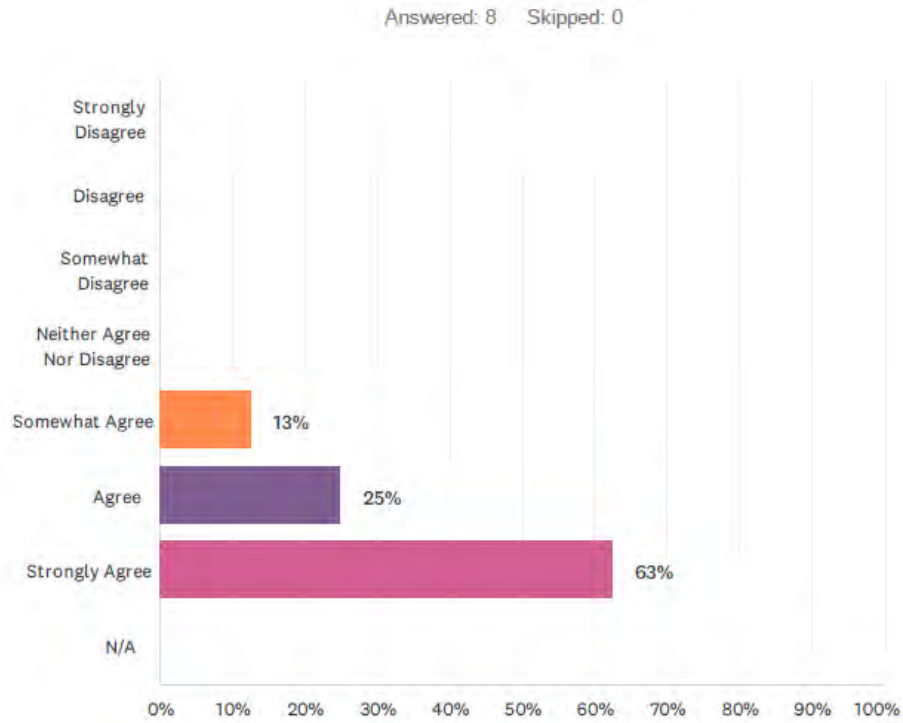
ANSWER CHOICES	RESPONSES
Strongly Disagree	0% 0
Disagree	0% 0
Somewhat Disagree	0% 0
Neither Agree Nor Disagree	0% 0
Somewhat Agree	25% 2
Agree	13% 1
Strongly Agree	63% 5
N/A	0% 0
TOTAL	8

Q5 I receive advance meeting materials that are relevant to the proposed agenda.



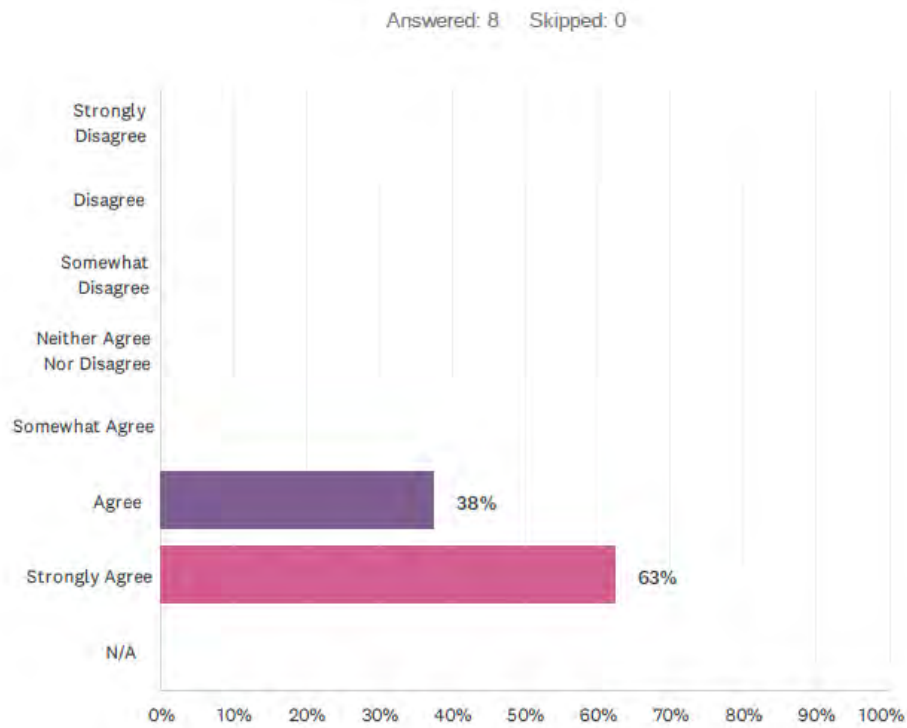
ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	0%	0
Agree	38%	3
Strongly Agree	63%	5
N/A	0%	0
TOTAL		8

