



BOARD OF GOVERNORS

Inaugural Meeting

**Note 4:45pm start
for group
photograph!**

MEETING: Monday, September 16, 2019
TIME: 4:45 pm for group photograph, Library
5:00 pm – Inaugural meeting
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

Laylee Rohani, Chair
Bijan Ahmadi
Sherri Bell, President
Monty Bryant
Cindy Choi
Tanya Clarmont
Joanne Cumberland
Brenda McBain
Margie Parikh
Emily Rogers
Rob Smythe
Al van Akker
Lindsay JD van Gerven
Phil Venoit

ADMINISTRATION:

John Boraas, VP Education
Heather Cummings, VP Student Experience
Deborah Huelscher, CFO & Interim VP Administration
Rodney Porter, Exec. Dir., Communications & Marketing
Barbara Severyn, Exec. Dir., Human Resources
Geoff Wilmshurst, VP Partnerships

REGRETS: nil

EXECUTIVE 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.

A G E N D A

- I **CALL TO ORDER** (Rohani)
- II **OATH OF OFFICE** (Rohani)
 - i) Bijan Ahmadi
 - ii) Tanya Clarmont
 - iii) Lindsay JD van Gerven
- III **ADJOURNMENT**



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, September 16, 2019
TIME: 5:00 pm
LOCATION: Paul Building, Room 216
CAMPUS: Lansdowne Campus

BOARD MEMBERS:

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 Barbara Severyn, Exec. Dir., Human Resources
 Geoff Wilmshurst, VP Partnerships

INTRODUCTION:

Jen Stone, Director, Strategic Initiatives

GUEST:

Scott Harris, Registrar

EXECUTIVE ASSISTANT: Heather Martin

REGRETS: nil

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I	CALL TO ORDER		PAGE
II	APPROVAL OF THE AGENDA		
III	INTRODUCTIONS		
	1. Jen Stone, Director, Strategic Initiatives		
IV	BOARD MEMBER REPORTS		
	1. Chair’s Report [5 min] (Rohani)	no attachment	
	2. President’s Report [5 min] (Bell)	no attachment	
	3. Foundation [5 min] (Bryant/Wilmshurst)	no attachment	
	4. Education Council [5 min] (Ahmadi/McBain)		
	i) Minutes of the May 15, 2019 meeting	attachment	4
	5. Pacific Institution for Sport Excellence [5 min] (Venoit)	no attachment	

	PAGE
V BOARD COMMITTEE REPORTS	
1. Executive Committee [5 min] (Rohani)	no attachment
i) Five Year Capital Plan [5 min] (Huelscher) *	attachment 8
2. Finance Committee [10 min] (Choi)	
i) Minutes from the April 1, 2019 meeting	attachment 11
ii) Report from the September 3, 2019 meeting	
a. Financial Information Act Report *	attachment 13
b. Budget Reinvestment [5 mins] (Bell)	attachment 40
VI APPROVAL OF THE MINUTES	
1. Minutes of the June 10, 2019 meeting [2 min] (Rohani)	attachment 41
VII NEW BUSINESS	
1. The Alex and Jo Campbell Centre for Health & Wellness Update [10 min] (Bell)	no attachment
2. Annual Enrolment Report [10 mins] (Harris)	attachment 47
3. Risk Management Summary [20 mins] (Huelscher)	attachment 55
VIII ADJOURNMENT	
 * Requires a decision. See Page 3 for the proposed motions.	 attachment 3

CORRESPONDENCE [nil]



**BOARD OF GOVERNORS
Monday, September 16, 2019**

V BOARD COMMITTEE REPORTS

1. EXECUTIVE COMMITTEE

i) Five Year Capital Plan

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE SUBMISSION OF CAMOSUN COLLEGE'S FIVE YEAR CAPITAL PLAN (2020/21 to 2024/25) TO THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.

2. FINANCE COMMITTEE

ii) a) Financial Information Act Report

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE 2018/2019 FINANCIAL INFORMATION ACT REPORT AND AUTHORIZE ITS SUBMISSION TO THE MINISTER OF FINANCE AND THE MINISTER OF ADVANCED EDUCATION, SKILLS & TRAINING.



DRAFT Minutes

REGULAR MEETING

Wednesday, May 15, 2019

4:00 – 6:00 pm

LACC 320/321, Interurban

Present

Voting Members

1. Andrea Kucherawy, Support Staff
2. Bijan Ahmadi, Faculty (Vice-Chair)
3. Debbie Hlady, Administration
4. Jamie McPherson, Faculty
5. John Boraas, Administration
6. Karen Lightbody, Faculty
7. Peter Ove, Faculty
8. Ryan Russell, Faculty
9. Scott Harris, Administration
10. Tia Primrose, Support Staff
11. Tim Ayers, Faculty (Chair)
12. Faculty (Vacant)

Non-Voting Members

Brenda McBain, Board of Governors
 Connie Klassen, ICC Chair
 Melody Foreman, Permanent Secretary
 Peter Moroney, Education Policy & Planning
 Todd Ormiston, Indigenization Representative
 Sherri Bell, President

Regrets/Absent

Alison Bowe, Faculty
 Maia Sampson, Student
 Dylan Bystedt, Student
 Shane Nath, Student
 Richard Stride, Administration
 Wesley Paterson, Student
 Karen Neilson, Faculty
 Isabel Grondin, Faculty

Guests

Vivian Fayowski, Faculty
 Jennifer LeVecque, Faculty

ITEM	PRESENTER
<p>A. CALL TO ORDER AND DECLARATION OF QUORUM</p> <p>The regular meeting was called to order at 4:08 pm. Quorum was reached.</p>	Tim Ayers
<p>B. ACKNOWLEDGEMENT OF COAST SALISH TERRITORY</p> <p><i>Camosun College campuses are located on the traditional territories of the Lkwungen and WSÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. <http://camosun.ca/learn/school/indigenous-education-community-connections/about/index.html></i></p>	Tim Ayers

C. ACCEPTANCE OF AGENDA **Tim Ayers**

The May 15, 2019 agenda was approved by unanimous consent.

D. MINUTES FOR APPROVAL **Tim Ayers**

The meeting minutes for April 17, 2019 with an amendment were approved by unanimous consent.

E. REPORTS
1. Education Council Chair **Tim Ayers**

Tim Ayers commented on the Education Council retreat being successful. He also congratulated Bijan Ahmadi on his acclamation as the 2019-2020 Chair of Education Council.

2. VP Education **John Boraas**

John Boraas reminded members that the 2019 graduation ceremonies will be held on June 19th and 20th, and encouraged members to attend. Tim Ayers also reminded members that the June 19th EdCo meeting was postponed to June 26th due to graduation.

3. Board Member **Brenda McBain/
Sherri Bell**

Brenda McBain reported the results of the board elections: the elected students are Robert Smythe and Lindsay JD van Gerven, Albert van Akker has been elected as the faculty representative, and Joanne Cumberland was acclaimed as the support staff representative. The board approved the 2019-2020 Students' Society levies as proposed by the Students' Society and agreed by the students through referendum.

F. COMMITTEE REPORTS
1. Education Council Policy and Standards Committee **Peter Moroney**

Peter Moroney reported that the Policy and Standards committee met on April 29, 2019. The committee debriefed the Grading Policy approved at the last EdCo meeting and discussed the next steps regarding the remaining required changes including required consultation. Peter also reported that the Policy and Standards Committee also reviewed a draft of the Educational Quality policy and discussed the issues around the annual review, the depth required for that review, and development of an accountability exercise following the review. Peter announced that the next Policy and Standards committee meeting will be May 27, 2019.

G. PRESENTATION AND DISCUSSION

1. Educational Quality

Peter Moroney presented a draft of the Education Quality policy. This policy articulates the College's commitment to program quality assurance and continuous improvement of the student learning experience and outcomes. Consultation has occurred with the Quality Assurance Process Audit (QAPA) steering committee, Educational Leadership Team (ELT), and two Town hall meetings. Several common themes have emerged including equity, keeping the policy at a high level and not overly complex, defining educational quality and quality assurance, and issues around the annual review. Peter described all of the items in the policy and explained how they addressed the feedback received to date. The committee discussed and provided additional feedback. The policy will come back to EdCo at a later date.

2. Policy Framework

Peter Moroney presented a draft policy framework. Revisions proposed to address policy hierarchy, consistency in language, terminology, clarity with approval bodies. The committee discussed and provided additional feedback. It was noted that much work will need to be done to review the policies on the website, and possibly reclassify as a policy-informed "standard," to ensure that our policies adhere to the policy framework. A further challenge will be to redesign the policy website so that the hierarchy is reflected appropriately. Peter thanked Sherri for thoroughly reviewing the proposed policy framework. The policy will come back to EdCo at a later date.

H. INTEGRATED CURRICULUM COMMITTEE REPORT (5 MIN.)

Connie Klassen

Curriculum for Presentation and Approval

None

Regular Curriculum for Approval

Whereas: The Integrated Curriculum Committee had consensus to recommend full approval of the curriculum.

Motion: Be it so moved that Education Council approves the curriculum as submitted:

CO-OP & INTERNSHIP: TECHNOLOGY

[COMP 104 \(IDS3619\) – Work Term 1](#)

[COMP 204 \(IDS3620\) – Work Term 2](#)

[COMP 304 \(IDS3621\) – Work Term 3](#)

ARTS & SCIENCE: MUSIC

[MUSP \(IDS3622\) – Revision](#)

TRADES & TECHNOLOGY: HORTICULTURE

[Horticulture Foundation \(IDS3633\) – Revision](#)

[HORT 106 \(IDS3616\) – Revision](#)

[HORT 133 \(IDS3617\) - Cancellation](#)

Moved by: Bijan Ahmadi
Seconded by: Debbie Hlady
Motion Carried

Curriculum Under Review

None

Approved Category 3 Curriculum Changes (1 min.)

See [Category 3 Changes Approved](#)

Post-EdCo Error Corrections (1 min.)

See [Corrections Post-EdCo](#)

I. ADJOURNMENT

Tim Ayers

The meeting adjourned at 5:40 pm.



BRIEFING NOTE

SUBMITTED BY: Deborah Huelscher, CFO & I/VP Administration
DATE: September 3, 2019
TOPIC: FIVE-YEAR CAPITAL PLAN

For Information:

For Decision: **X**

For Discussion:

1. OVERVIEW

Each year, the Ministry of Advanced Education, Skills & Training (AEST) requires post-secondary institutions to prepare a list of major capital projects for the upcoming five year period (from 2020/21 to 2024/25). The five-year rolling capital plan must be approved by the Board prior to submission to government. Where government submission deadlines and Board meeting schedules do not coincide, government permits institutions to submit plans subject to Board approval. All projects within the plan must comply with government requirements, policies and procedures, including:

- a) Ministry Capital Asset Reference Guide
- b) Capital Asset Management Framework
- c) Greenhouse Gas Reduction Targets Act
- d) Wood First Act
- e) LEED® Gold for new construction
- f) LEED® Silver for major renovation and renewal projects and
- g) College and Institute Act.

