



BOARD OF GOVERNORS

REGULAR MEETING AGENDA

MEETING: Monday, April 14, 2025
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
 Bijan Ahmadi
 Monty Bryant, Past Chair
 Jeremy Burgess
 Joanne Cumberland
 Shane Hartman
 Sean Leyland
 Lindsay Kearns, Vice Chair
 Brenda McBain
 Ruth Mojeed Ramirez
 Prince Solanki
 Mike Stubbing, Treasurer
 Lane Trotter, President
 Al van Akker

ADMINISTRATION:

John D’Agnolo, Exec. Dir., Human Resources
 Deborah Huelscher, VP Administration & CFO
 Rodney Porter, Exec. Dir., Communications & Marketing
 Jen Stone, Exec. Dir., Strategy, Planning & Transformation
 Richard Stride, Acting Provost & VP Education & Innovation

REGRETS:**EXECUTIVE ASSISTANT:** Naomi Poeschek

Camosun College respectfully acknowledges that our campuses are situated on the territories of the Ləkʷəŋən (Songhees and Kosapsum) and WSÁNEĆ peoples. We honour their knowledge and welcome to all students who seek education here.

	I, A, D	Page
I. CALL TO ORDER		
II. APPROVAL OF THE AGENDA		
III. BOARD MEMBER REPORTS		
1. Chair’s Report [5 min] (Tanya Clarmont)	I	no attachment
2. President’s Report [5 min] (Lane Trotter)	I	attachment 4
3. Foundation [5 min] (Joanne Cumberland)	I	no attachment
4. Education Council [5 min] (Bijan Ahmadi/Monty Bryant)		
i) Minutes of the February 19, 2025 meeting	I	attachment 6
5. Pacific Institute for Sport Education [5 min] (Jeremy Burgess)	I	no attachment

			PAGE
IV. BOARD COMMITTEE REPORTS			
1. Executive Committee			
i) Report from the March 31, 2025, meeting [10 min] (Tanya Clarmont)	I	no attachment	
a. Recommendation on public attendance at Board meetings	I	attachment	11
2. Finance Committee [15 min] (Mike Stubbing)			
i) Minutes from the January 27, 2025 meeting	I	attachment	12
ii) Report from the April 7, 2025 meeting			
a. Budget 2025/2026	D	attachment	14
V. APPROVAL OF THE MINUTES			
Minutes of the February 3 and March 3, 2025 meetings [2 min] (Tanya Clarmont)	I	attachment	15
VI. NEW BUSINESS			
VII. ADJOURNMENT			

- I Information
- A Advice
- D Requires a decision. See page 3 for proposed motions.



BOARD OF GOVERNORS

Regular Meeting

MOTION

Monday, April 14, 2025

IV. BOARD COMMITTEE REPORTS

2. Finance Committee

ii) Report from the April 7, 2025, meeting

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2025/26 WITH TOTAL REVENUE OF \$171,955,297 AND TOTAL EXPENDITURE OF \$171,955,297 RESULTING IN A BALANCED BUDGET.



Board of Governors

SUBMITTED BY: Lane Trotter, President
DATE: April 14, 2025
TOPIC: President's Report: March 4 – April 14, 2025

Note: A verbal report will be provided for events from April 9th through 14th, due to the publishing timeline of the Board meeting package.

1. Meetings with External Community

On March 4th I attended the meeting of the BC College's Presidents, held in Victoria.

On March 7th I attended the Camosun College Indigenous Advisory Council meeting at the Lansdowne campus.

On March 26th I had an interview with Bailey Seymour of Black Press to discuss the college's budget situation and international student enrolments.

On April 1st I was interviewed by Iain Wilson and Tiffany MacLennan of Higher Education Strategy Associates for a piece they are researching on how Canadian colleges have recovered from financial challenges in the past, specific to my experiences in the 1990s.

On April 8th I met with Will Greaves, Liberal Party of Canada's candidate in Victoria in the current federal election. We discussed current challenges for post-secondary institutions in Victoria and on Vancouver Island, as well as political priorities across Greater Victoria, and what the college would like to see from the next MP for our community.

2. Meetings with Internal Community

On March 11th Richard Stride and I attended a meeting with Technology faculty and staff.

On March 11th Richard Stride and I attended a meeting with Trades instructors and staff.

On April 2nd I had an update meeting with Michel Turcotte, Executive Director of the Camosun College Student Society.

On April 4th, Deborah Huelscher, Richard Stride and I arranged a financial update meeting with the union heads. Lynelle Yutani attended; Erynne Grant was detained at the last minute and unable to attend; Lynelle informed us that Steven Nixon is on parental leave.

