



20
24

Strategic Plan Update YEAR

Territorial Acknowledgement

Camosun College is one of the largest colleges in British Columbia, serving communities on southern Vancouver Island, the southern Gulf Island's and beyond. With deep respect and gratitude, the college acknowledges that these are the territories of the Ləkwəŋən (Esquimalt and Songhees), Malahat, Pacheedaht, Scia'new, T'Sou-ke and WSÁNEĆ peoples. Learners, faculty, staff, and leadership are all enriched by the friendship and gracious welcome extended by the hosts of the land and by the beauty of the land on which we live, work, and learn.

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Original artwork done by alumni and Coast Salish artist Dylan Thomas.



Message from the President Seeing ourselves in the Strategic Plan

When we launched the 2023–2028 Strategic Plan, we made it clear that it was a living document that reflects our values, celebrates our successes, and shines a light on the path forward. However, we could not envisage the challenges created by the cumulative and unprecedented policy reforms to the international student program. Our focus is firmly on ensuring every student continues to receive excellent educational services while we responsibly manage our budget.

Whether you teach in the classroom, assist students on the front line, work with the college community and partners, or help keep our campuses running smoothly, each employee represents the excellence of the Camosun Advantage.

The Strategic Plan update is intended to share our accomplishments and identify areas we need to support. Some highlights from 2024 include:

- The Indigenous education conference S'TENISTOLW returned with around 450 participants. The Korean Cultural Festival also took place. Both had been paused by the pandemic.
- We announced funding approval for the first-ever student housing project,
 the largest project among all the colleges.
- Over 1,300 grads attended this year's convocation ceremony in June, including the first-ever Red Seal cohort - the largest ceremony ever!
- The Dennis and Phyllis Washington Foundation in conjunction with Seaspan announced
 \$5.26 million towards a new Trades Training Centre next to the coastal centre.
- Named the Bhalla Centre for Trades Education and Innovation in acknowledgement of the generosity of the Bhalla family.
- We recognized our 30-year partnership with Josai International University.

Camosun has a global reputation for excellence in relevant, innovative and applied learning. None of this would have been possible without faculty, instructors, and staff.

The college is working to position itself for future success and ensure we emerge from these challenges stronger than ever. As a community, I know that we will overcome these obstacles as we have before.



Dr. Lane Trotter, President Camosun College





Our Vision

Inspiring life-changing learning.

Camosun College's vision defines an optimal future for the college. It gives guidance and inspiration about what we will focus on achieving. It builds on our hope of what we can become. Ours is simple. It encompasses the community college's role in transformative education and highlights the mutual partnership of the learner and facilitator, while speaking to a process in which learning in all its forms challenges the status quo, both institutionally and personally.

Our Mission

We build a better future for our community with relevant, innovative and applied education.

Our mission statement defines our purpose and outlines what we do, who we do it for and how we accomplish this.

Our Values

- Lifelong learning
- Positive and supportive student experiences
- An inclusive community
- An environment of respect and safety for all
- Our relationships with one another
- Indigenization
- Environmental stewardship

College values reflect a common understanding and a guideline for how we interact and work with each other and how we relate to students. They are a positive reflection of what is at our core and are seen in our practices and in how we do things.

The Good Work We Have Done Together

Working together makes a difference to the lives of students, employees communities, employers, and ourselves.

Orange Shirt Day ceremony calls for 'allyship'

The 2024 Orange Shirt Day theme at Camosun College, Allies Alongside: From Reconciliation to ReconciliAction, was an invitation to move from learning to doing, as highlighted by Julian Gunn from the English Department Indigenization Working Group. The day included discussions on allyship strategies for educators and community members and featured a welcome from Coast Salish Knowledge Keeper and artist Brianna Bear, followed by remarks from Elders Doug and Kathy LaFortune, as well as reflections from Indigenous and non-Indigenous students.





Camosun capstone showcases student innovation

From apps to automated windvanes, graduating Computer Science and Mechanical Engineering students from Camosun College presented their capstone projects on Aug. 16.

This annual event is a highlight for the college, where graduating students present their learnings through projects that demonstrate creativity, technical expertise, and real-world problem-solving abilities. Attendees got to explore a variety of innovative solutions, such as an automated windvane system designed for Arctic expeditions, a mobile inspection app for property management, and a custom GPS tracker for search and rescue operations.

The capstone aligned with the college's 2023–2028 strategic plan to offer more students an applied learning opportunity as part of Strengthening the Camosun Advantage, including capstone, service learning, work integrated learning, and apprenticeship etc.

Celebrating over 30 years of partnership with Josai International University

The Board of Governors at Camosun College bestowed its highest honour on Josai International University as the college's oldest international student exchange partner. The Board of Governors Award for Innovative College Partnerships recognizes an individual or group in the external community who has demonstrated strong partnership values and who has an affiliation with the college. The award was presented at a special ceremony that took place on March 6, 2024, on the college's Lansdowne campus.

Camosun welcomes first Director of Equity, Diversity and Inclusion

Tehmina Khwaja, the college's new Director of Equity, Diversity and Inclusion, aims to dismantle barriers with a unique brand of kind and gentle leadership.

"It's very evident that people at Camosun care about equity, diversity and inclusion [EDI] and have been doing amazing work off the side of their desks for a long time," says Tehmina. "But there's a need to consolidate and streamline initiatives.

My priority as I begin this position is to find synergies among different groups doing the work and strategically plan for EDI at Camosun. It's an opportunity to build relationships and collaboratively form a holistic picture of what EDI needs to be at the college."

Tehmina has already started working on multiple EDI projects. The college community looks forward to what she'll accomplish in the years ahead!