Based upon previous Five-Year Capital Plans and assessing emerging needs at the College, the following priority projects (in order) are being put forward:

<u>Project</u>	<u>Project Costs</u>
1. Young Building Envelope Remediation	\$55.5 M
2. Student Housing	\$92.0 M
3. Fisher Renewal and Expansion	\$38.9 M
4. Ewing Building Renewal	\$14.5 M
5. Huber Hall Renewal & Expansion	\$19.3 M

2. OPTIONS

- Approve motion as written or as modified.

3. FINANCIAL IMPLICATIONS

- Major capital projects are typically funded by Government with a potential co-contribution requirement (e.g., Camosun, Foundation, Federal Government).

4. COMMUNICATION

- Camosun submits the list to Government and notification of approved projects flows from Government.
- Facilities Services and Camosun Communication group work together and with Ministry Communications staff to message out information regarding capital project approvals.

5. RECOMMENDATION AND OR MOTION

That the Camosun College Board of Governors approve submission of Camosun College Five year Capital Plan (2020/21 to 2024/25) to the Ministry of Advanced Education, Skills and Training

6. SUPPORTING INFORMATION:

The following table provides more information on projects within the plan, and those that have recently been approved or completed (or no longer in the plan):

2019 Submission	Est. Cost (\$M)	Description
Young Building Remediation	55.5	<p>This project will address the significant and accelerating deterioration of the Young building exterior envelope as well as addressing the significant amount of deferred maintenance of this building. Its full remediation will ensure the long term preservation of this building asset and will enable its continued and safe use as an academic and recreational facility. The programs as described in 1.0 Current Situation are supported by this project.</p> <p>The scope of this project consists of replacement of all the cast stone elements on the exterior envelope and renewal or replacement of building components and does not include any elements of expansion.</p> <p>This renewal of the Young building aligns with the 2019 master plan that was developed.</p>
Student Housing	92.0	<p>The 2019 Camosun Campus Master Plan identifies the Dawson building as a potential development opportunity to accommodate a 450 bed unit for student housing. In addition to the 450 bed student housing, ancillary services such as parking and food services would be required to support the “on site” population of students.</p> <p>A draft business plan for a new student housing building was submitted to the Ministry in October 2018. The draft business case includes a new 450 bed housing facility. The College continues to work with the Ministry to determine scope and funding options.</p>
NEW Fisher Renewal and Expansion	38.9	<p>The scope of this project consists of renewal of building electrical, mechanical, plumbing, fire safety & emergency systems. The entire project scope consists of the renewal and/or replacement of building components and does not include any elements of expansion. The creation of student orientated space, which is described in the 2019 Camosun College Master Plan. Renewal and expansion of the cafeteria to accommodate on campus student housing.</p> <p>This renewal of the Fisher building aligns with the 2019 Campus Master Plan that was developed.</p>
NEW Ewing Building Renewal	14.5	<p>This project intends to address the deterioration of the building and to extend its useful life. This project also addresses the known deferred maintenance throughout the building, as identified in VFA, to fully restore and remediate this asset.</p>
Huber Hall Renewal & Expansion	19.3	<p>The Huber Hall building, one of the oldest buildings on Interurban campus, was constructed in 1970. It is now over 40 years old and suffers from multiple deferred maintenance deficiencies with most building components that have met or exceeded their life expectancy. The kitchen and teaching lab areas are outdated and functionally inefficient; equipment is outdated,</p>

		<p>worn and in need of replacement.</p> <p>This request has a renewal/replacement component that addresses all of the current buildings deferred maintenance and an expansion component of 500 gross square meters to address current and future anticipated space constraints for cafeteria seating space, washrooms and kitchen space.</p>
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Removed from Prior Year	Budget (\$M)	Description
Dental Building Renewal	6.25	The Dental Building remains a high capital priority for Camosun. The building has a high Facility Condition Index (FCI), with particular attention required on building envelope, building systems, and seismic remediation. The CHW proposal requested for Dental to be integrated, but Federal and Provincial government did not approve this. Envelope remediation will begin in fiscal 2019/20 and this work will have a positive effect on the FCI.
Dunlop House	3.8	Dunlop has one of the highest FCI scores at Camosun. As projects are approved and completed, this iconic structure has been added to Camosun's rolling capital plan. Replaced by higher priority projects: Ewing and Fisher buildings, identified in the Campus Master Plan.



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, April 1, 2019
TIME: 5:00 pm
LOCATION: Paul Building, Room 216, Lansdowne Campus

BOARD MEMBERS:

Cindy Choi, Chair
Sherri Bell, President
Joanne Cumberland
Ron Rice
Rob Smythe

RESOURCES:

Deborah Huelscher, CFO & Interim VP Administration
Barbara Severyn, Executive Director, Human Resources
Geoff Wilmshurst, VP Partnerships
Joan Yates, VP Student Experience

BOARD MEMBERS ATTENDING:

Tim Ayers
Monty Bryant
Brenda McBain
Margie Parikh
Laylee Rohani, Vice chair
Al van Akker
Phil Venoit
Gultash Waraich

REGRETS:

John Boraas, VP Education
Emily Rogers

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Finance Committee Chair Cindy Choi called the meeting to order at 5:05 pm.

II APPROVAL OF AGENDA

The agenda was approved as presented.

III MINUTES OF PREVIOUS MEETING

The minutes of the January 28, 2019 meeting were approved as distributed.

IV NEW BUSINESS

1. Budget 2019/2020

Cindy Choi, Chair, noted the goal is a balanced budget that aims to deliver as many student FTEs as possible, to provide high quality programs at a reasonable cost, to meet student and community needs, and to provide capacity for investment in alignment with the strategic plan.

Deborah Huelscher, CFO & Interim VP Administration, presented the proposed 2019/2020 budget including the accountability framework, budget strategies, cost savings and efficiencies, an overview of the budget process, highlights, and budget risk and mitigation strategies.

OPERATIONS – REVENUE

The total operating revenue is \$133M. Credit tuition is \$49M, and includes a 2% increase in September as per the Province's tuition policy. International Education will see a modest tuition increase of 4% followed by 2% in each of the following two years.

OPERATIONS – EXPENDITURES

The total expenses are \$128M with personnel costs of \$87M and non-personnel costs of \$6.6M.

CAPITAL

The budget for maintenance and renovations is \$5.2M. The budgeted deficit is the 2019/20 amortization charge for assets funded internally in prior years and internally funded capital investments.

MOTION:

THAT THE FINANCE COMMITTEE RECOMMENDS THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2019/2020 WITH TOTAL REVENUE AND TOTAL EXPENDITURE OF \$145,937,583 RESULTING IN A BALANCED BUDGET. CARRIED

V ADJOURNMENT

The meeting was adjourned at 6:30 pm.



2018/2019 FINANCIAL INFORMATION ACT REPORT

(Published in accordance with the Public Bodies Information Act of British Columbia, 1987, Chapter 8,
and the Financial Information Act.)



2018/2019 FINANCIAL INFORMATION ACT REPORT
STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

Chair, Board of Governors
September 16, 2019

Prepared pursuant to the Financial Information Regulation, Schedule 1, Section 9



2018/2019 FINANCIAL INFORMATION ACT REPORT SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

There were no guarantees or indemnities given by the College during the 2018/2019 fiscal year that required government approval prior to being given under the ***Guarantees and Indemnities Regulation*** (B.C. Reg. 258/87).

Chair, Board of Governors
September 16, 2019

Chief Financial Officer
September 16, 2019



2018/2019 FINANCIAL INFORMATION ACT REPORT
SCHEDULE OF DEBT

The College reports no long-term debt secured by debt instruments such as debentures, mortgages and bonds for the 2018/2019 fiscal year (B.C. Reg. 371/93).

Chair, Board of Governors
September 16, 2019

Chief Financial Officer
September 16, 2019



2018/2019 FINANCIAL INFORMATION ACT REPORT

MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act*, have been prepared by management in accordance with section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia, in particular, the financial statements are presented in accordance therewith.

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

The College's Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Finance and Audit Committees of the Board. The Finance Committee reviews proposed budgets, monitors financial results and reports on any significant financial matters. It meets with management 4 times a year. In addition, the Audit Committee, composed of independent Governors, appoints the external auditors, reviews the audit plan and meets with the external auditors to receive their reports prior to making recommendations to the Board of Governors. It meets a minimum of two times a year for this purpose.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and expresses an opinion on the financial statements. This examination does not relate to the other schedules and statements required by the Act. This examination includes a review and evaluation of the 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 Audit Committee of the Board.

On behalf of Camosun College:

Deborah Huelscher, Chief Financial Officer
& I/Vice President Administration
September 16, 2019



**STATEMENT OF REMUNERATION AND
EXPENSES FOR THE BOARD OF GOVERNORS
FOR THE YEAR ENDED MARCH 31, 2019**

Total amount of remuneration for each board member and the total amount of expenses paid to or on behalf of that board member.

Prepared under the Financial Information Regulation, Schedule 1, section 6(2), (3), (4), (5) and (6)

Name	Position	Full or Partial Year	Remuneration	Expenses	Retainers	Total	Number of meetings attended***
Auger-Langejan, Mitchell	Elected Student	Partial	-	-	666	666	2
Ayers, Tim*	Education Council Ex-Officio	Full	102,842	622	-	103,463	22
Bell, Sherri*	President Ex-officio	Full	193,599	3,243	-	196,842	40
Bryant, Monty	Appointed Member	Partial	-	-	500	500	5
Chang, Stephen**	Appointed Member	Partial	-	-	-	-	4
Choi, Cindy	Appointed Member	Full	-	-	2,000	2,000	25
Cumberland, Joanne*	Elected Employee	Full	57,376	1,684	-	59,061	11
Fletcher, Stefan	Appointed Member	Partial	-	-	1,500	1,500	11
Gyles, Bill	Appointed Member	Partial	-	-	500	500	10
McBain, Brenda	Elected Employee	Partial	-	-	1,333	1,333	13
Parikh, Margie	Appointed Member	Partial	-	401	333	734	8
Rice, Ronald	Chair, Appointed Member	Full	-	1,441	2,500	3,941	27
Rogers, Emily	Appointed Member	Partial	-	476	1,333	1,809	8
Rohani, Laylee	Appointed Member	Full	-	-	2,000	2,000	20
Smythe, Robert	Elected Student	Partial	-	-	1,333	1,333	8
van Akker, Albert*	Appointed Member	Full	99,549	-	-	99,549	10
Venoit, Phil	Appointed Member	Full	-	-	2,000	2,000	13
Waraich, Gultash	Elected Student	Partial	-	-	1,333	1,333	7
Winter, Melanie	Elected Student	Partial	-	-	666	666	2
			453,365	7,868	17,997	479,230	246

* Remuneration and expenses reported for elected and ex-officio board members who are employees of the College is in respect of their duties as employees.