Q6 I am suitably prepared for board meetings (e.g. read materials in advance, follow up on assignments).



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	13%	1
Agree	25%	2
Strongly Agree	63%	5
N/A	0%	0
TOTAL		8

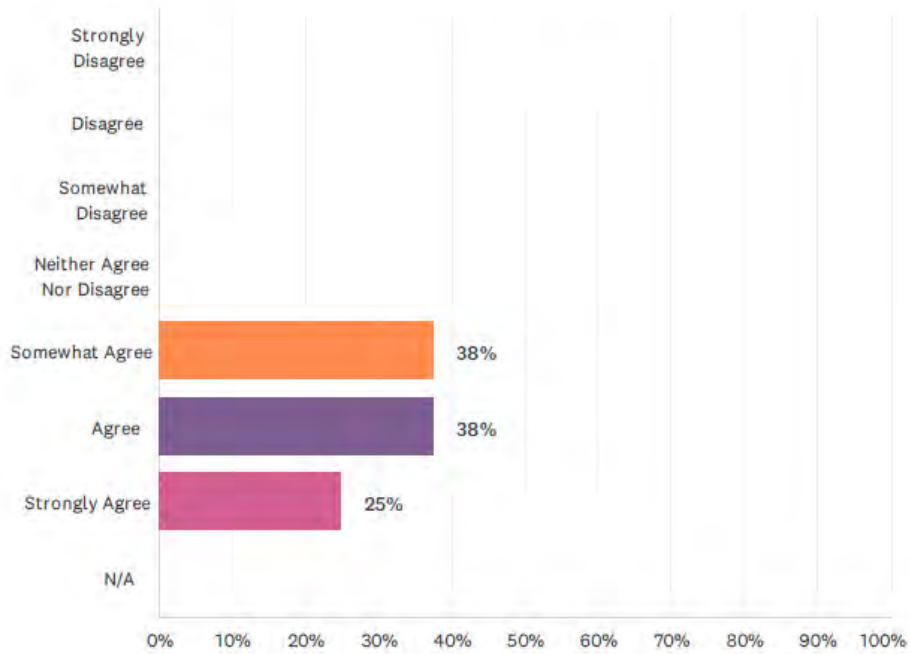
Q7 I experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	0%	0
Agree	38%	3
Strongly Agree	63%	5
N/A	0%	0
TOTAL		8

Q8 I have been effective as a board member.