3. Special Events

On March 13th I participated in the college's annual Pi day event at the Interurban campus.

On March 27th, Richard Stride and I attended the IECC Indigenous Awards ceremony at the Lansdowne campus.

On April 4th, I attended the Foundation's "Feast of Flavours" dinner and auction at the Helmut Huber Annex.

ITEM	PRESENTER
D. ACCEPTANCE OF AGENDA	Bijan Ahmadi
The agenda for Feb 19, 2025 was approved by unanimous consent.	
E. MINUTES FOR APPROVAL	Bijan Ahmadi
The minutes for the Jan 22, 2025 meeting were approved by unanimous consent.	
F. REPORTS	
1. Education Council Chair	Bijan Ahmadi
<p>Bijan addressed the Council about recording EdCo meetings on Teams, which began for notetaking accuracy by the Coordinator of Education Approvals. Initially done by a digital recording pen, when the College moved to Teams it seemed reasonable to record the Teams meetings. Concerns have arisen regarding privacy due to the availability of the video recording to the Teams participants, and requests for meeting videos from someone outside of EdCo. This raises questions about the roles and responsibilities EdCo has in creating an open meeting space while respecting people’s privacy. In addition, members who attend meetings in person do not see the privacy notification pop-up or can make statements around privacy and their consent to be recorded, and how that recording is shared.</p> <p>Bijan emphasized that recordings are for notetaking only and has sought guidance from the Policy and Standards committee. The role of recordings, privacy, consent and implied consent were discussed. He will research practices at other institutions. Bijan noted that Council members were not informed about the recordings’ purpose or consented to them. Until EdCo can weigh-in, he believes recordings should not be publicly available, even to Council members, to prevent misuse. Recordings should be managed by the notetaker.</p> <p>Bijan requested that Andrea/ECC make the recording accessible only to her for minute-taking. He really wants to engage Council on this didn’t want to bring it to this meeting given the low attendance, and that for members this in new information that they haven’t had the time to consider the impacts of privacy and consent. He plans to add this to next month’s agenda and to have EdCo create some guidance for Policy and Standards to create language for the bylaw that identifies the framework and purpose of the recordings. He will send out a briefing note on this so that everyone has a chance to think about it.</p> <p>Bijan reminded Council members of the upcoming election and that there are seven faculty seats, two support staff seats, and four student seats available.</p>	

ITEM	PRESENTER
<p>The nomination period is March 2-15, with a voting period in April. Questions can be directed to Bijan or Andrea or visit the elections webpage.</p> <p>Bijan reported that SHIWEK has met and approved the framework for Indigenous voting membership on Education Council. There will be a committee responsible in finding the appropriate Indigenous member who will come to Council as a representative of the Indigenous community, rather than from a particular unit. The current framework proposed by SHIWEK will be forwarded to Council to reflect on prior to this being an agenda item for discussion. Changes to the bylaws require 30 days notice.</p>	
<p>2. Acting Provost and VP Education and Innovation</p>	<p>Richard Stride</p>
<p>In response to a member’s questions in the check-in, Richard noted that he followed up with the members of CETL to clarify with them that they have agency to work through identifying where savings can be made in their unit. He emphasized that the College is not getting rid of anything that is absolutely needed and that a large part of the direction being taken is ensuring that every unit has some agency in looking at how those savings are achieved. He acknowledged the frustration that the earlier messaging created and stressed the importance of better communication moving forward. Richard highlighted the College’s commitment to minimizing the impacts on students, maintaining good curriculum development and delivery, and ensuring programming is held as intact as possible.</p> <p>Richard’s report reiterated the ongoing efforts across the College to find solutions during these financial challenges. Meetings with School leadership and departments are focussed on finding savings in a way that gives each unit agency, and that minimizes the impacts on our students and our ability to provide quality services to our students.</p> <p>Richard shared how heartening it was to hear during the check-in some of the good things that are happening – the program developments moving forward, the work that people are doing together – remembering that even though we have some financially challenging times right now, that we are still an institution that does amazing work and will continue to do that throughout these times. As for future updates, leadership is cautiously working around making the best decisions possible, with limited information. The work being done now aims to address School-based decisions in the coming weeks as we start to make some best-guessed predictions around what we’re facing in the Fall.</p>	
<p>3. Board Member</p>	<p>Bijan Ahmadi for Dr. Monty Bryant</p>
<p>Bijan reported that the Board met on February 3 over Teams due to the weather, with over 150 guests in attendance. The Board approved the Board Monitoring Policy as well as the President’s Goals for 2024-2025. In addition, Strategy, Planning, and Transformation provided the annual Strategic Plan</p>	