** Stephen Chang declined remuneration.

***Only board regular and board committee meetings are included under the number of meetings attended.



**STATEMENT OF EMPLOYEE'S REMUNERATION
AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2019**

Total amount of remuneration for each employee that exceeds \$75,000 and the total amount of expenses paid to or on behalf of that employee, excluding employees who are members of the Board of Governors and excluding any amounts paid under a severance agreement.

Prepared under the Financial Information Regulation, Schedule 1, section 6 and the Financial Information Act, Section 2(3)(b)(i).

Employee Name	Remuneration	Expenses
Ableson, Serena	93,657	-
Abuleal, Sue	94,031	3,595
Adu-Febiri, Francis	94,207	3,554
Ahmadi, Bijan	98,316	1,791
Albano, Mice	93,283	3,025
Alexander, Julie	94,107	-
Alexander, Kevin	98,271	516
Al-Haque, Mohd	89,474	393
Allen, Christian	96,615	639
Allen, Glen	93,865	-
Anderson, Kristal	95,402	1,995
Anthony, Lawrence	96,960	1,428
Armour, David	97,957	-
Armstrong, David	94,107	-
Ashwood-Smith, Hannah	94,257	3,636
Atkinson, Gillian	93,232	2,501
Avis, Christopher	85,034	1,362
Ayles, Chris	93,232	3,000
Babbitt, Ian	79,971	-
Babey, Thomas	78,262	855
Bai, Bao-Qin	94,107	1,110
Bain, John	97,106	-
Ballinger, George	95,983	2,507
Bambi, Jonas	95,422	3,000
Bannikoff, Sandra	93,851	-
Baskerville-Bridges, Robert	86,984	715
Bass, Michelle	93,454	2,150
Baxter, Darcy	83,476	-
Benecke, Stephen	90,588	3,000
Beninger, Genevieve	81,354	-
Bennett, Jennifer	94,107	3,624
Berezon, Shelley	91,645	595
Bergeron, Dominic	93,760	-
Bergerud, Daniel	94,107	89
Bernard, Christiaan	120,053	22,896
Berry, Stuart	97,394	900

Betton, Allison	82,957	3,339
Biin, Dianne	97,273	809
Birch, Benjamin	77,463	273
Blundon, David	93,276	3,988
Bocsik, Miklos	99,922	1,725
Boehme, John	94,107	2,668
Boraas, John	163,825	2,035
Borins, Michael	90,606	900
Borrowman, Anne	95,615	2,488
Bowe, Alison	97,029	641
Bowles, Angela	83,489	46
Bremner, Maria	82,674	579
Brix, Ann	92,860	256
Broad, Kyle	99,098	-
Broom, Zoe	106,433	3,604
Brown, Jessie	80,436	1,803
Brown, Tika	87,893	9,569
Browning, Ian	94,477	2,020
Bryan, Gwenda	93,657	915
Bryce, Andrew	87,223	-
Budlong, Robert	81,337	-
Bunton, Kirsten	95,891	725
Burman, Richard	81,345	13,042
Burrage, Peter	99,769	89
Busby, Shane	115,676	1,307
Butcher, Anastasia	86,382	720
Caldwell, Judy	94,818	-
Callin, Timothy	94,107	1,700
Calvert, Brian	99,340	1,169
Cameron, Ian	94,107	-
Campbell, Brock	94,300	1,301
Campbell, Meghan	93,335	602
Campbell, Sarah	98,630	2,195
Carr, Sandra	83,682	809
Cazelais, Gilles	93,275	-
Champoux, Lynda	84,311	4,987
Chan, Arnold	87,330	-
Chen, Susan	93,475	4,800
Chia, Pei Mei	93,134	105
Chisholm, Sarah	83,330	2,599
Chung, Lawrence	90,814	3,015
Clarke, Karen	93,657	273
Clarke, Margie	93,788	265
Clement, Michelle	108,051	6,074
Coccola, Odette	98,018	2,242
Coey, Brian	75,237	-
Conway, Jacqueline	92,709	21,239

Cowden, Stephen	77,364	-
Cox, Patience	87,503	191
Crossley, Matthew	75,710	1,208
Crowther, Douglas	95,081	-
Cuizon, Gemma	87,771	-
Cumiskey, Jason	107,930	-
Curtis, Trevor	92,825	3,200
Daigle, Daniel	95,164	-
Dean, Andrew	91,753	998
deGoey, Carmen	103,301	2,353
delVillano, Heather	98,352	1,336
Denchev, Yolina	93,690	6,336
Dhade, Gurbinder	92,147	2,337
Dhillon, Jasdeep	87,780	214
Doherty, Janet	82,771	-
Dompierre, Kerry-Ann	87,757	2,578
Donatelli, Martin	81,250	-
Doner, Susan	94,107	1,301
Donnecke, Daniel	93,300	-
Doran, James	94,107	751
Dosanjh, Harjit	98,610	-
Downarowicz, Jadwiga	93,275	3,112
Duncan, Alan	98,247	690
Dundas, Melvyn	94,494	-
Dunning, Troy	104,175	785
Dyer, Clifford	92,377	21
Elkin, Timothy	93,373	3,000
Elliot, Enid	92,556	3,156
Erdelyi, Sarah	92,624	857
Erikson, Bradley	93,621	2,383
Evangelou, Teresa	81,275	595
Evans, Mark	92,246	350
Everitt, Carl	97,028	4,232
Farish, Tanis	95,264	3,345
Fast, Robin	96,450	2,581
Fayowski, Vivian	92,825	6,576
Fell, Peter	105,218	-
Ferguson, Donna	87,881	1,789
Ferguson, Stephen	94,494	662
Fernyhough, Lois	102,630	4,067
Ferriss, Anita	99,471	738
Fertile, Candace	94,990	3,000
Fire, Artemis	78,445	4,822
Fisher, Blair	102,992	3,964
Flowers, Garret	75,631	-
Flynn, Alexandra	99,020	1,685
Fournier, Mark	78,573	1,356

Frame, Heather	96,012	989
Frost, Catherine	93,682	-
Gale, Richard	95,896	3,218
Gaudreault, Patricia	97,410	2,538
Gibbs, Renate	90,803	2,695
Giffon, Karen	93,275	219
Giles-Pereira, Rosalind	97,346	629
Gilliland, Diane	93,827	1,187
Giuliani, Jennifer	93,232	151
Glover, Robert	96,939	912
Gonzalez-Harney, Dalia	98,830	1,469
Gordon, John	102,274	334
Gormican, Stephen	102,402	1,027
Gough, James	84,852	-
Gow, Jennifer	94,777	774
Grav, Julia	76,008	1,548
Greening, Doug	81,667	-
Grier, Tanya	77,193	379
Grigoryan, Narine	94,107	9,122
Gupta, Pooja	93,811	-
Gustafson, Aleah	91,282	608
Haden, Gillyan	97,467	1,968
Hadian, Shohreh	95,240	3,000
Hadwin, Laura	83,125	1,674
Hagreen, Vara	95,013	5,853
Hall, Carly	95,349	5,499
Hamilton, Tark	86,426	3,579
Hammer, Christopher	75,978	-
Hampton, John	94,107	-
Hancyk, Philip	89,883	2,385
Hanna, Janice	106,861	12,510
Happynook, Tommy	75,364	1,174
Harris, Donavan	88,855	1,980
Harris, Scott	122,249	132
Harrison, Sybil	122,374	885
Haynes, Sheryl	93,532	2,847
Hayre, Mandeep	103,905	5,891
Heagy, Robin	95,660	-
Heerah, Imtehaze	98,116	311
Herron, Brian	94,132	1,351
Hilchey, Evan	118,635	10,304
Hlady, Deborah	113,848	5,656
Hodgson, Daniel	95,935	57
Hoggard, Amy	104,067	2,943
Hoh, Joseph	93,981	4,458
Holder, Jenny	92,297	4,693
Hood, Christine	78,839	1,584

Horie, Michael	104,709	-
Horsman, Beverly	83,135	-
Hotchkiss, Chrisa	90,402	4,126
Huelscher, Deborah	161,524	729
Huffman, Shauna	87,037	3,110
Humble, Robin	75,535	2,813
Humphries, Robert	125,233	1,266
Hunt, Judith	97,102	6,076
Hunter, Peggy	93,329	2,100
Iacobucci, Denise	94,107	-
Inglis, Gordon	99,381	2,705
Ipe, Alex	92,850	-
Iribarne, Jeanne	85,882	-
Isaac, Jo-Anne	93,152	7,256
Ivanov, Katrina	90,417	-
Jackson, Beverly	96,007	2,056
Jackson, Janet	87,330	-
Jackson, Lynnea	87,780	-
Jaffey, Marina	92,791	4,384
Jantzen, Darlaine	97,485	4,788
Jarrett, Patricia	94,419	900
Johnson, Pamela	93,414	1,580
Jones, Christopher	107,298	890
Jones, Kari	90,185	1,500
Jones, Patrick	98,246	11,604
Jung, Stan	95,745	1,260
Kellman, Chris	95,923	2,290
Kemp, Timothy	94,835	3,993
Kennedy, Sonja	101,090	1,734
Kerins, Kristine	97,028	1,145
Kerr, Sonja	90,450	467
Kerrigan, Neil	99,880	272
Khalifa, Nasr	98,063	63
Kilburn, Nicole	94,107	4,454
Kinniburgh, Susan	80,295	597
Kirkland, Tanya	80,092	3,344
Kitts, Jody	121,087	593
Klassen, Constance	95,644	3,788
Knight, John	91,720	370
Knipfel, Graham	92,323	5,304
Kohl, Diana	87,157	-
Konomoto, Elizabeth	93,275	2,168
Kristjanson, Tana	84,677	998
Ku, Tennyson	86,948	-
Kumar, Mahesh	114,217	1,500
Kunen, Mark	91,046	214
LaForest, Stephanie	83,872	-