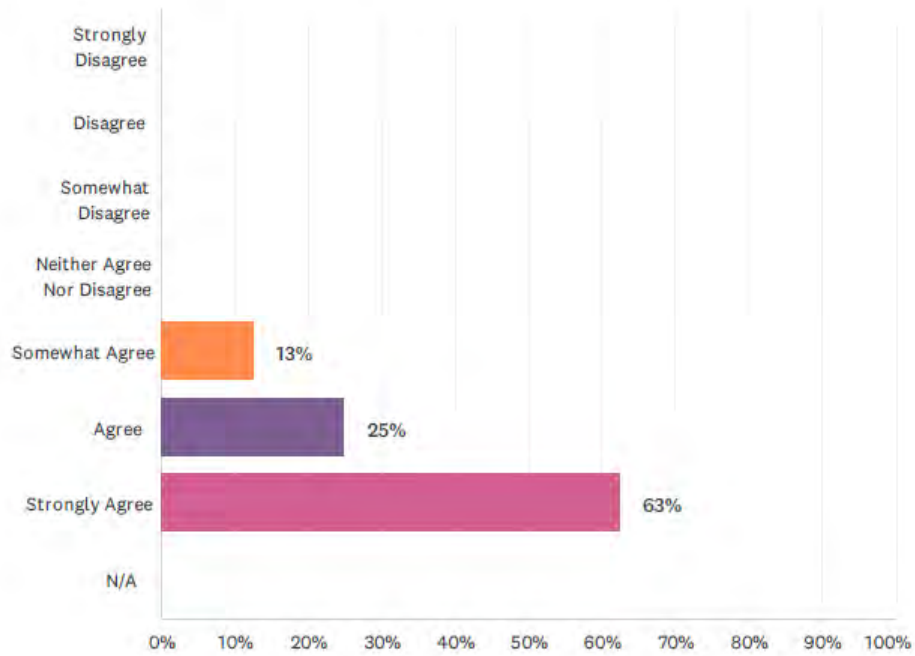
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	38%	3
Agree	38%	3
Strongly Agree	25%	2
N/A	0%	0
TOTAL		8

Q9 I stand behind board decisions even if they are not my primary choice.

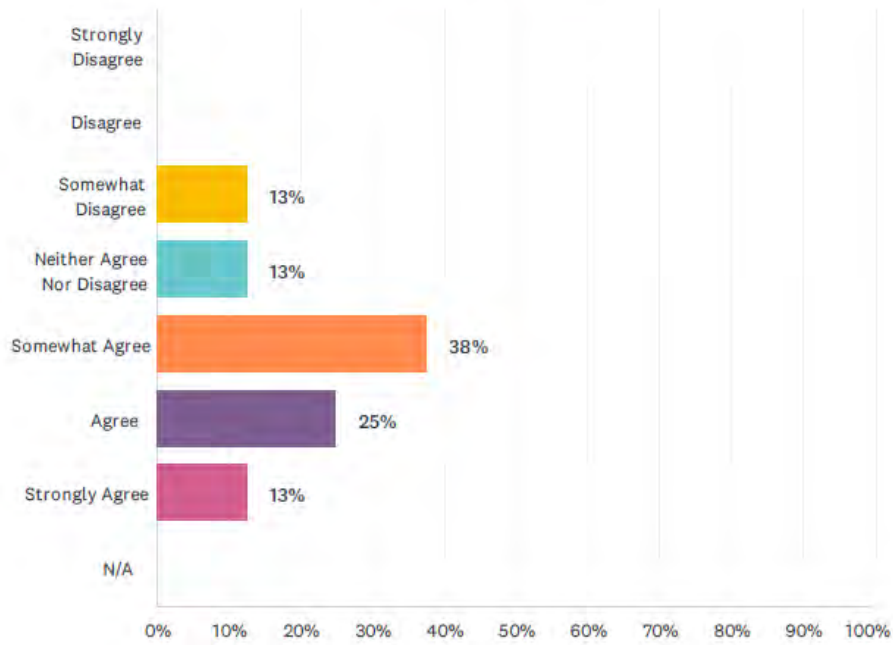
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	13%	1
Agree	25%	2
Strongly Agree	63%	5
N/A	0%	0
TOTAL		8

Q10 I seek feedback regarding my personal performance as a board member.