Camosun College among first in Canada to celebrate Red Seal grads

Thirty-one Red Seal graduates from a range of trades crossed the stage at Camosun College's convocation ceremony, making them among the first in the country. Inviting Red Seal graduates to convocation was a first for Camosun College and possibly any public post-secondary institution in the country, as the credentials are typically awarded by the accrediting body.

Red Seal graduates at convocation came from nine trades including automotive service technician, carpentry, electrical, plumbing, professional cook, refrigeration and air conditioning, sheet metal, sprinkler fitter, and welding. Each of the Red Seal grads wore black gowns with a red stole indicating that the Red Seal is similar to a four-year undergraduate degree.

Korean culture celebrated at Camosun College

Camosun College celebrated everything Korean at the Korean Cultural Festival on Sept. 12. The festival brought together people of all backgrounds to celebrate Korean traditions, arts, and cuisine.

A popular event since 2016, with a pause during the Covid pandemic, the festival has served as a platform for cultural exchange and community connections. Guests enjoyed a day full of good food, crafts stations, Korean games, live music, and performances.



Student housing coming to Camosun College

In July 2024, Camosun College announced it had received funding approval from the provincial government for its first-ever student housing project. Construction plans include a six-storey, 14,909-square-metre timber-frame building on the Lansdowne campus with 423 affordable beds. The building is expected to be ready for students from both campuses in fall 2027.

The project will receive \$151.7 million in provincial government funding and a college contribution of \$3 million. Student housing will help foster a vibrant campus community with amenity space for programming and social events, fitness, studying, wellness, and reflection. The building includes a combination of single (dormitory-style), studio (single suite), and quad (four-bedroom, apartment style) units at below market rental prices in a region with a rapidly growing population and some of the lowest vacancy rates in the country.







Camosun College hosts hundreds of Indigenous education leaders

Hundreds of community leaders, scholars, and allies in Indigenous post-secondary education from around the globe gathered at the S'TENISTOLW Conference on Camosun College's Lansdowne campus.

Over 430 guests from Canada, the United States and New Zealand, attended the S'TENISTOLW Conference from Aug. 20 to 23. The conference was hosted by Eyē? Sqâ'lewen: The Centre for Indigenous Education & Community Connections with the theme 'Where the Waters Meet'. This year marks the fourth S'TENISTOLW Conference. The conference helped build and strengthen relationships and networks in reciprocity by fostering shared learning and exchange.



Trades students experience culture and professional development in Germany

Ten Camosun College Fine Furniture and Carpentry students traded in their work trucks for plane tickets to participate in an exchange visit to Germany in spring 2024. The collaborative effort is part of the German Apprenticeship Training Exchange, a pioneering initiative fostering cross-cultural understanding and professional development within the trades and technology sectors.

The reciprocal exchange of apprenticeship training signals a new and growing relationship between Camosun College and Städtische Berufsschule in Regensburg, Germany. In May 2023, four German students and an instructor attended a two-week customized program at Camosun to experience Canadian industry and education practices.

With a successful inaugural trades exchange between Germany and Canada in the books, it's likely that there will be more opportunities for students and instructors in the future.

Indigenous education at Camosun College wins national award

Camosun College won the 2024 CICan (Colleges and Institutes Canada) bronze award of excellence in Indigenous education.

"This award is a great honour," says Todd Ormiston (Tutchone & Tlingit), Executive Director of Eye? Sqâ'lewen: the Centre for Indigenous Education and Community Connections. "It is important that we paddle together in a good way and honour the many forms of Indigenous resurgence we are seeing in post-secondary education, and in communities."

The CICan Awards recognize and promote excellence at Canadian colleges and institutes. The Indigenous award recognizes colleges that contribute to learner success, reconciliation, and to the socioeconomic development of communities.



Camosun social enterprise team wows at national competition

After winning the Innovation and Impact Challenge at the regional competition in March 2024, the enterprising and creative Enactus Camosun College team overcame the odds of a first-year team at the national competition in Toronto in May 2024. Enactus Camosun placed in the top four and took home the Rookie Team Award.

The team presented their Campus Quisine meal kit project which garnered attention and accolades at the regional competition. Backed by extensive market research, the healthy and affordable meal kit is designed to help overcome food insecurity among students and be a response to increased cost of living and high food prices.

The win shines the spotlight on the Enactus group and projects, along with the need for affordable sources of healthy and nutritious food for post-secondary students.



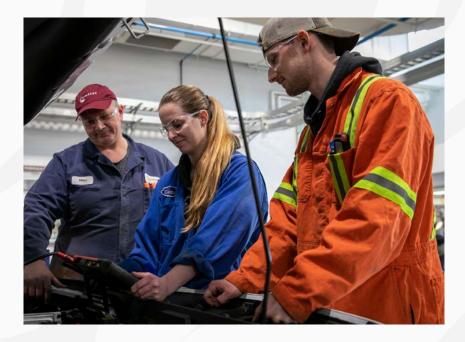
Camosun co-hosts sustainable hospitality and tourism summit for students

Students in Camosun College's Hospitality and Tourism Management programs had the opportunity to explore the impacts of climate change facing the industry at the second Annual Hospitality and Tourism Student Sustainability Summit in January 2024. Co-hosted with Vancouver Island University and Royal Roads University, the event was held on Camosun's Lansdowne campus and in downtown Victoria.

Responding to the challenges of a changing climate requires collaboration at all levels across industries and sectors. This event was an opportunity for post-secondary institutions to model collaboration and exchange ideas.

In recent years, the tourism and hospitality industry has weathered a global pandemic, climate disasters, and labour challenges – proving that resilience, collaboration, and innovation are more necessary than ever. The summit prepared future industry professionals and leaders to face the changes that lie ahead.





