



BOARD OF GOVERNORS

SPECIAL FOCUS ON EDUCATION

AGENDA

Monday, March 5, 2018

Part 1 – Government Mandate Letter

4:30 pm

Paul 216

Lansdowne Campus

Part 2 – Focus on Education

5:00 pm

Wilna Thomas Cultural Centre (WTCC)

BOARD MEMBERS:

Ron Rice, Chair
Mitchell Auger-Langejan
Tim Ayers
Sherri Bell, President
Stephen Chang
Cindy Choi
Joanne Cumberland
Bill Gyles
Laylee Rohani, Vice Chair
Al van Akker
Phil Venoit
Melanie Winter

REGRETS:

John Boraas, VP Education
Stefan Fletcher
Deborah Huelscher, CFO

ADMINISTRATION:

Shane Busby, VP Administration
Barbara Severyn, Executive Director, Human Resources
Geoff Wilmshurst, VP Partnerships
Joan Yates, VP Student Experience

GUESTS:

Debbie Hlady, Dean, Arts and Science
Ian Humphries, Dean, School of Access & Eyē? Sqâ’lewen: The Centre
for Indigenous Education & Community Connections (CIECC)
Eric Sehn, Dean, Trades and Technology
Cynthia Smith, Dean, Health and Human Services
Richard Stride, Dean, School of Business
Students and staff

BOARD ASSISTANT: Heather Martin

Camosun College campuses are located on the traditional territories of the Lkwungen and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

PART 1 – Government Mandate Letter

- | | | |
|--|------------|---------|
| 1. Government Mandate Letter | attachment | Page 3 |
| 2. Draft Response to Government Mandate Letter | attachment | Page 11 |

PART 2 – Focus on Education

Group 1 Sherri Bell

Ron Rice
Phil Venoit
Melanie Winter

Group 2 Joan Yates / Shane Busby

Mitchell Auger-Langjan
Tim Ayers
Steve Chang
Cindy Choi

Group 3 Geoff Wilmshurst / Barb Severyn

Joanne Cumberland
Bill Gyles
Laylee Rohani
Al van Akker

Time	Group	Title	Lead	Location
5:00 – 5:05	All Board	Welcome	Sherri Bell	WTCC

Group 1 Sherri Bell				
Time	Group	Title	Lead *	Location
5:10 - 5:25	1	Glimpse into Students in School of Access - Diversity	Ian Humphries	WTCC
5:30 – 5:45	1	Athletic & Exercise Therapy (AET) Clinic and Dental Clinic – Community Engagement	Cynthia Smith and Richard Stride	Dental Clinic
5:50 – 6:05	1	Environmental Technology	Debbie Hlady	Fisher 244
6:10 – 6:25	1	Service Learning & Global Studies	Debbie Hlady	Fisher 202
6:30 – 6:45	1	Experiential Learning in the Centre for Health & Wellness	Cynthia Smith	Sim Suite (Fisher 256)
6:45	All Board	Community Engagement with Songhees Partner and Interdisciplinary Learning	Eric Sehn and Richard Stride	Dunlop House

Group 2 Joan Yates and Shane Busby				
Time	Group	Title	Lead *	Location
5:10 - 5:25	2	Athletic & Exercise Therapy (AET) Clinic and Dental Clinic – Community Engagement	Cynthia Smith and Richard Stride	Dental Clinic
5:30 – 5:45	2	Environmental Technology	Debbie Hlady	Fisher 244
5:50 – 6:05	2	Service Learning & Global Studies	Debbie Hlady	Fisher 202
6:10 – 6:25	2	Experiential Learning in the Centre for Health & Wellness	Cynthia Smith	Sim Suite (Fisher 256)
6:30 – 6:45	2	Glimpse into Students in School of Access - Diversity	Ian Humphries	WTCC
6:45	All Board	Community Engagement with Songhees Partner and Interdisciplinary Learning	Eric Sehn and Richard Stride	Dunlop House