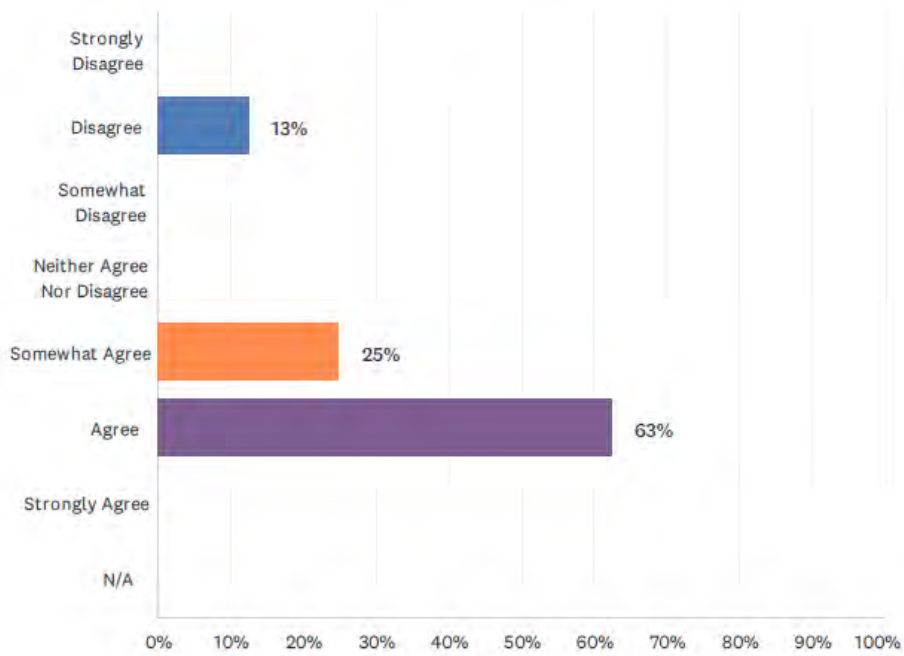
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	13%	1
Neither Agree Nor Disagree	13%	1
Somewhat Agree	38%	3
Agree	25%	2
Strongly Agree	13%	1
N/A	0%	0
TOTAL		8

Q11 I reach out to the community to build awareness and support for the college.

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0%	0
Disagree	13%	1
Somewhat Disagree	0%	0
Neither Agree Nor Disagree	0%	0
Somewhat Agree	25%	2
Agree	63%	5
Strongly Agree	0%	0
N/A	0%	0
TOTAL		8

Additional Comments by Theme

Q12 What's working well in terms of the NIC Board?

- We have an enthusiastic, skilled and varied group of members who respect each others' contributions and communicate and listen well.
- Policy and manual updates
- Meetings are well-organized, well-managed and focused.
- Planning activities for full year, pursuing priorities such as, marketing
- Establishing benchmarks and reports on goals of board and president.

Q13 What could be improved in terms of the NIC Board?

- More board members and sometimes short of specific skills (i.e.. accountant) short of geographic or demographic representation (a rep from Pt. Hardy; an Indigenous rep)
- Start meetings with some form of check-in or introduction.
- Have a more relational connection with other directors to feel comfortable contributing and having an impact.
- How to provide constructive feedback to the president
- The board lacks diverse representation from the business and professional community which reduces contacts for fund raising.

Q14 In my view, the NIC Board's most significant achievement in the past year was:

- Joint meeting with IEC
- Student housing
- Governance training and developing the new Board Governance Manual
- Working together effectively, improving social interaction and building trust

Q15 What one change would make a significant difference to the NIC Board's effectiveness?