Camosun empowers British Columbians with funded short-term skills training

Sixty-five programs offered through Professional Studies and Industry Training at Camosun College meet the requirements to be eligible for the B.C. Government's \$3,500 future skills grant. Offerings include Electric Vehicle Technology, Indigenous Truth and Reconciliation, Microsoft Office, and Film Production Assistant micro-credential courses, in addition to Hospital Unit Clerk and Applied Project Management certificate programs.

On May 2, 2023, the BC Government announced the StrongerBC: Future Ready Action Plan, an initiative that sees a \$480 million investment into the future of British Columbians. A portion of this funding was allocated to the future skills grant, enabling eligible BC residents to access up to \$3,500 for short-term skills training.

Strategic Priorities and Progress Measures



Document Legend



Data-based measure

Indicates where a measure or action item has been amended from the original document.



Specific action or project









On Track Completed

Paused

Not Started

AY (Academic Year)

CY (Calendar Year)

FY (Fiscal Year)

Targets: a specific, measurable goal that aligns with the strategic objectives and defines success within a set timeframe





Strengthening the Camosun Advantage

At Camosun College, we prepare students to thrive in a rapidly changing world.

Key Highlights



29 new microcredentials developed since 2023.



419 courses use zero-textbook cost (ZTC) materials.



86% of students feel their programs teach the knowledge and skills appropriate to their field of study.



Camosun is proud to announce its first net increase in domestic student enrolment in 6 years, reflecting the college's strategic investment in student recruitment and success.



74% of employed students are in a training-related job.



92% student satisfaction rate.



What we're excited about:

The Camosun Advantage project showcases the unique value Camosun offers students, employers, and the community through applied learning, innovation, and community engagement. It focuses on three key elements: Institutional Learning Outcomes to define core competencies, Signature Learning Experiences to enrich education through real-world applications, and the Comprehensive Learner Record to document students' skills and achievements. Together, these elements reinforce Camosun's dedication to student success and its leadership in post-secondary education.

Empower students to stand out by providing educational experiences that will equip them for their future.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

STCA 1.1

Takes steps that will support the implementation of a comprehensive student record

Implement a comprehensive student record



The Comprehensive Learner Record (CLR) initiative, a critical outcome of the "Camosun Advantage project," is progressing. A briefing note has been shared, and data elements have been identified, including existing and required elements to support a CLR. The next steps are change-management related, including the establishment of institutional learning outcomes and determination of 'core competencies' that can be attached to curriculum.

While some of the fundamental building blocks have been completed, this is a significant project requiring capacity and resources.

STCA 1.2

% of courses that include one or more of the different types of applied learning (e.g., capstone)



82% of courses

The Applied Learning, Co-op, and Career Services department is working with the Registrar's Office to produce updated Acalog reports for 2024/25 and 2025/26. These reports will incorporate new data, including recently approved programs featuring additional applied learning types and 'apprenticeship program courses' managed by Skilled Trades BC. Updated data, such as deactivated courses, will be excluded to improve accuracy.

AY 2023/2024

STCA 1.3

% employment or university transfer rates post Camosun



74% of employed students are in a training-related job

Source: BC Student Outcomes Surveys (Baccalaureate Graduate (BGS) 2023, Trades 2024, Diploma, Associate Degree and Certificate (DAC) 2024).

39% of students have taken further studies after completing their program

Source: BC Student Outcomes DAC Survey 2024 (does not include trades or bachelor's degree programs)

AY 2023/2024

STCA 1.4

Total headcount for programs that align with the BC Labour Market Outlook Forecast 2022-2032 for Vancouver Island and Coast Region*



2,736 headcount

Headcount based on programs aligned with highlighted occupations listed in the 2022-2032 BC Labour Market Outlook Forecast – Vancouver Island and Coast Region.

AY 2022/2023

STCA 1.5

% of students who feel that their programs teach the knowledge/skills appropriate to their field of study*



86% of students AY 2023/2024

Source: BC Student Outcomes Surveys (BGS 2023, Trades 2024, DAC 2024)

Deliver outstanding flexible learning opportunities to support students' evolving educational needs.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

STCA 2.1

of courses with flexible delivery options by school (e.g., evenings, weekends, online, blended, continuous enrolment)



3,671 overall

Course division	Number of course sections	Flexible rate
Access	516	91%
Applied Learning, Co-op Ed & Career Se	ervices 113	100%
Arts & Science	928	29%
Business	568	51%
Camosun International	10	30%
Centre for Sport & Exercise Education	223	10%
Health & Human Services	483	50%
Indigenous Ed & Community Connectio	ns 57	77%
Learning Services	6	17%
Technology	474	4%
Trades	293	4%
Total AY 2023/2024	3,671	43%

STCA 2.2

% student completion rates in courses with flexible delivery options



84% of students

e.g., evenings, weekends, online, blended, continuous enrolment.

AY 2023/2024

STCA 2.3

of courses using zero-textbook cost (ZTC) materials*

450 courses using zero-textbook cost (ZTC) materials



419 courses

Library and Learning Services continues to support faculty and programs in adopting open or zero-cost textbooks. The data for this measure is continuing to be developed.

AY 2024/2025

STCA 2.4

of new microcredential offerings

70 microcredentials developed by 2028.



29 new microcredentials

• 9 developed in **FY 2023/2024**

• 20 developed in **FY 2024/2025**



STCA 2.5

 $\hbox{\it\# enrolments in microcredential offerings}$





167 enrolments in FY 2024/2025 506 enrolments in total since FY 2023/2024



Cultivate relationships with students to support their educational journey within and beyond Camosun.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

STCA 3.1

Develop and implement improved strategic enrolment management practices

Complete phase 1 of SEM framework roll-out by 2027.