Lai, Raymond	92,825	-
Lambert, Jennifer	78,377	362
Lang, David	85,920	3,498
Lang, Stephen	104,589	710
Lanning, Robbyn	83,345	-
Larkin, Kara	83,359	367
Larose, Patricia	89,464	293
Lee, John	96,248	1,084
Lee, Lawrence	94,107	405
Lemieux, Kimberly	88,748	1,050
Lenihan, Beverley	93,656	3,000
LeVecque, Jennifer	94,107	143
Ley, Robin	95,317	1,272
Li, Diana	93,659	-
Lidstone, Rodney	95,635	365
Lieb, Christian	84,512	2,039
Lightbody, Karen	96,578	3,560
Lindsay, Maureen	93,232	14,813
Little, Jill	76,443	3,642
Littlejohn, Paula	93,372	1,786
Lomas, Crystal	76,713	859
Lu, Ocean	96,622	-
Lyle, Ross	88,865	4,539
Lysak, Michelle	104,393	4,661
Mack, Catherine	93,761	3,207
MacKenzie, Dirk	76,111	-
MacRae, William	93,274	-
Maguire, Patrick	91,727	-
Mahoney, Ellen	90,297	2,081
Mai, Nicolas	94,107	-
Mar, Len	93,407	435
Marczak, Karyn	94,108	-
Marr, Cheryl	87,196	3,557
Martfeld, Alexis	83,448	2,367
Martin, James	78,559	3,162
Mason, Alexander	87,671	413
Mason, Rebecca	95,935	516
Mayes, Wayne	93,657	3,000
McAlister, Martha	95,743	3,498
McCagherty, Sarah	80,090	-
McConkey, Sean	82,720	6,448
McCormack, Bruce	93,883	5,003
McIntosh, Ann	95,354	1,059
McKinnon, Stephen	96,448	457
McLean, Melissa	102,140	172
McMillen, Brent	90,488	403
McNeill, Karen	82,353	3,038

McPherson, Robert	99,914	-
Meanwell, Neil	94,107	3,266
Meek, David	95,635	574
Mehta, Rajesh	93,300	3,950
Mekelburg, Brent	94,611	11,630
Melissa, Shelley	95,148	6,706
Michaud, Francis	92,742	2,932
Middleton, Annemarie	88,464	523
Mitchell, Sandee	92,825	6,812
Molnar, Charles	91,639	-
Montague, Valerie	93,787	4,401
Montgomery, Patrick	97,028	1,455
Moore, Thalia	93,275	1,407
Moorhouse, Kelli-An	85,920	2,447
Morch, Elizabeth	93,304	8,142
Morier, Christopher	88,093	3,182
Moroney, Peter	82,552	-
Morris, Dennis	95,755	4,470
Morrison, Alexander	84,663	2,556
Muir, David	87,607	4,561
Murphy, Deidre	82,130	444
Murray, Geoff	95,635	-
Nash, Michael	77,131	-
Neilson, Karen	99,549	1,235
Nelson, Edgar	93,657	682
Nemec, James	93,206	-
Nevado, Thuy	93,455	903
Newburg, Grant	94,735	2,209
Newton, Lorelei	93,962	3,649
Newton, Thomas	95,175	1,435
Nielsen, Olaf	107,033	9,290
Niwa, Maureen	93,657	4,345
Noel, Justine	97,216	307
Nordman, Eric	91,844	173
Norrie, Keri	106,656	8,815
North, Jasmine	80,181	3,929
Noussitou, Gilbert	95,150	2,466
Odynski, Patricia	94,630	883
Ogilvie, Ernest	93,088	3,000
Oickle, Mark	80,082	836
Ormiston, Todd	105,645	8,390
Ortilla, Noreen	93,093	877
Ove, Peter	94,097	3,263
Paetkau, Laura	85,569	455
Painter, Leslie	88,448	155
Panton, Douglas	94,132	3,000
Parker, Alison	94,107	10,891

Paterson, Allan	95,150	-
Paterson, Elaine	128,201	1,005
Paxman, Erika	94,401	3,732
Peivast, Morteza	100,672	9,674
Pelling, Cate	93,207	-
Penn, Hazell	83,994	595
Perkin, Ronald	96,168	4,539
Petrak, Heidi	93,882	1,714
Pettyjohn, Dwayne	93,508	595
Pimlott, Godfried	100,247	-
Pitman, Kelly	93,005	5,188
Plant, Nannette	89,125	2,296
Ploughman, Elizabeth	93,455	-
Plummer, Marilyn	93,657	3,141
Poag, Elizabeth	87,703	2,485
Pollock, Michael	94,107	-
Prytherch, Sian	92,336	75
Puritch, Jeanne	95,255	784
Raju, David	93,657	1,890
Rakhsha, Ramtin	78,675	989
Randen, Jacqueline	82,332	997
Rao, Asha	78,291	4,208
Rayson, Todd	87,742	91
Read, Nicholas	106,378	-
Reed, Jennifer	93,409	5,909
Reeve, Daniel	85,993	3,312
Richman, Michael	151,184	-
Robb, Leanne	98,289	3,835
Robbins, Lynda	88,533	-
Robertson, Lisa	93,162	4,073
Robinson, Liisa	80,856	1,352
Robson, Beverley	86,317	6,944
Roe, Sarah-Jayne	105,614	3,940
Rogers, Pamela	88,319	595
Rook, Rusty	94,421	1,959
Ross, Kathleen	92,298	106
Ross, Kristin	93,947	3,025
Rumpel, Steven	105,866	500
Rusekampunzi, Augustin	91,576	-
Russell, Robert	91,396	2,458
Sacilotto, Laura	93,974	1,115
Sandford, Hilary	79,449	-
Schaerer, Saryta	117,254	112
Schroeder, Michael	80,642	-
Schudel, Emily	95,055	681
Scott, Patricia	75,958	-
Scott, Stephen	100,398	10,290

Sehn, Eric	124,847	1,576
Severyn, Barbara	141,980	942
Shelstad, Megan	94,132	-
Shepherd, Laura	94,723	-
Shpak, Dale	101,514	793
Silden, Eva	93,934	5,223
Sillem, Nikolaas	89,202	1,401
Simcoe, Janice	109,240	3,059
Sly, Nancy	105,316	1,202
Smigel, Susan	79,765	279
Smith, Cynthia	124,363	2,229
Smith, Dawn	76,954	3,439
Smith, Derek	95,427	857
Smith, Mavis	93,275	2,103
Sorensen, Robert	92,400	3,000
Stask, Christopher	95,713	3,393
Stein, Jennifer	94,158	859
Stekelenburg, Lisa	81,358	722
Stephens, Jacqueline	75,948	898
Stephens, Karen	83,031	3,335
Stewart, Michael	87,941	-
Stickney, Gordon	106,186	6,130
Stratford, James	95,665	-
Strelaeff, Kevin	89,141	1,885
Stretch, Lindsay	95,173	-
Stride, Richard	125,008	976
Strobl, Margit	93,657	5,286
Stubbs, Neil	89,939	3,000
Stull, Joshua	80,661	-
Stuss, David	81,055	242
Sunderland, Andree	94,107	-
Surridge, Blair	93,346	1,900
Swanwick, Mark	94,735	-
Sykes, Ryan	93,483	998
Szwender, Halinka	99,878	1,420
Tait, Shannon	81,516	3,645
Tamosiunas, Joel	88,272	-
Tanigawa, Katie	75,132	-
Tarnai-Lokhorst, Kathy	93,741	3,095
Tavares, Cecilia	95,784	1,770
Taylor, Wendy	84,548	-
Telford, John	83,243	3,103
Thiessen, Susanne	106,332	3,062
Thomson, Daryl	99,273	763
Thorndyke, Robert	111,343	-
Todd, Thea	93,454	-
Tol, Ian	111,569	2,658

Tonks, Randal	93,275	3,420
Traore, Michelle	85,675	1,983
Travers, Nicholas	94,266	512
Tudor, Tara	97,343	3,182
Turner, Andrea	76,981	2,601
van Alderwegen, Anneke	94,207	3,903
van de Vegte, Joyce	98,327	249
van Oort, James	100,671	-
VanDenbossche, Michael	94,038	1,454
VanSchubert, Steven	93,207	1,009
Vaux, Darren	117,778	193
Vawda, Ahmed	94,107	-
Verjinschi, Bogdan	93,300	-
Vernon, Anthony	97,028	13,153
Vis, Alfred	95,635	394
Voros, Ria	88,164	-
Vos, Peter	83,197	-
Vreugdenhil, Philip	94,505	-
Wadsworth, Kerry	94,963	320
Walker-Duncan, Steven	101,614	2,553
Wan, Wen	85,002	909
Warren, Russell	76,683	-
Warrender, Ian	92,883	4,961
Wassermann, Brent	103,181	377
Waterhouse, Kathryn	76,437	2,079
Weaver, Michael	96,092	3,462
Webster, Anthony	93,738	3,068
Weimer, Melody	95,185	8,235
Welsh, Marlene	77,963	2,981
West, Elizabeth	92,953	3,000
Wieler, Susana	80,757	-
Wiggins, Jeffrey	76,388	418
Willbond, Mary	92,825	860
Wilmshurst, Geoffrey	163,825	4,845
Wilson, Ali	94,715	614
Wilton, Bree	93,657	-
Won, Stephanie	90,378	3,523
Wong, Bill	97,885	2,779
Wong, Regina	90,819	4,294
Wonsiak, Tessa	77,954	4,707
Wood Meszaros, Aileen	87,037	3,520
Woodrow, Sandra	76,629	6,123
Woodward, Eleanor	93,269	821
Worrall, Richard	95,482	478
Wrate, Cynthia	108,181	-
Wrean, Patricia	94,107	2,125
Yacucha, Keith	83,468	8

Yakimoski, Nancy	94,157	-
Yang, John	93,473	-
Yates, Joan	162,926	607
Yilmaz, Cuma	91,875	1,000
Yutani, Lynelle	96,308	4,527
Zaleski, Leta	86,616	3,959
Zamluk, Corrine	92,333	1,711
Zehr, Lori	102,639	164
Zeldin, Daniel	87,081	26,476
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Total over \$75,000	43,860,214	988,245
Total for employees earning less than \$75,000	39,882,630	1,682,524
Total All Employees	83,742,844	2,670,769

Severance Information:

Number of agreements 4

Number of equivalent month's gross salary 21

Prepared under the Financial Information Regulation, Schedule 1, section 6(7)

Reconciliation

Total remuneration for Members of the Board of Governors	\$ 471,362
Total remuneration for other employees	\$ 83,742,844
	<hr/>
Subtotal	84,214,206
Total per Note 13. Expenses by object:	107,039,620
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Variance	<u><u>(22,825,414)</u></u>

Explanation of variance:

Prepared under the *Financial Information Regulation*, Schedule 1, section 6 and the *Financial Information Act*, Section 2(3)(b)(i).

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.



**PAYMENTS TO CORPORATIONS, FIRMS AND
INDIVIDUALS FOR SUPPLIES OR SERVICES
RENDERED
FOR THE YEAR ENDED MARCH 31, 2019**

Prepared under the Financial Information Regulation, Schedule 1, section 7 and the Financial Information Act, Section 2.