- Longer terms for board members may be more beneficial, specifically for students and board chair succession.
- Being able to meet in person has improved feeling truly involved and relevant.
- Going paperless is probably the next needed step.
- Seeing the impact of our decisions firsthand by having current or past students present at the morning sessions to tell us how the College has changed their lives
- Monthly meetings
- Overall, a better understanding of the role of the board as an oversight board, requirements and roles of board members to support the board

Q16 To assist me in my role as governor, I wish I knew more information about:

- What the president would like from the board
- How we compare to other colleges of similar size and demographic in terms of student academic success
- Feedback from the college in terms of how the board is perceived in terms of relevance and effectiveness
- Seeing individual programs firsthand are great experiences.
- Responsibility and tools for practicing it
- I ask questions along the way and they are always promptly addressed.
- I wish I had spent more time reading information that was provided or made available to prepare for meetings.

Q17 Any other comments about the NIC Board not covered by this set of questions?

- Our current board is very engaged and willing to work hard toward increasing the success of the college and as a whole it feels very positive about the work being done and the leadership that guides us.
 - Need to understand the process for improving college performance relative to strategy
 - Collegiality has improved, but trust has not and will create challenges moving forward.
-

Appendix A: Historical Ranking Summary

Sorted by 2023 Question Order

2023 Survey Questions ¹	Averages ²				
	2023	2022	2021	2020	2019
Q1 I received a comprehensive orientation on appointment to the board.	5.3	4.3	4.0	5.2	5.3
Q2 I understand and follow the College and Institute Act, board bylaws and policies.	6.1	5.7	5.9	n/a	n/a
Q3 I clearly understand my roles and responsibilities.	6.3	6.4	4.9	4.8	5.2
Q4 I actively participate in ongoing board development activities.	6.4	6.1	5.8	5.7	5.8
Q5 I receive advance meeting materials that are relevant to the proposed agenda.	6.6	6.6	5.9	5.8	6.1
Q6 I am suitably prepared for board meetings (e.g. read materials in advance, follow up on assignments).	6.5	6.3	6.1	5.9	5.9
Q7 I experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).	6.6	6.7	6.4	6.4	6.2
Q8 I have been effective as a board member.	5.9	5.7	n/a	n/a	n/a
Q9 I stand behind board decisions even if they are not my primary choice.	6.5	6.5	5.4	5.6	6.0
Q10 I seek feedback regarding my personal performance as a board member.	5.1	4.8	3.7	3.6	4.6
Q11 I reach out to the community to build awareness and support for the college. ³	5.3	5.4	4.8	5.3	5.7

Sorted by 2023 Highest to Lowest Rankings

2023 Survey Questions ¹	Averages ²				
	2023	2022	2021	2020	2019
Q7 I experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).	6.6	6.7	6.4	6.4	6.2
Q5 I receive advance meeting materials that are relevant to the proposed agenda.	6.6	6.6	5.9	5.8	6.1
Q9 I stand behind board decisions even if they are not my primary choice.	6.5	6.5	5.4	5.6	6.0
Q6 I am suitably prepared for board meetings (e.g. read materials in advance, follow up on assignments).	6.5	6.3	6.1	5.9	5.9
Q4 I actively participate in ongoing board development activities.	6.4	6.1	5.8	5.7	5.8
Q3 I clearly understand my roles and responsibilities.	6.3	6.4	4.9	4.8	5.2
Q2 I understand and follow the College and Institute Act, board bylaws and policies.	6.1	5.7	5.9	n/a	n/a
Q8 I have been effective as a board member.	5.9	5.7	n/a	n/a	n/a
Q11 I reach out to the community to build awareness and support for the college. ³	5.3	5.4	4.8	5.3	5.7
Q1 I received a comprehensive orientation on appointment to the board.	5.3	4.3	4.0	5.2	5.3
Q10 I seek feedback regarding my personal performance as a board member.	5.1	4.8	3.7	3.6	4.6

Notes:

¹Questions were modified in 2022 from 'Our Board' or 'Our Board Members' to 'I' as members can only speak to their own experiences.

²Averages are based on a scale of 1 - 7 where 1 = Strongly Disagree and 7 = Strongly Agree.