ITEM	PRESENTER
<p>update which was also approved. The Registrar provided the registration and enrollment report which included information on the rising domestic numbers.</p> <p>The Board Operations Bylaw did not receive approval, and Board members were encouraged to return to the next meeting to discuss any particular specific Board policies wherein the transfer of ownership of the board policy was being identified as potentially concerning.</p> <p>The Board received a finance update on student housing; funds allocated for this purpose are unaffected by the current situation.</p>	

G. COMMITTEE REPORTS

Education Council Policy and Standards Committee

Peter Moroney

Pete reported that the committee met on January 31 with good attendance. Rob Thompson attended as a guest to discuss the appeals for outcomes within the Academic Progress Policy. There is concern that there currently isn't an appeals process within the policy. This led to discussions about the idea of academic reset of which is noted to exist in other institutions. Discussions around whether this is a form of appeal or whether it's some type of major concession. The Academic Progress Policy is being opened for review; these ideas will be looked at within this context. This also could be linked to the Strategic Enrollment Management work that is being done as it ties into retention and supporting students. He thanked Rob for bringing this forward indicated that everyone supports this work and it's essentially happening. Exceptions are being made for students on an ad hoc basis; putting this in policy and making it more transparent will be worked on.

He noted that the committee discussed EdCo recordings and the prospect of developing guidelines or changes to policy. Topics such as what is the impact of the functioning of EdCo – does it change the dynamics of the discussions and conversations that we have? – were broadly discussed. He encouraged members to think about this for the next meeting when EdCo recordings will be on the agenda.

Pete provided an update on the Education Council Appeals panel. There are plans to establish a standing panel of dedicated faculty and student members to ensure timely responses. In the interim, he encouraged anyone interested in joining the current member pool to contact him.

H. INTEGRATED CURRICULUM COMMITTEE REPORT

Christopher Avis

Regular Curriculum for Approval

Whereas: The Integrated Curriculum Committee has reviewed and had consensus to recommend full approval of the following curriculum:

A&S – MATHEMATICS & STATISTICS

T&T – MECHANICAL ENGINEERING

[Engineering Transfer - First Year Engineering \(Certificate\)](#)

[ENGR 175](#)

ITEM	PRESENTER
ENGR 193 ENGR 194 ENGR 195	
ACCESS – ELD ELD 056	
Motion: That Education Council approves changes to the curriculum as submitted: <p style="text-align: right;">Moved by: Lois Fernyhough Seconded by: Andrea Kucherawy Motion Carried</p>	
I. MOTION - ELECTION FOR INTERIM STUDENT REPRESENTATIVE	Bijan Ahmadi
Motion: That Education Council approves to elect the interim student representative, Christina Flores, from March 2025 – July 31, 2025. <p style="text-align: right;">Moved by: Andrea Kucherawy Seconded by: Mark Fournier Motion Carried</p>	
J. ADJOURNMENT	Bijan Ahmadi
The meeting adjourned at 5:11 pm.	



BRIEFING NOTE
Board of Governors

SUBMITTED BY: Tanya Clarmont, Chair, Board Executive Committee
DATE: April 14, 2025
TOPIC: Process for in-person attendance at Board meetings

For Information: X

For Decision:

For Advice:

1. PREAMBLE

All Board of Governors meetings will continue to be held in the Boardroom, Paul 216, Lansdowne Campus. In the event a Board meeting is held at the Interurban campus, the same process will apply.

Given the layout of the Boardroom for Board meetings and on the recommendation of Facilities, up to ten* members of the public will be accommodated per meeting.

**This number may fluctuate dependent on guest presenters in attendance.*

2. PROCESS

- Members of the public must register by emailing the EA to the Board of Governors between the hours of 8am and 4pm on the Monday prior to a Board meeting. **Only names submitted within this time frame will be considered for in person attendance.**
 - The Board meeting schedule can be found [here](#).
- Up to ten names will be selected by random selection from those submitted.
 - Random selection will be through the use of an online random name generator.
 - Those selected will be notified by the EA to the Board on the Tuesday prior to the Board meeting.
 - Those not selected will be sent a Teams link to join the meeting online.
 - All members of the public are welcome to request a link from the EA, up to one business day ahead of the Board meeting, to join the meeting online.

3. CODE OF CONDUCT

Members of the public who are attending a Board meeting in-person are observers and may not participate in the meeting. Questions can be directed to the EA to the Board after the meeting, via email, for response by the Board Chair or as delegated.

Any member of the public found to be disruptive or interfering with the work of the Board during the meeting may be asked to leave at the discretion of the Board Chair or as delegated.