Significant work has been done to analyze utilization rates, plan programs, and align offerings with Immigration, Refugees and Citizenship Canada requirements to ensure the impact of these changes on international enrolments is minimized. Recognizing the synergies between enrolment management planning initiatives and the Camosun Advantage project, the two streams are being integrated to ensure a strategic and collaborative approach.

AY 2023/2024

STCA 3.2

Establish capacity to support prospective students



Securing resources to select and implement a customer relationship management platform and Albased chatbot.



Camosun has achieved a net increase in domestic student enrolment. To enhance the student experience, the college is planning to implement a student-focused Customer Relationship Management (CRM) platform in FY 2025/26. This tool will support students from inquiry to graduation, aligning with best practices across BC institutions.

AY 2023/2024

STCA 3.3

Student satisfaction rate



92% student satisfaction

Source: BC Student Outcomes Surveys (BGS 2023, Trades 2024, DAC 2024)

AY 2023/2024

STCA 3.4

% of students who indicate they are able to access services in a timely manner



71% of students

AY 2023/2024

Source: Camosun Student Experience Survey 2024

STCA 3.5

% student retention ratio between semesters one and two



76% student retention

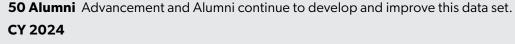
AY 2023/2024

STCA 3.6

Alumni who donate to the college



150 alumni donors by 2028





ÍY,ĆANEUEL OL:Doing Good Work Together

Camosun College is committed to cultivating a work environment that values people, lifelong learning, individual and organizational well-being, and service. We work together to advance the vision, mission, and values of the college.

ÍY,ĆANEUEL OL is pronounced EYE. CHEY-NOW-EL UL

Key Highlights



College employees are invested in their professional development with an 18 to 29% increase in the use of available professional development funds among unionized employees.



The college exceeded its financial target and ended with an overall surplus of \$2.3 million in the 2024 fiscal year.



Strategy, Planning and Transformation has introduced new data tools and dashboards to monitor enrolment, student retention, and success trends across all programs and courses, enhancing data-informed decision-making.



There were a total of 252 learning opportunities through cross-functional learning and communities of practice.



What we're excited about:

The Artificial Intelligence (AI) task force, established in September 2024, is exploring the opportunities and challenges of artificial intelligence across four areas: teaching and learning, service delivery, administration, and technology tools. Camosun aims to develop recommendations on AI integration, policy revisions, privacy, equity, and potential risks to enhance student and employee experiences while addressing administrative and cybersecurity concerns.

Nurture a positive, collaborative and rewarding work culture.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

DGWT 1.1

Engage with employees about their work experience using different tools and strategies

Provide employees with annual pulse surveys to solicit feedback.



CY 2024



DGWT 1.2

Review and enhance formal and informal employee recognition opportunities



Utilizing report findings, identify gaps and develop programs and practices to support employee recognition.



Human Resources completed a report on formal and informal employee recognition opportunities within the institution and across the sector.

Completed Work (WFH) from Home Survey and updated the WFH Framework.

CY 2024



DGWT 1.3

% of allocated funds used for personal and professional development



78% Exempt **100% BCGEU** FY 2023/2024

77% CCFA

100% CUPE

Source: Finance data derived from the General Ledger for total allocated PD funds (% of payroll) for each employee group and the total spent funds in the fiscal year.

DGWT 1.4

% of employees who say the information they have about the college helps them to be successful in their job

Complete a pulse survey to establish a baseline.



Human Resources has developed a pulse survey framework to solicit feedback from employees and identify potential action items.

CY 2024



DGWT 1.5

of opportunities for crossfunctional learning and communities of practice



252 opportunities

Opportunities were provided through cross-functional learning and communities of practice, with an average of 21 monthly engagements. Organization and People Development also offered 32 learning opportunities in 2024.

CY 2024

Ensure financial sustainability for continued investment in student success.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

DGWT 2.1

Ensure the college is in a financially sustainable position

Return to pre-COVID levels of reserve funding.



The college exceeded its financial target and ended with an overall surplus of \$2.3 million.

FY 2023/2024



DGWT 2.2

Non-base sources (ProSIT, Contract Training, Ancillary Services) meeting their financial contribution targets



The college continues to review non-base revenue sources (e.g., ProSIT) and explore ways to maximize contributions.

FY 2023/2024

DGWT 2.3

Financial investments in student wraparound supports. (e.g., advising, counseling, and financial aid)



The college made investments in several areas supporting student success, including, but not limited to, recruitment, counselling and student wellness, the Makerspace, and the Office of Student Support.

FY 2023/2024



Promote a culture of data-informed decision-making and process improvement.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

DGWT 3.1

Further develop and implement data development and access strategies



Optimize existing data tools to support evidence-based enrolment management, strategic planning, and student-focused decision-making.



Institutional Research and Planning developed a SharePoint portal to enhance data access and support enrolment strategies, planning, and student-focused decisions. Features include research reports, key dates, enrolment updates, interactive dashboards, and a data glossary. College departments are collaborating on creating shared data definitions to improve understanding of common data sets and developing Student Success and Labour Market Reports.

AY 2023/2024

DGWT 3.2

Develop and implement an integrated institutional planning cycle



An implemented framework for more effective planning processes across the college.



This project has evolved into several interconnected initiatives, including strategic enrolment management, program review and development, and school-level planning processes. While significant progress has been made in each area, the college will continue to coordinate integration across these initiatives. In the coming year, efforts will focus on establishing stronger alignment to support a cohesive institutional planning cycle.