³Wording slightly modified in 2022 from previous years.

Appendix B: Survey Introduction



⊕ PAGE TITLE


Board Member Leadership Responsibilities

This survey is designed to assess overall board member effectiveness and asks members to rate the board across a range of attributes that have been identified as critical to effective performance. Results will be provided to the board with insights regarding its strengths and areas for development.

In order to provide the broadest possible perspective, feedback is expected from every board member. Please complete this survey by **July 14th, 2023**. It will require about 30 minutes to complete.

We are committed to keeping all individual replies in the strictest confidence. Your numerical responses are anonymous and will be averaged with responses from other board members. Any comments you make will be included in the summary report, but you will not be identified as the source of those comments.

PART I - SURVEY

Please indicate the extent to which you agree with each statement, from strongly disagree to strongly agree. If you feel you don't have enough information, that the statement is not applicable and/or you are unsure of your response, you can respond with a "N/A", indicating "Not applicable".  0

⊕ NEW QUESTION

or [Copy and paste questions](#)

Next

Appendix C: Questionnaire



2023 Board of Governors Evaluation Process

1. PROCESSES (*enhancing board operations*)

As a Board Member:

*** 1. I received a comprehensive orientation on appointment to the board.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 2. I understand and follow the College and Institute Act, board bylaws and policies.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 3. I clearly understand my roles and responsibilities.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 4. I actively participate in ongoing board development activities.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 5. I receive advance meeting materials that are relevant to the proposed agenda.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 6. I am suitably prepared for board meetings (e.g. read materials in advance, follow up on assignments).**

- | | |
|---|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input checked="" type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 7. I experience effective meeting practices (e.g. clear agenda, good facilitation, suitable timing).**

- | | |
|---|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input checked="" type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 8. I have been effective as a board member.**

- | | |
|---|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input checked="" type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

Prev

Next

2. PROFICIENCY (*ensuring personal effectiveness*)**As a Board Member:***** 9. I stand behind board decisions even if they are not my primary choice.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 10. I seek feedback regarding my personal performance as a board member.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

*** 11. I reach out to the community to build awareness and support for the college.**

- | | |
|--|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Somewhat Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neither Agree Nor Disagree | <input type="radio"/> N/A |

Prev

Next

PART II - ADDITIONAL COMMENTS

*** 12. What's working well in terms of the NIC Board?**

*** 13. What could be improved in terms of the NIC Board?**

*** 14. In my view, the NIC Board's most significant achievement in the past year was:**

*** 15. What one change would make a significant difference to the NIC Board's effectiveness?**

*** 16. To assist me in my role as governor, I wish I knew more information about:**

17. Any other comments about the NIC Board not covered by this set of questions?

Prev

Done



Cyber Security

Casey Black, CIO

Frank Nadon, Manager, IT Infrastructure & Cyber Security

June 29, 2023

What are we protecting?

- The NIC brand/entity (e.g. www.nic.bc.ca)
 - Protecting from reputational damage
- Business continuity
 - Academic systems and platforms
 - Ellucian Colleague ERP (hosted and supported locally)
 - NIC's core operational information system (e.g. Student, Finance, HR/Payroll)
 - Supporting business systems (e.g. email, filesystems, network infrastructure etc.)
 - Facility systems
- Constituent and College data
 - All data in environment

NIC Cyber Security Partnerships/Players

- Local
 - NIC Users
 - NIC IT teams
 - KPMG cyber security services
- Provincial
 - BCNET
- Federal
 - CANARIE/Canadian Shared Security Operations Centre (CanSSOC)
 - Cybersecurity Initiatives Program (CIP)
 - Canadian Access Federation (CAF)

What are we protecting from?