Vendor	Amount
4Imprint	40,010
A & L Electronic	33,921
Acme Supplies Ltd.	184,889
Air Liquide Canada Inc.	67,014
Apex Steel & Gas Ltd.	442,437
Applied Engineering Solutions Ltd.	27,846
Applied Management Centre	200,970
Aral Construction	660,521
Aramark Canada Ltd.	193,959
B&C Food Distributors	43,077
Barry-Hamel Equipment Ltd.	27,056
Bartle & Gibson Co. Ltd.	31,844
BC Electrical Association	50,917
BC Hydro & Power Authority	1,189,501
BC Net	346,247
BC Pension Corp	7,463,405
BC Transit	98,159
Best Buy	31,084
Black Press Group Ltd.	71,563
BPO Intelligence	27,777
Brenric Construction Ltd.	81,924
Cait Haggarty	25,094
Can-Achieve International Education Limited	60,225
Canadian Linen Supply	32,213
Canadian Sport Institute	97,115
Canam Consultants	74,550
Canem Systems	1,425,636
Canterbury Coffee	28,580
Cardinal Health Canada Inc.	101,543
Charms Education & Immigration Services	51,000
Charter Telecom Inc.	38,064
Chemistry Consulting Group Inc.	28,321
Cherwell Software LLC	63,588
Chetanya Career Consultants Pvt. Ltd.	96,250
CMG Career Mobility Group Inc.	62,908
Coca-Cola Refreshments Canada Co.	44,344
Colleges And Institutes Canada	50,901
Colliers Project Leaders Inc.	262,624
Commercial Lighting Ltd.	55,998
Compugen	160,546
Computrain IT Pvt. Ltd.	34,800
Consulab Educatech Inc.	45,750
Core-Mark	36,175
CSA Canadian Standards Association	91,609

Decoda Literacy Solutions Society	185,000
Deloitte Management Services	33,075
Destiny Solutions	170,728
Digital Architecture	178,806
District Of Saanich	265,698
DJO Canada Inc.	27,621
Douglas College	110,000
Dubwear	32,924
Ebsco Canada Ltd.	40,698
E-Card ID Products Ltd.	27,039
Electro Meters Company Ltd.	92,307
Ellucian Technologies Canada	1,059,211
Erb Technical Contracting Ltd.	111,697
Festo Didactic Ltd.	50,967
Fisher Scientific Company	45,401
Flo	28,653
Footprints Security Patrol Inc.	207,709
Fortisbc - Natural Gas	194,145
GE Healthcare	32,025
Geffen Gourmet Catering	49,048
Global Industrial Canada Inc.	34,990
Global Payments	608,884
Graphic Office Interiors Ltd.	347,790
Greater Victoria School Board	138,315
Gregg Distributors BC Ltd.	52,557
Guard. Me International Insurance	145,331
Harris & Company LLP	30,145
HDR CEI Architecture Associates Inc.	42,263
Henry Schein Canada, Inc.	204,330
Homewood Health Inc.	57,116
Honeywell Limited	43,031
Hooper Access And Privacy Consulting Ltd.	30,555
Hu-Friedy	81,311
ICBC	38,452
IDP Education	96,980
IEL Projects Ltd.	472,890
Industrial Plastics (1975) Ltd.	30,862
Infosilem Inc.	94,164
Innovative Pathways Inc.	96,249
Island Office Equipment Ltd.	42,689
ITW EAE, a Division of Illinois Tool Works	52,709
J P T Sales Ltd	45,873
Jackson Irving	31,043
Jain Overseas	46,558
Javelin Technologies Inc.	48,039
JB Sheetmetal Ltd.	54,757
John Wiley & Sons Canada Ltd.	86,844
John Wiley & Sons, Inc. San Francisco	45,929
Kaufman, Hall & Associates LLC	60,213

KMS Tools	39,244
Knappett Projects Inc.	26,897,261
KPMG LLP	83,475
Langara College	52,525
Liesch Interiors Ltd	30,993
Linkedin Ireland Unlimited Company	26,887
Livingston International Inc.	38,976
Lloyd'S Register Canada Ltd.	35,175
Login Brothers Canada	185,402
Long View Systems Corporation	323,739
Lumberworld Ltd.	116,816
Madison Paving (1976) Ltd.	52,164
Manulife Financial	6,121,738
Mark'S Commercial	28,509
MBS - Textbook Exchange, Inc.	79,056
Mcgraw-Hill Ryerson Limited	137,217
Mencius Consulting Ltd.	66,793
Messer Canada Inc.	28,265
Microserve Business Computers	538,994
Minister of Finance	283,474
Moneris	79,547
Monk Office	224,517
Morgan Electrical Group Ltd.	171,818
MPS Macmillan Publishing Services	45,610
MTS Systems Corp.	94,914
Multivista Construction Documentation	29,289
MVCC Video Communications Corp.	112,628
Nace International	61,330
Nebraska Book Company	43,847
Nelson Education Ltd.	319,050
North Island College	80,493
Nova Scotia Community College	25,281
Nutrien Ag Solutions (Canada)	27,066
Okanagan College	94,725
Oxford University Press	128,525
P.R. Bridge Systems Ltd.	54,984
Pacheedaht First Nation	73,468
Pacific Institute For Sport and Exercise	681,057
Parvomedics Inc.	40,759
Passion Sports	50,488
Pearson Canada Inc.	545,195
PFM Executive Search	64,937
Polaris Leadership Inc.	63,177
Post Secondary Employers' Association	31,500
Postage By Phone	50,000
Powerschool Canada ULC	70,438
Prime Engineering	46,260
Professional Choice Uniform Inc.	30,531
Proquest LLC	80,886

QLess	29,096
Queens Printer	291,385
Raffles Educuity	42,050
Read Jones Christoffersen Ltd.	25,696
Receiver General For Canada	4,826,412
Refrigerative Supply	31,667
Refuse Holdings Ltd.	32,800
RFS Canada	154,254
Ricoh Canada Inc.	188,717
Robbins Parking Service Ltd.	267,282
Rogers	113,101
Saltspring Island Literacy	29,200
Santa Monica Study Abroad Pvt. Ltd.	107,200
Santosh Rajput	26,697
School District #62	86,596
School District #64	91,745
Scho'S Line Painting Ltd.	48,994
Scion Group Services ULC	25,760
Securiguard Services Limited	67,876
Selkirk College	73,743
Sharper Marketing	36,247
Shell Energy North America (Canada) Inc.	292,416
Shield Safety Services	27,426
Simon Fraser University	190,030
Sirsidynix	47,625
Smartt Inc.	36,451
Southeastern Equipment And Supply Inc.	44,901
Spicers Canada ULC	140,985
Stantec Consulting Ltd.	897,553
Sunrise International Legal Services	29,200
Sushil Seli	53,596
Sysco Victoria	217,887
TC Publication Limited Partnership	39,424
Telus	160,668
The Canada Homestay Network	130,400
Think Communications Inc.	43,074
Thinkspace	190,280
Thrifty Foods	34,555
Thurber Engineering Ltd.	32,906
Top Line Roofing Ltd.	1,574,454
University Of Victoria	142,375
UVIC Properties Investments Inc.	96,586
Vancouver Island University	79,062
Vancouver Public Education Alliance	39,769
Veritiv Canada, Inc.	61,286
Victoria Conservatory Of Music	153,500
Victoria Literacy Connection	29,200
Waste Management	117,360
Watt Consulting Group	44,570

Wesco Distribution-Canada Inc.	60,085
Westburne West	36,336
Westcoast Roof Inspection	73,905
Wilkinson Steel	96,008
Wilson's Transportation Ltd.	198,739
Wolters Kluwer Ltd.	26,560
Worksafe BC	308,211
Ws'Anec School Board	35,133
WSP Canada Inc.	49,302
Xueqin Zhang	26,065
Yellow Pencil Inc.	73,644

Total over \$25,000	71,502,645
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Total less than \$25,000	7,092,106
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Grand total	78,594,751
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Reconciliation

Total of aggregate payments exceeding \$25,000 paid to suppliers	\$ 71,502,645
Consolidated total of payments of \$25,000 or less paid to suppliers	\$ 7,092,106
Consolidated total of all grants and contributions exceeding \$25,000	\$ -
	<hr/>
Subtotal	\$ 78,594,751
Total per Note 13. Expenses by object	31,350,096
	<hr/>
Variance	<u><u>47,244,655</u></u>

Explanation of variance:

Prepared under the *Financial Information Regulation*, Schedule 1, section 7 and the *Financial Information Act*, Section 2.

Amounts disclosed in these schedules differ from total expenses disclosed in the Statement of Operations due to adjustments required in the Statement to comply with Generally Accepted Accounting Principles.

2019-20 Budget New Investments as of July 2019

Corner Post 1:				
The Student Experience	Operating	Capital	Continuing	One-time
Manager, Student Support	X		X	
Digital Document Management System				
- purchase and implementation		X		X
- annual maintenance	X		X	
Blackboard Ally - greater accessibility of digital learning materials				
- purchase and implementation		X		X
- annual maintenance	X		X	
Podiums - to be produced by students and Camosun Innovates		X		X
Social Innovation Awards	X			X
Daily use canoe and accessories		X		X
ELD Instructional Assistants	X		X	
Corner Post 2:				
Supporting People in an Engaged Community	Operating	Capital	Continuing	One-time
Human Resources Consultant	X		X	
Budget, Capital Planning and Forecasting Software				
- purchase and implementation		X		X
- annual maintenance	X		X	
Operating investment:	\$0.3M		continuing activity	
	\$0.1M		one-time projects	
	<u>\$0.4M</u>			
Capital investment:	\$0.2M		continuing activity	
	\$0.1M		one-time projects	
	<u>\$0.3M</u>			
Total investment:	\$0.7M			
Estimated funds available for Lansdowne campus renewal projects:	\$2.4M	capital reserves		
	\$3.6M	2019/20 budget		
	<u>\$6.0M</u>			

Priority Investments Prior Years	2018/19	2017/18	2016/17
Operating - continuing	\$0.3M	\$1.3M	\$1.1M
- one-time	\$0.3M	\$1.2M	\$0.4M
Capital - continuing	\$0.2M	-	-
- one-time	\$1.4M	\$0.1M	\$1.5M
	<u>\$2.2M</u>	<u>\$2.6M</u>	<u>\$3.0M</u>



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, June 10, 2019
TIME: 5:00 pm
LOCATION: Paul Building, Room 216, Lansdowne Campus

BOARD MEMBERS:

Ron Rice, Chair
 Tim Ayers
 Monty Bryant
 Sherri Bell, President
 Cindy Choi
 Joanne Cumberland
 Brenda McBain
 Margie Parikh
 Emily Rogers
 Laylee Rohani, Vice Chair
 Rob Smythe
 Al van Akker
 Phil Venoit

ADMINISTRATION:

John Boraas, VP Education
 Deborah Huelscher, CFO & Interim VP Administration
 Rodney Porter, Exec Dir, Communications & Marketing
 Barbara Severyn, Exec Dir, Human Resources
 Joan Yates, VP Student Experience

INTRODUCTIONS:

Ted Pennell, CIO
 Rodney Porter, Exec Dir, Communications and Marketing

REGRETS: Geoff Wilmshurst, VP Partnerships
 Gultash Waraich

EXECUTIVE ASSISTANT: Heather Martin

I CALL TO ORDER

Ron Rice, Chair, called the meeting to order at 5:00 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed.