AY 2023/2024

DGWT 3.3

Develop a methodology to measures the efficiency and success of programs and service



Completed Educational Quality Assurance Framework



Strategy, Planning and Transformation has introduced new data tools and dashboards for school leadership to monitor enrolment, student retention, and success trends across all programs and courses, enhancing data-informed decision-making. These dashboards complement the new program development process, revised program review, and annual snapshot processes, providing comprehensive tools to support continuous improvement, strategic enrolment, and program planning.

6 program reviews have been completed in the last academic year.

AY 2023/2024



Responding to Community Needs

Camosun College is dedicated to serving students and partners within the local and global community.

We will continue to be responsive to evolving community needs and ensure graduates

are equipped with the education and skills essential to employers.

Key Highlights



\$3 million in donor contributions to the Camosun Foundation.



100 students were served through programming designed to support refugees and newcomers.



Camosun celebrates its strength in diversity, welcoming and supporting students from equity-deserving groups, including Indigenous learners, refugees, first-generation students, and former youth in care.



What we're excited about:

In July 2024, the college received funding approval from the provincial government for its first-ever student housing project. The new housing on Lansdowne Campus promises to make a lasting impact by enhancing the campus community and creating much-needed housing for students. A project manager has been hired, and the college is finalizing prime consultants for architectural services. These developments mark important milestones in building a stronger and more connected campus.

Enhance student life on campus, prioritizing student housing and creating spaces that contribute to collaboration and community.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

RTCN 1.1

Seek funding and opportunities for student housing



In July 2024, the college received funding approval from the provincial government for its first-ever student housing project.

Secure funding for student housing on the Lansdowne campus.



RTCN 1.2

of average hours booked per semester of student collaboration space



13,608 average hours per semester

There are at least 45 bookable student spaces across campus, not including classrooms.

AY 2023/2024

RTCN 1.3

of college-led and/or CCSSregistered extracurricular opportunities available



388 events

Representing 29 categories of activities.

AY 2023/2024

RTCN 1.4

% student satisfaction with the number and types of extracurricular opportunities available



67% of students said, "I am satisfied with the extracurricular opportunities available at Camosun."*

AY 2023/24

Source: Camosun Student Experience Survey 2024

*This measure was previously represented by two separate questions but was condensed to a single question in the most recent survey.

Excel in building lasting and reciprocal relationships and partnerships, locally, nationally, and globally to serve the college community and students.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

RTCN 2.1

of employers and community partners engaged in Camosun Innovates/college-led applied learning/ research projects



40 community clients/partners

80 projects

268 non-Camosun students participated in Camosun Innovates programming

21 Camosun students employed on applied research projects

CY 2023

RTCN 2.2

\$ donor contribution to Camosun College Foundation each year

\$3 million annually



\$3,055,729 donor contributions

CY 2023*

Source: Raiser's Edge fundraising database.

*Correction note: Last year's update report incorrectly cited CY 2023 instead of CY 2022



RTCN 2.3

of exchange partnerships with other domestic and international institutions (students, faculty, projects)



225 exchange partnerships

In Fiscal 2025/26, there will be less funding available to support student and faculty international experiences due to the end of the Global Skills Opportunity funding from Global Affairs Canada. This funding allowed for a threefold increase in experiences through fully funded, zero-cost-to-students group programs abroad, field schools, experiential short-term learning opportunities and sponsorship of visiting faculty who provided guest lectures in various programs

CY 2024

RTCN 2.4

of course registrations from South Island Partnership (SIP)



1,047 course registrations 754 headcounts AY 2023/2024

Break down systemic barriers to improve access to post-secondary education.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

RTCN 3.1

Establish a Centre of Prior Learning Assessment and Recognition



A Prior Learning Assessment and Recognition director was hired and joined the college in September 2024.

Centre of Prior Learning Assessment and Recognition established.



RTCN 3.2

Establish a baseline for students entering Camosun from diverse backgrounds:

- First-generation learners
- Accommodated Students (CAL)
- Indigenous Students
- Former Youth in Care with assistance
- New Canadians refugee/permanent resident /landed immigrant

- 433 first in the family to attend post-secondary (Student Experience Survey 2024)
- 1,625 students served by the Center for Accessible Learning (FY 2023/24)
- 1,038 Indigenous students (AY 2022/23)
- **102** former youth in care (FY 2023/24)
- 1,088 permanent residents (AY 2022/23)
- **39** refugees (AY 2022/23)

AY & FY 2022-2024

RTCN 3.3

of courses/course sections (and some programs) delivered locally and in remote Indigenous communities (Cross reference with Progress Measure HIR 1.1)



8 programs

AY 2023/2024

RTCN 3.4

of students served through programming designed to support refugees and newcomers



100 Students

With the conclusion of the Hospitality Industry Welcomes Refugees Employment-linked Sponsorship Program (HIRES) and other initiatives, the Canada-Ukraine Authorization for Emergency Travel (CUAET) program is now Camosun College's sole initiative supporting displaced individuals.

FY 2023/2024



Rising to the Challenges of Climate Change

Camosun College is committed to addressing the climate emergency and our impact on the environment through policy, practice, and education.

Key Highlights



In 2024, Camosun expanded its GoByBike initiative by adding a second fall event week, further promoting sustainable transportation on campus.



The library serves as a hub for learning and awareness, supporting initiatives like Earth Day and solar energy education, through curated literary resources, LibGuides, and book displays. Additionally, the Dr. Lloyd Morin Centre for Excellence in Teaching and Learning (CETL) underscores the value of place-based knowledge through its Learning on the Land series.



The Employee Training and Preparation (ETP) program continues to emphasize the importance of local food, sustainability, and community through garden and foodfocused events, which not only support local agriculture and students but also provide affordable food options on campus.