- Threats to NIC
 - Phishing attacks
 - Fraud
 - Ransomware
 - Extortion
 - Malware
 - reputational damage

Fundamental Approach

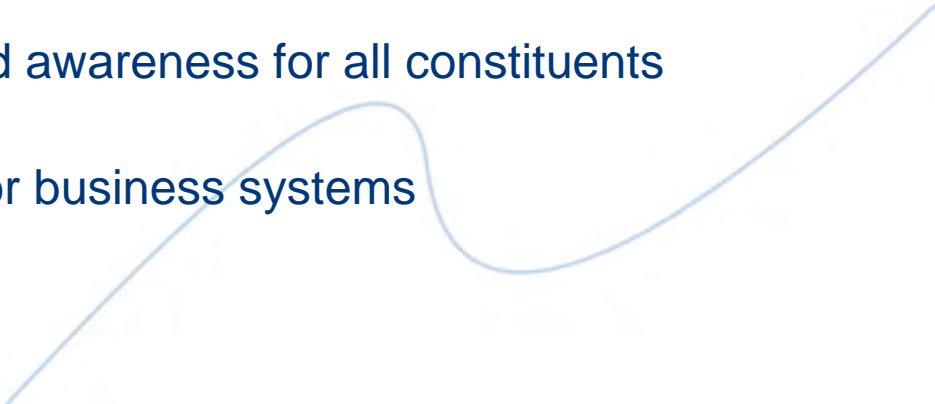
(Based on the NIST Cyber security framework (CSF) that has been adopted by many Canadian Higher Education institutions)

- **Identify** — Activities to identify systems, assets, data and services that are critical to the operation of NIC.
- **Protect** — Develop appropriate safeguards to protect our environment and ensure delivery of our services.
- **Detect** — Develop and implement processes to detect the occurrence of a cybersecurity event.
- **Respond** — Activities to take action when a cyber security event is detected.
- **Recover** — Actions to restore capabilities and services that were affected during the cybersecurity event.

Current Key Activities

- On-premise and in cloud monitoring systems with automated alerts.
- Enterprise backup system with replication of backup offsite and on tape
- Identity & Access management system including MFA implementation
- On-premise layered protection including firewalls, network segmentation, endpoint protection.
- Multiple cyber security collaboration efforts with provincial and national public sector organizations.

Key Upcoming Cyber Security Initiatives

- Formalized operational lead: Manager, IT Infrastructure & Cyber Security
 - KPMG cyber security engagement and IR retainer relationship
 - Incident response process improvement
 - Multi Factor Authentication for all users including students
 - Increased focus on cyber security training and awareness for all constituents
 - Continued migration to SaaS (cloud) model for business systems
- 

August 22, 2023
Our Ref. 129585

Eric John Mosley
5936 Saunders Rd North
Port Alberni BC V9Y 8W5


Dear Eric Mosley:

On behalf of the Government of British Columbia, I would like to take this opportunity to thank you for your service and commitment in carrying out your duties as a member and former Chair of the Board of Governors of North Island College.

I appreciate the time you have invested with the Board over the last six and a half years. You have been an active champion for the learners from Port Alberni and for the College, focusing on student success and supporting communities in developing programs that align with community strategic and economic goals. Your expertise as a partner in a law firm and as a business owner for more than 30 years brought significant insight to the College, the Finance & Audit Committee and the Board. It is through the work of dedicated individuals like you that the post-secondary education system in this province continues to achieve success.

Thank you, and my personal best wishes for your future endeavours.

Sincerely,



Honourable Selina Robinson
Minister

pc: Bobbi Plecas, Deputy Minister
Ministry of Post-Secondary Education and Future Skills

psfs.deputyminister@gov.bc.ca

Jane Atherton, Chair of the Board
North Island College

janers.atherton@gmail.com

Dr. Lisa Domae, President
North Island College

lisa.domae@nic.bc.ca

Rachel Reid, Executive Assistant to the Board
North Island College

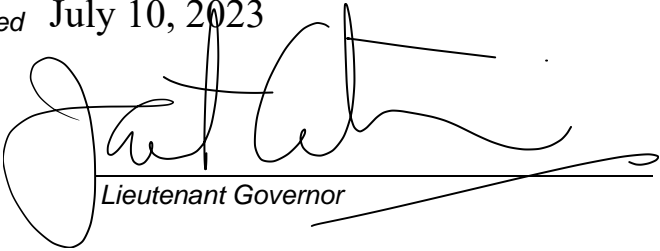
Rachel.Reid@nic.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 443

, Approved and Ordered July 10, 2023


Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that the appointments set out in the attached Appendices A to E are made.