III INTRODUCTIONS

1. Ted Pennell, CIO, joined the College in April.
2. Rodney Porter, Executive Director, Communications and Marketing, began today.

Sherri Bell, President, and Janice Simcoe, Director, CIECC, in the tradition of this land, blanketed Ron Rice to honour him at his last board meeting.

IV BOARD MEMBER REPORTS

1. Chair's Report

Ron Rice, Chair, noted today is his last meeting as Chair of the Board of Governors. At the beginning of his six-year term, it was very hard as programs were being cut, and there were many layoffs. Camosun challenged themselves to address the issues, and came up with a plan that is still working today. The pendulum swung in the other direction with the building of the Centre

for Trades Education and Innovation and the Alex & Jo Campbell Centre for Health and Wellness (AJCCHW). It has been a good six years.

This is a reminder that all the regular board meetings are open to the public. The observers do not participate in the meeting unless invited to by the Chair. In May, Ron attended the Colleges & Institutes Canada (CICan) annual conference in Niagara Falls with Sherri Bell. It was action packed, and a great conference. Congratulations to Heather Martin who was recently nominated to the Board of Directors of CICan's 'Governance and President's Office Professionals', which is a national association. In that role, she will chair the Conference & Professional Development committee.

The Joint Board/Foundation meeting this Wednesday will start in the Huber Annex, followed by a tour of the Alex & Jo Campbell Health and Wellness Centre. Earlier today, Sherri Bell, Janice Simcoe and Ron gave a presentation to the Deputy Minister and Assistant Deputy Minister of Advanced Education, Skills and Training (AEST). The presentation focused on Indigenous education at Camosun College.

On May 23, Sherri Bell, Monty Bryant, Brenda McBain, Margie Parikh, Laylee Rohani, and Phil Venoit attended a one-day workshop 'Governing in the Public Interest', presented by the Ministry of Finance in Vancouver. Laylee Rohani noted it was a useful one-day conference. The Government intended it for board chairs and new appointees only. There were training modules on finance, human resources, and risk management, which the Government will put on-line by the end of the year. Laylee felt privileged to take part in a blanket exercise, which was a very powerful, moving experience. They learned the history of colonization to present times.

2. President's Report

Sherri Bell, President, reported the governance training was excellent, and it is great to see Government taking leadership in board training. Sherri facilitated a morning at Kwantlen College with industry, K-12, and post-secondary representatives to talk about careers and dual credit. A Camosun student was on the panel. A team from Camosun took part, including John Boraas.

On July 25, the Ministers of AEST and of Education will have a three-day meeting in Victoria. Sherri will facilitate a morning, and Ron Rice will also attend. Sherri is going to Vietnam on June 30 to speak at a conference for Canadian and Vietnamese colleges. She will speak on collaboration and industry and community.

The National Indigenous People's Day is June 21. It is a family event, and there will be food stalls, vendors, and entertainment. There will be a Camosun canoe at the Royal Roads celebration and canoe races in the afternoon.

Lynda and Murray Farmer will receive the Order of BC for the work they did with us on the TRADEmark campaign and in many other areas. Lynda was our Board Chair in the past, and was on the Foundation Board. Sherri will attend the ceremony and lunch. It is a huge honor.

3. Foundation

Monty Bryant, Foundation Liaison, noted they had their final meeting and AGM last week. Fundraising is ongoing for the Alex & Jo Campbell Centre for Health and Wellness. They distributed \$510K last year for awards and bursaries, and \$640K this year. Maintaining strong principle funding ensures the annual awards can continue.

4. Education Council

Tim Ayers, Education Council Chair, noted the minutes from the April 17, 2019, meeting was included in the agenda package. Tim went over the highlights of the May 15 meeting, which included the election of the new Education Council Chair Bijan Ahmadi, Program Lead for Economics. There were no nominations for Vice Chair.

5. Pacific Institute for Sport Excellence (PISE)

Phil Venoit, PISE Board of Directors member, noted the annual Family Festival was a huge success. It was the largest so far and had 100 participants. Corporate sponsorship is growing and evolving. They discussed the upcoming Invictus and Commonwealth Games, and how PISE can position itself to attract the games. They are shortlisted for the Invictus Games (2022 or 2024) and expect a mid-July visit. The Commonwealth Games are in 2026. They are interested in FIFA as well.

V BOARD COMMITTEE REPORTS**1. Audit Committee**

- i) The minutes from the January 8, 2019 meeting were included in the agenda package.
- ii) Laylee Rohani, Chair, Audit Committee, gave a report on the June 3, 2019, Audit Committee meeting.

a) Audited Financial Statements for the Year Ending March 31, 2019

Laylee Rohani advised Deborah Huelscher, CFO & Interim VP Administration, provided a high-level summary of the audited financial statements for the year ended March 31, 2019, the year-end position compared with the year ended March 31, 2018, and the operations highlights. The financial statements were prepared in accordance with the reporting framework directed by the Provincial Government and in accordance with the Budget Transparency and Accountability Act of BC. The budget was balanced and the year ended with an overall \$1.5M surplus. Liette Bates-Eamer, KPMG, reviewed the auditor's report.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2019 AS PRESENTED.

CARRIED**b) Reappointment of the Auditor**

Laylee Rohani advised that in 2015 the board approved a five-year term for KPMG to perform the audit of the College's financial statements. They must be re-appointed each year.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REAPPOINT KPMG TO PERFORM THE AUDIT OF THE COLLEGE'S FINANCIAL STATEMENTS FOR THE REPORTING YEAR ENDING MARCH 31, 2020.

CARRIED**c) Enterprise Risk Management Oversight**

Laylee Rohani reported the board started a new process last year of selecting one topic per year that requires a deeper audit. Last year it was cyber security. This year's topic has yet to be finalized. Because of the implementation of the renewed Colleague system, discussion focused on business process gaps.

2. Executive Committee

Ron Rice, Chair, Executive Committee, reported that there was a discussion regarding how to safeguard against money laundering in BC's post-secondary system. Construction on the Alex & Jo Campbell Centre for Health & Wellness is going well, is on budget, and has only a small amount of schedule slippage. The Board Executive members are working on their one-on-one evaluation interviews. The Board Orientation in September will be interactive, and will be at the Lansdowne campus.

The next Award for Innovation and Community Partnership will be in 2021 in conjunction with Camosun's 50th Anniversary. The Special Focus meeting in October will be on technology, and will be at the Interurban campus. Areas of focus may be the simulation lab, technology in trades and Camosun Innovates. When board members first begin, they self-identify their core competencies for the Crown Agencies and Board Resourcing Office (CABRO) matrix. As these can change in time, Heather will be sending a request to the members annually for the competencies.

i) Board Decision Making Policy Revision

Ron Rice noted the election of the chair in September means there is no chair in place between August 1 and mid-September. The Executive recommend the Board Decision Making policy be revised to move the election date to the June meeting.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS AMEND THE MOTION REVISING THE 'G-1.3 BOARD DECISION MAKING' POLICY IN 'SECTION C. ELECTION OF THE CHAIR' TO STRIKE OUT SECTION TWO 'HAVE THE OUTGOING CHAIR PRESIDE OVER THE ELECTION'.

CARRIED**MOTION:**

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS REVISE THE 'G-1.3 BOARD DECISION MAKING' POLICY IN 'SECTION C. ELECTION OF THE CHAIR' TO:

(i) MOVE THE TIMING OF THE BOARD CHAIR ELECTION FROM SEPTEMBER TO JUNE;

(ii) HAVE THE NEW CHAIR ASSUME THE ROLE ON AUGUST 1.

CARRIED

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS AMEND THE AGENDA TO INCLUDE THE ELECTION OF THE NEW CHAIR UNDER NEW BUSINESS.

CARRIED

ii) Board Executive Committee Terms of Reference Revision

The Executive Committee proposed the attached revisions to clarify the language in the Executive Committee Terms of Reference regarding their responsibility for student appeals of suspension. The board agreed the terms of reference must be clarified, and have no ambiguity, in advance of an appeal to the board.

MOTION:

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS:

- i) TABLE THE DECISION ON THE REVISION OF POLICY 'G-1.7 BOARD EXECUTIVE COMMITTEE TERMS OF REFERENCE' TO THE NOVEMBER 2019 BOARD MEETING;**
- ii) DIRECT THE PRESIDENT TO GET A LEGAL OPINION ON THE HEARING OF STUDENT SUSPENSION APPEALS;**
- iii) DIRECT THE PRESIDENT TO PROVIDE INFORMATION TO THE BOARD BEFORE NOVEMBER ON STEPS TAKEN PRIOR TO A SUSPENSION AND THE PROCESS FOR AN APPEAL;**
- iv) DIRECT THE PRESIDENT TO ASK CCSS TO SUBMIT THEIR CONCERNS IN WRITING BY SEPTEMBER 30, 2019.**

CARRIED

VI APPROVAL OF THE MINUTES

The minutes of the May 13, 2019 meeting were approved as distributed.

VII NEW BUSINESS**1. The Alex and Jo Campbell Centre for Health and Wellness Update**

Deborah Huelscher, CFO & Interim VP Administration, advised there is a three-week delay in the schedule. Everyone is working together to ensure other delays are not caused as a result. By the end of May, \$56M had been spent of the \$64M budget.

2. Campus Renewal Transition Plans for 2019-20

Deborah Huelscher provided an update on the upcoming inter-campus moves and transition-phase service initiatives. The School of Access, Computing Science, and the Math department will meet with Ray Wolfe, Thinkspace, and his team, in the next two weeks. The next big piece is moving the School of Health & Human Services to Interurban by September 1. A move manager has been engaged to work with the schools on the logistics of the move. The Inter-Campus Moves Operational Group (ICMOG) will start planning the Lansdowne renovations.

Additional services such as counseling, parking, food, bookstore, and library services will be added on during the transition phase when Lansdowne has moved to Interurban, but Interurban has not yet moved to Lansdowne. The Wilna Thomas Cultural Centre will be made into a collaboration space, with lots of space for students. Sybil Harrison, Director, Learning Services, will lead the project this fall.