What we're excited about

In 2024, Camosun College advanced Climate Action by planning a Disaster and Climate Risk Assessment and developing the Sustainability Building Systems and Capacity Plan (SBSCP). The SBSCP, with a 20-year outlook and a 5-10-year project roadmap, will guide sustainable building and system planning. Together with BC Hydro/CleanBC planning, it supports a strategy to reduce greenhouse gas (GHG) emissions and aligns with the College's Climate Action Plan.

Invest in necessary resources to build momentum and capacity for addressing the climate emergency.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

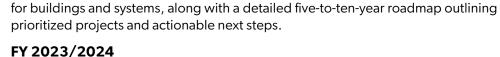
UPDATE

RTCCC 1.1

Develop and implement a Climate Action Plan



Climate Action Plan developed and implemented.



(b)

RTCCC 1.2

Invest in climate action and environmental sustainability resources to further enhance the capacity to respond to the climate emergency





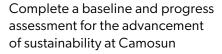
Procurement of additional smart meters for the Interurban Campus is in progress. Further opportunities will be identified following the completion of the Sustainable Building Systems Capacity Plan (SBSCP).

Development of the Sustainable Building Systems Capacity Plan (SBSCP) is underway.

The SBSCP will provide a 20-year framework for sustainability and capacity planning

FY 2023/2024











The first compliance report for Low Carbon Fuel Standards (LCFS) and tracking Electric Vehicle (EV) charging station usage has been completed and 88 carbon credits will be sold. Additionally, the Camosun Sustainability Manager completed training on version 3.0 of the Sustainability Tracking, Assessment, and Rating System (STARS) through the Association for the Advancement of Sustainability in Higher Education (AASHE).



FY 2023/2024

RTCCC 1.4

Align college sustainability priorities with the CICAN ImpACT Climate Project



The Office of Sustainability continues engagement with the Colleges and Institutes Canada (CICan) ImpAct-Climate Project, including participating in the CICan Technical Working Group on Scope 3 Emissions.

Updated sustainability plan.



FY 2023/2024

Support existing programs and increase climate education across the college.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

RTCCC 2.1

of workshops/Scheduled Development events offered to employees on climate action



9 workshops and learning events

- Spring GoByBike Week
- Fall GoByBike Week
- Use Your Own Cup Challenge
- Employee Training and Preparation (ETP) Food Kits Winter and Spring
- Online ImpAct Climate Challenge
- Earth Gardening Plant Therapy Open House
- ETP Plant Sale
- Celebrate Earth Day at the Library
- Learning on the Land Field Trips

CY 2024

RTCCC 2.2

of in-house announcements of climate events, projects, and other initiatives



41 announcements

Published on social media, college communications, and the college website, covering topics such as extreme weather, environmental events, and environmental responsibility awareness.

Examples include: GoByBike Week, Enactus Eat Local, ETP Earth Gardening plant sale, Camosun College Student Society (CCSS) Willows Beach Clean-Up.

CY 2024

RTCCC 2.3

of programs focused on sustainability and/or climate change



2 programs

- Environmental Technology
- Global Sustainability program area is comprised of 6 microcredentials through Professional Studies & Industry Training (ProSIT)

Currently exploring opportunities to develop future credentials to enhance students' understanding of the impact of climate change and equip them with skills for social responsiveness in their communities.

AY 2023/2024

Lower climate-changing emissions to meet or exceed B.C.'s legislated targets while adapting to the impacts of climate change.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

RTCCC 3.1

% decrease in greenhouse gasses (GHG) emissions (buildings, fleet, paper emissions)



Completed climate risk assessments on both campuses.

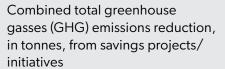
5.8% decrease in greenhouse gasses

Tracking is completed through the Clean Government Reporting Tool (CGRT) under BC's Carbon Neutral Government Regulation. Tracking efforts are coordinated by the Office of Sustainability in Facilities Services.



*Correction note: Last year's update report incorrectly cited CY 2023 instead of CY 2022

RTCCC 3.2





No significant changes to report this year. Ongoing projects are expected to deliver results in future reporting periods.

Inventory of campus spaces and places.



CY 2024

RTCCC 3.3

Complete climate risk assessments on both campuses, with an emphasis on climate adaptation needs







Camosun College is developing a comprehensive Disaster and Climate Risk Assessment (DCRA) to meet legislative requirements and proactively address climate change impacts. This integrated assessment will merge a Climate Risk Assessment (CRA) with a Hazard, Risk, and Vulnerability Assessment (HRVA).

To initiate the DCRA, a project work plan has been established. Initial steps include inventorying existing assessments and relevant documentation. Recent infrastructure assessments, including a 2023 hardscape condition assessment and a campus topographic survey, provide valuable insights into potential vulnerabilities and will inform the CRA. These assessments will help Camosun identify and prioritize adaptation measures to mitigate climate-related risks.

AY 2023/2024



Honouring Indigenous Resurgence

Camosun College supports and upholds the United Nations Declaration on the Rights of Indigenous Peoples and in particular Article 15.1 that "Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information."

The college will advance work to honour Indigenization, decolonization, the Truth and Reconciliation Commission of Canada's Calls to Action, the UN Declaration, and B.C.'s Declaration Act.

Key Highlights



Eyē? Sqâ'lewen hosted S'TENISTOLW, an Indigenous education conference, bringing together participants from across Canada, 60 Māori attendees from New Zealand, and representatives from Australia and the United States. This gathering of educators, administrators, staff, allies, and helpers fostered the exchange of knowledge and ideas to advance Indigenous post-secondary and adult education. The conference focused on partnerships, Indigenous pedagogy, and cultural safety, as well as providing a space for conversations on the importance of Indigenous education.