Minister of Post-Secondary Education and Future Skills


Presiding Member of the Executive Council

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

Authority under which Order is made:

Act and section: College and Institute Act, R.S.B.C. 1996, c. 52, ss. 9 (1) (a)
Other: OIC 186/2020; OIC 188/2020; OIC 153/ 2021; OIC 291/2021; OIC 318/2021; OIC 103/2022; OIC 346/2022; OIC 431/2022

APPENDIX A
COLLEGE OF NEW CALEDONIA

- 1** The following appointments to the board of College of New Caledonia are made:
- (a) Brooke Tone Boswell and Leah Else Stump are appointed as members for terms ending July 31, 2024;
 - (b) effective July 31, 2023,
 - (i) David Cameron Schroeter is reappointed as a member for a term ending July 31, 2025;
 - (ii) Thomas William Lewis and Lisa Elizabeth Scott are reappointed as members for terms ending July 31, 2026.

APPENDIX B
LANGARA COLLEGE

- 1** The following appointments to the board of Langara College are made:
- (a) Mark Howard Goldberg and Claudia Salem are appointed as members for terms ending July 31, 2024;
 - (b) effective July 31, 2023,
 - (i) Michal Jaworski and Akhtar Raza Mirani are reappointed as members for terms ending July 31, 2024;
 - (ii) Stephen John Howard and So Hyeun Won are reappointed as members for terms ending July 31, 2025.

APPENDIX C
NORTH ISLAND COLLEGE

- 1** The following appointments to the board of North Island College are made:
- (a) Jerad Alan Langille, Claire Iris Moglove and Victoria L. White are appointed as members for terms ending July 31, 2024;
 - (b) effective July 31, 2023,
 - (i) Jane Marie Atherton is reappointed as a member for a term ending July 31, 2024;
 - (ii) Nancy Arsenault and Shelley Patricia Humble are reappointed as members for terms ending July 31, 2025.

APPENDIX D
NORTHERN LIGHTS COLLEGE

- 1** The following appointments to the board of Northern Lights College are made:
- (a) Colleen Frances Elizabeth Brown and Jennifer Ann Moore are appointed as members for terms ending July 31, 2024;
 - (b) effective July 31, 2023, Stephanie Sarah Goudie is reappointed as a member for a term ending July 31, 2026.

APPENDIX E
VANCOUVER COMMUNITY COLLEGE

- 1** The following appointments to the board of Vancouver Community College are made:
- (a) Chi Ming Lo is appointed as a member for a term ending July 31, 2024;
 - (b) effective July 31, 2023, Jocelyn Ann Hartman is reappointed as a member for a term ending July 31, 2025.

Commonly Used Acronyms

This is a partial 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)
	Ministry of Post-Secondary Education and Future Skills (new name 2023)
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; 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
ET	Education Team
VPA	Vice President, Academic
FASM	Faculty of Arts, Science & Management
FPSE	Federation of Post-Secondary Educators of BC
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (formerly Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (now Skilled Trades BC))
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JEDC	(Ministry of) Jobs, Economic Development and Innovation
LT	Leadership Team
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
QAPA	Quality Assurance Process Audit
SIF	Strategic Investment Fund
STBC	Skilled Trades BC (formerly Industry Trades Authority)
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
UCIPP	University, College and Institute Protection Program
UT	University Transfer