3. Election of the Chair

Deborah Huelscher, CFO and Interim VP Administration, declared the election open and called for nominations. Laylee Rohani was nominated and seconded for the position of Board Chair. No other nominations were put forward and Laylee Rohani was acclaimed Board Chair for the period of August 1, 2019 to July 31, 2020. Laylee thanked Ron for his service to the board and the College.

VIII ADJOURNMENT

The meeting was adjourned at 7:09 pm.

Laylee Rohani, Chair

Date

Heather Martin, Recorder



FTE ENROLMENT REPORT

FISCAL YEAR 2018/19

INSTITUTIONAL RESEARCH AND PLANNING
OFFICE OF THE REGISTRAR

1 - BACKGROUND

There are two basic ways that students are 'counted' at Camosun College – Full-Time Equivalent (FTE) and Headcount. **FTE** numbers are calculated using guidelines mandated by the Ministry of Advanced Education, Skills & Training, and represents the amount of activity a student would take in an academic year. For example, a student taking a normal full-time course load in one year would be 1.0 Student FTE. A student taking one-half of the normal program course load in one year would be counted as 0.5 Student FTE. Full-Time Equivalent students are funded by the Ministry of Advanced Education, Skills and Training (AEST), the Industry Training Authority, and are also generated by International Students. Conversely, **Headcount** considers each individual person as one learner whether their enrolment is full-time, part-time, or through Continuing Education. Headcount is a reflection of the number of learners served by the Camosun College community while FTE represents the amount of activity attempted by those learners.

As it is the primary measure used by AEST, **this report presents Full-Time Equivalent (FTE)** student activity at Camosun College for the most recent fiscal year. The breakdown for Domestic and International Students is provided, in addition to details by Academic Area (schools, centres, faculties), Program, and Course (with aggregate historical information).

Data are generated by fiscal year and submitted to the Ministry for use in the provincial Central Data Warehouse. The calculated FTE for Camosun in a fiscal year will always be less than the student headcount, as many students take less than the full course load for a variety of reasons. **APPENDIX: Reader's Guide** contains additional context on the metrics presented in the report.

2 - HIGHLIGHTS

- Overall educational activity for all students at Camosun College generated 10,272.4 student FTEs in Fiscal Year 2018/19. This overall FTE count represents an increase of 1.9% over Fiscal Year 2017/18.
- International Student FTEs increased by 3.5% to 1,718.9 from 1,660.1 FTEs in the previous fiscal year.
- Domestic Student FTEs increased by 1.5% to 8,553.5 from 8423.1 FTEs in the previous fiscal year.
- From 2013/14 to 2017/18, Camosun College has seen a drop in FTE by 5.3%. In comparison, similar institutions in British Columbia have seen domestic enrolment decline by 11.1% over the same period.
- Looking back to 2008/09 helps to assess the trend in FTEs over a 10-year period. Camosun reached a high point for Domestic FTEs with 9,745.8 in the 2009/10 Fiscal Year, likely due to both the economic recession and more favourable demographics for the region (and province). Since that time, there has been a decline in the population of Grade 12 students who could enter post-secondary education.

3 - OVERALL STUDENT FTE AND HEADCOUNT

Student FTEs represent the number of full-time equivalent students for each respective Fiscal Year ending March 31. In Fiscal Year 2018/19, FTE activity at Camosun College stood at 10,272.4 student FTEs, up by 1.9% when compared to Fiscal Year 2017/18.

	FY 2017/18	FY 2018/19	% Change
Total Student FTEs	10,083.2	10,272.4	1.9%

FTEs by Student Type

In Fiscal Year 2018/19, Domestic Student FTE activity was up to 8,553.5 from the previous year (a 1.5% increase). Looking at comparable public post-secondary institutions in British Columbia, the number of Domestic FTEs has declined by 11.1% between the 2013/14 and 2017/18 Fiscal Years. International Student FTEs increased from the previous Fiscal Year by 3.5% to 1,718.9 from the 1,660.1 FTEs in the previous Fiscal Year.

Student Type	FY 2017/18	FY 2018/19	% Change
Domestic	8,423.1	8,553.5	1.5%
International	1,660.1	1,718.9	3.5%
Total Student FTEs	10,083.2	10,272.4	1.9%

Headcount by Student Type

In Fiscal Year 2018/19, Domestic Student Headcount was down to 16,723 from the previous year (a 2.6% decrease). International Student Headcount increased from the previous Fiscal Year by 3.9% to 2,158 from the 2,076 students in the previous Fiscal Year.

Student Type	FY 2017/18	FY 2018/19	% Change
Domestic	17,175	16,723	-2.6%
International	2,076	2,158	3.9%
Total Student Headcount	19,199	18,862	-1.8%

4 - DOMESTIC STUDENTS

Program FTEs by Academic Area

This table provides more detailed view of Domestic Student FTE data. The figures are presented by the academic area of the program that each student enrolled in at the college.

Academic Area	2017/18	2018/19	% Change
Access and Indigenous Education	1,002.2	1,101.1	9.9%
Arts and Science	1,860.6	1,808.0	-2.8%
Business	1,174.5	1,118.7	-4.8%
Sport and Exercise	365.3	353.5	-3.2%
Health and Human Services	898.9	924.2	2.8%
Trades and Technology	2,875.3	3,016.7	4.9%
Other*	246.3	231.3	-6.1%
Total Domestic Program FTEs	8,423.1	8,553.5	1.5%

* Note – “Other” includes select Continuing Education registrations plus other unassigned activity

Course FTEs by Academic Area

The previous table shows the FTE counts by academic area responsible for the overall program; however, courses in different areas are often taught within a single program – therefore, this table presents the FTEs by area responsible for each course being taught, irrespective of the overall program.

Academic Area	2017/18	2018/19	% Change
Access and Indigenous Education	986.1	1060.1	7.5%
Arts and Science	2178.9	2108.0	-3.3%
Business	1206.9	1171.2	-3.0%
Sport and Exercise	282.8	269.3	-4.8%
Health and Human Services	835.5	874.6	4.7%
Trades and Technology	2831.8	2951.9	4.2%
Other*	101.0	118.4	17.2%
Total Domestic Course FTEs	8,423.10	8,553.5	1.5%

* Note – “Other” includes select Continuing Education registrations plus other unassigned activity

5 - INTERNATIONAL STUDENTS

Program FTEs by Academic Area

International Student FTEs increased from the previous fiscal year by 3.5% to 1,718.9 from the 1,660.1 FTEs in the previous fiscal year. The following table shows how the FTE were distributed by the academic area of the program that each student enrolled in at the college.

Academic Area	2017/18	2018/19	% Change
Access and Indigenous Education	391.3	358.4	-8.4%
Arts and Science	591.9	599.0	1.2%
Business	524.2	605.4	15.5%
Sport and Exercise	20.3	24.7	21.7%
Health and Human Services	42.7	44.5	4.2%
Trades and Technology	89.7	86.8	-3.2%
Total International Program FTEs	1,660.1	1,718.9	3.5%

Course FTEs by Academic Area

The previous table shows FTE counts by academic area responsible for the overall program; however, courses in different areas are often taught within a single program. This table presents the International FTEs by area responsible for each course being taught, irrespective of the overall program.

Academic Area	2017/18	2018/19	% Change
Access and Indigenous Education	397.1	371.8	-6.4%
Arts and Science	507.9	509.2	0.3%
Business	581.9	667.0	14.6%
Sport and Exercise	16.7	15.8	-5.4%
Health and Human Services	51.8	54.2	4.6%
Trades and Technology	92.9	87.1	-6.2%
Other*	11.9	13.8	16.0%
Total International Course FTEs	1,660.1	1,718.9	3.5%

* Note – “Other” includes select Continuing Education registrations plus other unassigned activity

6 - Domestic Student FTE by Funding Agency

The following table presents historical Domestic FTE delivery. Camosun reached a high point for Domestic FTEs with 9,745.8 in the 2009/10 Fiscal Year.

Fiscal Year	AVED/AEST	ITA	Domestic Total
2018-19	6,106.9	2,446.7	8,553.6
2017-18	6,171.3	2,251.8	8,423.1
2016-17	6,340.9	2,233.1	8,574.0
2015-16	6,447.2	1,978.3	8,425.5
2014-15	6,468.9	2,080.1	8,549.0
2013-14	7,023.2	1,871.0	8,894.2
2012-13	7,017.6	1,906.3	8,923.9
2011-12	7,090.5	2,076.6	9,167.1
2010-11	7,211.0	2,340.5	9,551.5
2009-10	7,196.8	2,549.0	9,745.8
2008-09	6,656.9	2,395.0	9,051.9

7 - Historical Peer Comparison

Domestic Student FTE and Utilization Rates

Institutions recently submitted their 2018/19 Fiscal Year data to the Ministry of Advanced Education, Skills and Training for use in the provincial Central Data Warehouse. Therefore, the most recent fiscal year available for comparison is 2017/18. The following table presents the past five years of Domestic Student FTE numbers for other colleges in British Columbia:

Institution	2013/14	2014/15	2015/16	2016/17	2017/18
Camosun College	8,894.20	8,549.00	8,425.50	8,574.00	8,423.10
Douglas College	9,096.50	8,497.50	8,183.60	8,090.00	8,113.00
Okanagan College	7,020.70	7,103.50	7,393.40	7,602.60	7,785.00
Langara College	7,233.90	7,055.30	6,854.60	6,670.60	6,497.00
Vancouver Community College	7,573.10	6,573.80	5,732.90	5,524.40	5,341.00
College of New Caledonia	3,315.70	3,237.30	3,103.30	2,963.10	2,806.00
Selkirk College	2,196.40	2,291.40	2,462.90	2,401.90	2,112.00
North Island College	2,504.00	2,421.10	2,269.70	2,215.80	2,187.00
College of the Rockies	2,270.40	2,008.50	2,106.20	1,996.90	2,038.00
Coast Mountain College	1,501.70	1,374.90	1,268.00	1,348.00	1,162.00
Northern Lights College	1,364.10	1,264.30	1,327.60	1,177.80	1,147.00

Utilization rates are available up to 2017-2018 across all British Columbia institutions. The following table presents the overall utilization rate of Domestic FTEs for the respective colleges in British Columbia:

Institution	2015/16	2016/17	2017/18
Okanagan College	108.90%	111.30%	112.70%
Camosun College	96.60%	98.10%	94.80%
Douglas College	98.00%	96.90%	97.10%
Langara College	97.10%	94.50%	92.10%
College of the Rockies	97.80%	90.00%	91.30%
Selkirk College	90.50%	88.60%	78.20%
North Island College	80.40%	77.90%	76.40%
Vancouver Community College	71.60%	69.60%	66.80%
College of New Caledonia	70.00%	66.50%	63.60%
Coast Mountain College	62.10%	66.00%	58.10%
Northern Lights College	67.70%	60.20%	59.40%

APPENDIX: Reader's Guide

This Appendix contains additional context on the metrics presented in this report.