The college has launched initiatives to enhance cultural visibility and honour Indigenous heritage. This includes but is not limited to renaming spaces after local Indigenous leaders, establishing a Carver-in-Residence program with Bear Horne to create a welcome figure, and planning a mural commemorating the National Day for Truth and Reconciliation. Additional efforts include developing an online archive of Indigenous art and enhancing campus signage to reflect Indigenous representation.



What we're excited about

Camosun College and Malahat Nation launched the SOAR program to provide accessible adult education, offering foundational literacy and numeracy courses that prepare members for careers in trades, STEM, clerical, and management. Funded by the Indigenous Skills Training and Education Program, SOAR fosters community economic growth and employability.

Engage with reciprocity, understanding, and in good ways to cultivate healthy and supportive community relationships.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

HIR 1.1

of programs/courses delivered locally and in remote Indigenous locations (Cross reference with Progress Measure RTCN 3.3)



8 programs

AY 2023/2024

HIR 1.2

of Indigenous events that have both Camosun and local Indigenous community participation



12 events

- Honouring Ceremony for Dr. Skip and Linda Dick
- Orange Shirt Day
- Welcome Back student ceremony
- Elder's feasts
- Elders Holiday Jingle
- Carver in Residence Studio Visit
- New Year: Student Awards Ceremony
- 2 information sessions (AY 2023/2024)
- S'TENISTOLW
- Lii Michif Niiyanaan: We Are Métis
- Indigenous Peoples' Day (Royal Roads University)
- 4 Indigenous student graduation (luncheon) celebrations

AY 2023/2024



Further incorporate the four 'R's of Indigenous Education to ensure the college is an accessible, inclusive, and safe place where all students can thrive.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

HIR 2.1

Develop an Indigenous Education Plan



Eyē? Sqā'lewen has created a combined Indigenization Plan and Indigenization Action Plan (IAP) for 2023 to 2028. The plan integrates the Indigenization Plan, Indigenization & Reconciliation Task Force recommendations, Indigenous Education Plan, College Strategic Plan, and Truth and Reconciliation Commission (TRC) Calls to Action. A college-wide review of the plan is scheduled for spring 2025.

Developed and implemented Indigenization Plan.



AY 2023/2024

HIR 2.2

of Indigenous Students (Eyē? Sqâ'lewen and self-identified)



1,038 Indigenous students

AY 2023/2024 Source: BC Post-Secondary Central Data Warehouse

HIR 2.3

of students who have completed IST 120 or HLTH 111 year over year



602 students (increase of 140 from last year)

IST 120 - Indigenous Peoples/TELFIN TFE WILNEW (TTW)
HLTH 111 - Indigenous Peoples' Health

AY 2023/2024

HIR 2.4

of college community members who have completed TELTIN TTE WILNEW (TTW)



53 employees completed TTW (AY 2023-2024)

A total of 650 employees completed TTW (AY 2008 – 2024)

50 employees each year



HIR 2.5

of Indigenous students who pursue additional post-secondary studies



21 (45%) students

This represents a percentage of students who responded to the Diploma, Associate Degree, and Certificate Students (DAC).

AY 2023/2024 Source: BC Student Outcomes Survey (DAC 2024)

Infuse Indigenous ways of being and doing into practices and spaces at the college.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

HIR 3.1

Develop an Indigenization Plan



Developed and implemented Indigenization Plan.



Eyē? Sqâ'lewen has created a combined Indigenization Action Plan (IAP) for 2023 to 2028. The plan combines the Indigenization Plan, Indigenization & Reconciliation Task Force recommendations, Indigenous Education Plan, College Strategic Plan, and TRC Calls to Action. The IAP has been implemented internally, within committees, and will be reviewed college-wide in spring 2025 to track and promote Indigenization activities.

AY 2023/2024

HIR 3.2

Complete 23 actions in response to TRC calls to action Phase 2



6 of the 23 action items in Phase 2 of the College's TRC response have been completed.

Complete the 23 action items within the TRC Call to Action Phase 2 Project.



AY 2023/2024

HIR 3.3

Increase Indigenous cultural visibility on campuses (spaces, signage, art, traditional naming, land naturalization)





Complete the baseline inventory and continue to increase Indigenous cultural visibility on our campuses.



The college established a working group and initiated several initiatives to enhance cultural visibility and honour Indigenous heritage at Camosun. Examples include:

- Spaces & Signage: Two spaces are being renamed to honour Indigenous leaders: Wilna Thomas 200 (Dr. Skip and Linda Dick) and Wilna Thomas 234 (Tsa'Qwa'Supp, Art Thomson).
- Art: The first year of the Carver-in-Residence program is underway, with Bear Horne carving a welcome figure for the college at Camosun's interim Carving Studio at Interurban campus.
- Mural: Planning and design is underway for a mural commemorating the National Day for Truth and Reconciliation, designed by Brianna Bear (Coast Salish) and Jesse Campbell (Métis) and funded by Commemorate Canada.
- Online Archive: An archive of Eyē? Sqâ'lewen's Indigenous art collection is accessible via QR codes on plaques in Wilna Thomas, linking to CCSpace.
- Signage: Initial work has begun on enhancing signage with Indigenous representation, including a brass bench sign honouring Joyce B. Underwood (SAL,SHIM,IYE) and art plaques with QR codes.

CY 2024

Advancing Social Justice, Equity, Diversity, and Inclusion

Camosun College is committed to upholding the values of social justice, equity, diversity, and inclusion to foster a barrier-free and respectful learning and working environment for students and employees.

Key Highlights



In April 2024, the Director of Equity, Diversity, and Inclusion (EDI) formed an EDI Steering Committee, and in June 2024, launched the EDI webpage, which provides EDI-related information and resources for the Camosun community.