Group 3 Geoff Wilmshurst and Barb Severyn				
Time	Group	Title	Lead *	Location
5:10 - 5:25	3	Environmental Technology	Debbie Hlady	Fisher 244
5:30 – 5:45	3	Service Learning & Global Studies	Debbie Hlady	Fisher 202
5:50 – 6:05	3	Experiential Learning in the Centre for Health & Wellness	Cynthia Smith	Sim Suite (Fisher 256)
6:10 – 6:25	3	Glimpse into Students in School of Access - Diversity	Ian Humphries	WTCC
6:30 – 6:45	3	Athletic & Exercise Therapy (AET) Clinic and Dental Clinic – Community Engagement	Cynthia Smith and Richard Stride	Dental Clinic
6:45	All Board	Community Engagement with Songhees Partner and Interdisciplinary Learning	Eric Sehn and Richard Stride	Dunlop House

* The deans are the lead. They will be joined by staff and students for the presentations. Debbie Hlady will be joined by Nasr Khalifa, and Cynthia Smith will be joined by Lori Zehr, Mandy Hayre, and Katie Olson.



February 1, 2018

Our Ref. 111878

Mr. Ron Rice
 Chair of the Board
 Camosun College
 3100 Foul Bay Rd
 Victoria BC V8P 5J2

Dear Mr. Rice:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate, under the *College and Institute Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

Page 1 of 8

**Ministry of
 Advanced Education,
 Skills and Training**

Office of the
 Minister

Mailing Address:
 PO Box 9080 Stn Prov Govt
 Victoria BC V8W 9E2

Location:
 Parliament Buildings
 Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government's key commitments, I ask that Camosun College:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
 - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
 - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
 - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government's two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, Camosun College will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

Camosun College is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister

Date: February 1, 2018

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright

Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

David Galbraith
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Sherri Bell
President
Camosun College

For Signature by all Camosun College Board Members:

Board Member	Signature
Ron Rice (Board Chair)	
William Gyles	
Stephen W. Chang	
Laylee Rohani	
Philip Murray Venoit	
Stefan Fletcher	
Cindy Choi	
Melanie Winter	
Joanne Cumberland	
Tim Ayers	
Sherri Bell	
Mitchell Auger-Langejan	
Al van Akker	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan
Premier



March 6, 2018

The Honourable Melanie Mark, MLA
Minister of Advanced Education, Skills and Training
PO Box 9080 Stn Prov Govt
Victoria, BC
V8W 9E2

Dear Minister Mark:

Please find the attached 2018/2019 Mandate letter signatures for the Board of Governors of Camosun College.

We enthusiastically support the commitments outlined in your mandate letter and look forward to supporting Government in achieving the associated goals. The commitments outlined reflect our own strategic plan and aligns with the Ministry's goals for post-secondary education.

As an example of that alignment, we take to heart Senator Sinclair's words that "Education got us into this mess, and education will get us out". At Camosun College, we have developed and are in the second year of the implementation of a detailed multiple year plan in response to the Truth and Reconciliation Calls to Action. We have engaged the college community and our indigenous partners in developing actions, along with establishing a budget to ensure our initiatives will be successful. We would welcome the opportunity to share our actions and discuss our emerging successes.

We also look forward to working with the Ministry of Advanced Education, Skills and Training on defining a balanced international program. At Camosun our approach to international education has been incremental and strategically planned. Camosun welcomed more than 1600 students from 80 countries in January. This is the most diverse group of international students in our history. To support faculty, Camosun provides regular seminars and workshops on intercultural topics and we will be hiring our first faculty coordinator for intercultural education who lead the strategy for faculty supports in international education. Camosun has had a history of successful study abroad opportunities through field schools and we will have an increased focus on providing more opportunities for our students to have an international experience. Our international development contract work has grown significantly in the past three years with a regional focus on east Africa. We will continue to leverage those contracts to provide opportunities for our students and faculty to have relevant international experiences.

In a recent student survey we also note that domestic students see considerable value in a classroom that reflects a global perspective with overwhelming support for broadening the college's mandate to include international students.



As you know, we are committed to providing former youth in care post-secondary educational credentials that will enhance their life opportunities. We would also like to commend your Ministry for the technology program expansion. Camosun will soon be contributing much needed new graduates to BC's burgeoning technology industry.

As always, we invite you and members of your Ministry to visit, connect and depend on the capable and committed staff at Camosun College.

We look forward to hearing from you.

Sincerely,

Ron Rice, Chair
Board of Governors
250-370-3409
Ronrice01@gmail.com

Enclosure