- The 2018/19 **Fiscal Year** ran from April 1, 2018 to March 31, 2019.
- Full-Time Equivalents (FTEs) are funded by the Ministry of Advanced Education, Skills and Training, by the Industry Training Authority, and are also generated by International Students.
- An estimated FTE target is also provided by these funding entities. In addition, each entity maintains an independent data collection system plus a separate method of calculating their Utilization Rate.
- FTEs represent the amount of activity a full time student would take in an academic year, which equates to a 1.0 FTE for a full-time course load as defined by each program.
- The FTE reporting methodology is based on the principle that each full-time student in a full-time program should generate 1.0 FTE over an academic year. The enrolments of part-time students are converted to full-time equivalents based on their course registrations as a proportion of a full-time course load.
- Variability in program length and requirements is accounted for as each program uses a target number of credits and course hour equivalents unique to the program. Each program has a unique FTE divisor to assess each student's activity during the fiscal year and calculate their proportion out of a 1.0 FTE. Camosun participates in working groups with the Ministry of Advanced Education, Skills and Training and other institutions to review the FTE calculations and Central Data Warehouse processes.

2019 RISK REGISTER

EXECUTIVE LEVEL SUMMARY

Identify Risks		Analyze Risks			Treat Risks	
Risk #	Description of Risk (Identify the risk and the impact or effect of the risk)	Risk Category	Existing Mitigations or Controls	Current Risk Level	2018 Risk Level	New Risk Treatment Mitigation Strategies
1	Increased competition, demographic changes in key country markets, political unrest worldwide, health concerns, international catastrophes lead to international enrolment challenges which are crucial to the financial stability of the institution.	External Environment	Internationalization Plan update in process. Recruitment strategy in place.	HIGH	HIGH	Ongoing review of International operation plan. Revitalize existing marketing plan. Continue to monitor enrolment and attrition for trends.
2	Market and demographic changes, increased competition, often unpredictable demand, changes in government priorities or external institution policies, legislation, regulations and resourcing challenges, etc. lead to domestic enrolment and delivery challenges.	External Environment	Enhanced use of labour market and other data to assess trends and risks to programs.	HIGH	HIGH	Enhanced liaison with partners and decision makers on the impact of processes to our programs. Greater use of research to assess and review impacts of change. Initiate and implement Strategic Enrolment Management (SEM) principles, strategies and tactics for both acquisition and retention.
3	Critical incidents, on or off site, such as natural disaster, or violence leads to threat to student and staff safety, injury or loss of life, college closure or bad press and could affect business continuity.	External Environment	Seismic mitigation, Earthquake preparedness & supplies, Emergency training and drills, Emergency Response Planning Committee, Emergency power systems.	HIGH	MEDIUM	Continue to seek ongoing resources to support equipment, training and supplies. Creation and maintenance of effective mitigation, emergency, resumption plans and procedures. Emergency Response Plan draft requires consultation with stakeholders and implementation of recommendations.
4	Increased incidents of physical/psychological crisis (both students and employees) leads to stress on employees and increased likelihood of a critical incident on campus.	Education & Business Processes	Crisis intervention a priority. Student Depression screening in place. Support employee attendance at educational opportunities regarding mental health issues. Close working between front line support services including SafetyNet meetings, Camosun security and community services.	HIGH	HIGH	Continue to implement mental health framework strategies for students and develop a mental health strategy for employees. Maintain protocols for internal and external referrals. Continue awareness campaign. Collaboration with UVic and Need Crisis Society re suicide prevention. Monitor, assess and address increased student volume with mental health issues. Participate in ongoing training and develop threat assessment and response protocols. Continue to train faculty/staff/students on addressing worrisome behaviours and the supports that exist for students at Camosun. Second Student Support Manager to be hired.
5	Insufficient government funding (operating and capital) would challenge our ability to meet strategic and operational goals and force program and service reductions.	Financial Resources	Advocacy through Board and College Executive	HIGH	HIGH	Explore new advocacy strategies with government and others. Continue to align College capability and capacity with Provincial priorities and emerging initiatives.

2019 RISK REGISTER

EXECUTIVE LEVEL SUMMARY

Identify Risks		Analyze Risks			Treat Risks	
Risk #	Description of Risk (Identify the risk and the impact or effect of the risk)	Risk Category	Existing Mitigations or Controls	Current Risk Level	2018 Risk Level	New Risk Treatment Mitigation Strategies
6	Exposure of infrastructure and corporate data to unauthorized access leads to data loss and disruption to college services.	Information Resources	Enterprise servers require authentication; maintain PCI DSS compliance; established task force for incident management; ongoing security testing via 3rd party and self-assessment; PCI and Financial audits.	HIGH	HIGH	Implement external security audit recommendations including establishing security analyst position. Access expanded BCNET products, services and experts available to us. Continue to promote security awareness and training.
7	Reliance on technology (e.g. web and social media) to communicate to students leads to challenges in maintaining currency of information and liability around sources of information.	Information Resources	Web governance policy developed.	HIGH	HIGH	Establishment of web governance team to develop web and social media policy. Hired Executive Director Communications and Marketing.
8	Increased deferred maintenance and lack of suitable space (new and maintenance of existing) for teaching, learning and administrative functions leads to loss of reputation and potential impacts on student recruitment and retention.	Infrastructure & Physical Assets	New Campus Master Plan in place; annual 5 year capital plan and ongoing advocacy with Ministry. Space Planning Committee established.	HIGH	HIGH	Continue to explore advocacy and partnership opportunities with government to increase/improve asset lifecycle funding.
9 (new)	Failure to implement and maintain an appropriate internal control framework in Human Resources leads to business process inefficiencies, processing delays and other pay errors, compliance issues and potential of fraud and/or theft.	Education & Business Processes	Existing controls and processes.	HIGH	N/A	Engage external auditor to review existing control framework and proposed system changes and supporting processes identified through the Colleague Renewal project and implementation of People Admin software.
10	Changes in political and ministry leadership leads to an inability to advance our strategic goals.	External Environment	Ongoing College Executive advocacy. Board Chair & Vice Chair.	MEDIUM	MEDIUM	Continue to meet with government officials and politicians.
11	International contracts in countries with potential instability or health issues may lead to unsafe	External Environment	Federal government travel advisory monitored.	MEDIUM	MEDIUM	
12	Non-compliance with regulatory standards, including FOI and Protection of Privacy issues, leads to lack of public trust, reputation risk, health hazards, loss of contracts and licenses,	Compliance	Policies; management culture; external reviews.	MEDIUM	MEDIUM	Ongoing policy and procedural program development, including suite of tools for the College community.
13 (new)	Mandatory changes in external regulations and reporting requirements (e.g. Sexual Violence and Youth-in-Care reporting) can result in urgent and unanticipated resourcing needs that are difficult to address responsively with day-to-day resources.	Compliance	Development and implementation of Student Affairs department and supports. Secure tracking systems in order to be able to respond in a timely fashion to requests and monitor demand and associated resourcing.	MEDIUM	N/A	Review processes and systems to ensure highest level of compliance and support to students. Second Student Support Manager hired.

2019 RISK REGISTER

EXECUTIVE LEVEL SUMMARY

Identify Risks		Analyze Risks			Treat Risks	
Risk #	Description of Risk (Identify the risk and the impact or effect of the risk)	Risk Category	Existing Mitigations or Controls	Current Risk Level	2018 Risk Level	New Risk Treatment Mitigation Strategies
14 (new)	The risk that students may not be (or may perceive that they have not been) treated fairly by the College. Possible negative effects on both student and staff/faculty wellbeing. Legal claims. Regulatory sanction. Negative accounts on social media, print, radio or broadcast media reports, or direct action including protests, etc.	External Environment	Support to students from CCSS, Ombudsperson and student affairs. Policy suite. Training provided to faculty and staff. Camosun appeal and/or mediation processes.	MEDIUM	N/A	Continue updating policy suite. Continue educating College community on student rights and responsibilities.
15	Outdated policy and procedures leads to diminished efficiency in college operations.	Education & Business Processes	Existing policy and procedures and new framework.	MEDIUM	MEDIUM	Continued review and revision of policies and procedures.
16	Service standards are not consistent across the college and the lack of appropriate services and support to current students, including during off-peak times, leads to an inability to retain them or recruit new students.	Education & Business Processes	Existing service levels.	MEDIUM	MEDIUM	Continued advocacy for technical, human resources, and business process improvements to maintain and enhance service to students outside of core hours, and to maximize operational efficiencies.
17	Failure to increase non-government revenues (CECT and Ancillary Services) threatens financial sustainability.	Financial Resources	Educational programming and related tuition. SEM. Contract Training.	MEDIUM	MEDIUM	Continual review of results and operating models. CE and Contract Training moved to a centralized model this year. Strategic business plan to be developed and implemented.
18	Catastrophic loss of data leads to disruption of services and potential loss of revenue and reputation.	Information Resources	Regular tape back-up of core service; ongoing disaster back up and recovery capability for services moved to cloud environment, including e-mail and web presence.	MEDIUM	MEDIUM	Continue "cloud first" strategy evaluating all new and existing web-services for their ability to be hosted in the cloud environment.
19 (new)	Job action arising from the current collective bargaining processes may lead to disruption of all services.	Compliance	Bargain in good faith and attempt to maintain good working relationships. BCGEU contract ratified.	MEDIUM	N/A	Review and update the college's Strike Contingency Plan.

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20	Failure to manage construction of the Centre for Health and Wellness on time and in accordance with government rules and regulations leads to both internal and external negative impacts.	Infrastructure & Physical Assets	Continue with value engineering, regularly monitor project risks, continue to develop and manage project risk register with Integrated Project Team (IPT). Project Steering Committee to continue to provide overall direction. CM works closely with subtrades to mitigate foreseeable delay risks.	MEDIUM	HIGH	
21 (new)	With the move of the School of Health and Human Services from Lansdowne to Interurban when the new health building opens in September 2019 students, faculty and staff do not have access to services and resources they need during the transition.	Education & Business Processes	Proactively anticipate, minimize and mitigate as much as possible the impact to students, faculty and staff as a result of the change at Interurban. Faculty liaison and move manager hired.	MEDIUM	N/A	Ensure all students, staff and faculty at both campuses have access to services and resources they need through the transition to Interurban. Implement Campus Service Initiatives.

Risk removed from 2019 Register.

4	Uncertain economic situation leads to loss of existing contracts (domestic and international), fewer trades sponsorships, lower employer participation in co-op programs, and challenges to enrollment.	External Environment	Business Plans in place.	N/A	MEDIUM	Review of student workplace placements underway.
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