Camosun College is proud to champion cultural awareness and celebrate the rich diversity of our students and employees. This year, the college hosted 17 vibrant events spotlighting diversity and inclusion, while raising awareness through 37 impactful social media posts about religious, cultural, and social milestones. Together, the Camosun community is fostering a campus culture of connection, understanding, and celebration.



In 2024, Camosun College launched efforts to make lasting positive impacts on employees and students from diverse backgrounds. These actions included a thorough review of college policies, like the EDI (Equity, Diversity, and Inclusion) policy, to foster inclusivity. Additionally, the college introduced the EDI Initiatives Fund to support and enhance EDI efforts across the institution.



What we're excited about

The Camosun Accessibility Committee has progressed key projects to improve accessibility. With a new Chair and defined Terms of Reference, the committee benefits from active student involvement and CCSS representation. A web form gathers community feedback for the ongoing campus accessibility audit. Starting in 2025, an annual reporting template will track progress towards accessibility goals.

Develop a Centre for Equity, Diversity, and Inclusion.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

ASJEDI 1.1

Establish a Centre of EDI with thoughtful engagement with the college community

Centre of EDI established







In April 2024, the Director of Equity, Diversity, and Inclusion (EDI) formed an EDI Steering Committee, and in June 2024, launched the EDI webpage which provides EDI-related information and resources for the Camosun community. With the Provost's sponsorship, in November 2024, the EDI Centre announced the EDI Initiatives Fund to support greater inclusion of students and employees at Camosun.

AY 2023/2024

ASJEDI 1.2

Develop an EDI plan and implement



EDI plan developed and implemented



Working with the Provost & Vice-President, Education and Innovation, and the EDI Steering Committee, the Director of EDI initiated work on the EDI Plan. 19 focus group discussions were held with 198 participants (135 students and 63 employees). An additional 21 participants also provided feedback on EDI priorities through an anonymous online form. The data analysis phase began in December 2024. More focus groups may be conducted as needed. The first draft of the plan will be completed in early Winter 2025, with consultation on the draft to follow.

AY 2023/2024

ASJEDI 1.3

Establish a cross-college advisory committee



The EDI Steering Committee was established in April 2024. Two working groups have emerged from the steering committee: the EDI Policy Review Subcommittee, in partnership with Strategy, Planning and Transformation and the EDI Initiatives Fund Adjudication Committee.

AY 2023/2024



Embed the principles of social justice, equity, diversity, and inclusion as individual and collective responsibilities.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

ASJEDI 2.1

Develop data and reporting strategy to advance SIEDI capacity

Data and reporting strategy established



The new EDI Director will work collaboratively with college partners and colleagues to develop a data and reporting structure to advance social justice, equity, diversity, and inclusion at Camosun. This work will begin in 2025.

AY 2023/2024

ASJEDI 2.2

Develop and implement strategies to strengthen inclusive hiring practices



Expanded the updated diversity statement (Commitment to Equity, Diversity and Inclusion) to be included on all job postings.

AY 2023/2024

ASJEDI 2.3

Prioritize space that provides physical recognition of diversity and people's culture



Examples of projects completed in the 2023/24 fiscal year include:

- New rolling blinds have been installed in the Ewing and CBA/TEC buildings to reduce glare and improve comfort for those with light sensitivities.
- Design work is complete for a new connector walkway from the CHW building to the campus center, enhancing accessibility.
- A dedicated space for a resident Indigenous carver has been identified at Interurban campus
- Two spaces are being renamed to honour Indigenous leaders: Wilna Thomas 200 (Dr. Skip and Linda Dick) and Wilna Thomas 234 (Tsa'Qwa'Supp, Art Thomson).

Additionally, an accessibility report is being prepared for both campuses, which will evaluate layout and circulation, access routes, safety and emergency systems, and interior spaces.

FY 2023/2024

ASJEDI 2.4

of learning opportunities that support an inclusive organizational culture



36 opportunities

This includes Canadian Centre for Diversity and Inclusion (CCDI) workshops and Respect in the Workplace training that have been modified to include EDI perspectives.

CY 2024

ASJEDI 2.5

of programs that have partnered with the EDI Centre to incorporate principles into teaching and learning



Preliminary conversations have occurred between the EDI Director, Deans, and faculty members who are already incorporating, or who would like to incorporate, EDI principles into their teaching and learning. However, no formal partnerships have been established yet.

CY 2024

Celebrate and uphold the diversity of students and employees as a strength within Camosun's community.

CODE / DESCRIPTION / TARGET

ACTION / MEASURE

UPDATE

ASJEDI 3.1

Develop hiring selection processes that value cultural strengths and lived experience



Human Resources developed an inclusive selection process toolkit and launched education and outreach initiatives for workplace leaders, incorporating equity, diversity, and inclusion considerations, with a focus on Indigenization, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the TRC Calls to Action.

AY 2023/2024

ASJEDI 3.2

of events designed to celebrate, empower, recognize, and advocate for, the diversity of the people within Camosun College



17 events / Examples include:

- March 2024: International Women's Day Panel
- May 2024: Asian Heritage Month celebration, National Accessibility Week events
- June 2024: Women in Trades DEI Training
- July 2024: CCSS Pride Parade
- August 2024: S'TENISTOLW Conference
- September 2024: Korean Cultural Festival
- September 2024: Orange Shirt Day event
- October 2024: Queer Connections
- October 2024: CCSS Diwali event
- November 2024: Interdisciplinary Day of Learning (IDOL): Responding to Neurodiversity

CY 2024

ASJEDI 3.3

public announcements and recognition of cultural and social justice events



37 social media posts

CY 2024



This document is a celebration and demonstration of the college's continued commitment to advancing the values and priorities of the Strategic Plan. Thank you to all college employees, students, and community members for your dedication to the good work we do together.