BOARD OF GOVERNORS

FINANCE COMMITTEE MINUTES

MEETING: Monday, January 27, 2025
TIME: 4:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:
Mike Stubbing, Chair
Monty Bryant
Tanya Clarmont
Brenda McBain
Al van Akker
Lane Trotter, President (ex officio)

RESOURCES:
Deborah Huelscher, VP Administration & CFO

GUESTS:
Glenn Cook, BTY, Project Manager
Evan Hilchey, Interim Associate VP Administration

REGRETS: Ian Tol

EXECUTIVE ASSISTANT: Naomi Poeschek

The meeting was opened with the Acknowledgement of the Territory.

I CALL TO ORDER

Finance Committee Chair Mike Stubbing called the meeting to order at 4:00 pm.

II APPROVAL OF AGENDA

The agenda was approved as presented.

III MINUTES OF PREVIOUS MEETING

The minutes of the October 28, 2024, meeting were approved as distributed.

IV NEW BUSINESS

1. Financial Management Report for the Nine Months to December 31, 2024

Deborah Huelscher, VP Administration & CFO, provided a summary level update on the financial results for the third quarter of the fiscal year.

On a consolidated basis there was a deficit balance of (\$4.046M) against a budgeted deficit of (\$5.393M) resulting in a positive variance of \$1.348M at December 31. Base operations overall had a positive variance of \$1.366M at the end of the third quarter. Expenses for the third quarter were close to 4% higher than budgeted. International tuition revenue was \$2.040M lower than budgeted due to lower-than-expected Fall enrollment, with a further loss of \$3.5M expected by March 31.

Mike Stubbing, Chair, noted on page 11 of the report that comparison of the budget column vs forecast column identified that positive budget variances from the smaller functional areas added up to about \$1M, which is significant.

Although the 4th column of the Consolidated Summary on page 7 indicates a \$1.3M positive budget variance over the first 9 months of the fiscal year, we are still projecting to be \$1.6M behind budget by the end of the 4th quarter (ignoring the estimated \$3M in severance costs). This indicates the sudden impact of reduction to international students' enrollment and tuition revenue.

Deborah noted that we are forecasting an estimated \$3M in severance costs which will have a significant impact on Q4 and which will continue to grow in the next fiscal year. Due to the timing and process involved with labour codes, we will not be able to complete the workforce adjustments all at once. At this point there is no intent to cut programs, however full sets must be run to maximize efficiency. The College continues to investigate alternate sources of revenue, including potentially increasing international and/or domestic tuition.

2. Budget Update 2025/2026

Deborah Huelscher noted an anticipated \$10M issue, but it is difficult to predict what this will look like. We continue to strive for a balanced budget, recognizing decisions that need to be made.

V STUDENT HOUSING REPORT

1. Student Housing Update

Deborah Huelscher provided an update from the 'Student Housing Capital Project Steering committee', summarizing the governance structure which has been approved by the Ministry. As the timeline and budget are developed there will be higher level updates to the Board (via the Finance committee).

Glenn Cook, BTY, Project Manager, gave an overview of the reporting format, noting that it will be constantly evolving as the project proceeds. Quarterly Project Status Reports will be presented to the Finance Committee. Glenn noted that both the Prime Consultant and Cost Consultant should be determined by Monday, February 3, 2025.

Evan Hilchey, Interim Associate VP Administration, provided a summary of the project objectives and scope. Evan noted the importance of considering the operational and community needs and the need to plan ahead for them.

Mike Stubbing noted that the Board will be interested in quarterly updates on the timeline, project financials (cash flows and funding sources), the change order log and associated decisions and other project related issues, including delays. The Board also reserves the right to request additional info as needed.

VI ADJOURNMENT

The meeting was adjourned at 5:15pm.



**BRIEFING NOTE
BOARD OF GOVERNORS**

SUBMITTED BY: Deborah Huelscher
DATE: April 14, 2025
TOPIC: Operating Budget 2025/2026

For Information:

For Decision: X

For Discussion:

1. OVERVIEW

All members who were in attendance at the special Board Finance committee meeting on April 7, 2025, received a comprehensive review of the consolidated (operating and capital) budget for the 2025/2026 fiscal year as proposed by college Administration. As well, there was opportunity for the Board to ask questions and engage in dialogue.

2. OPTIONS

- Approve the consolidated budget for 2025/2026 as proposed. After meeting with the whole board, the Finance committee has recommended that the Board approve the budget as proposed by Administration.
- Do not approve the consolidated budget for 2025/2026 as proposed, and request changes (by motion).

3. COMMUNICATIONS

Communication of the approved budget, and updates as required, will continue throughout the year in CamNews announcements.

4. RECOMMENDATION AND OR MOTION

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE COLLEGE'S BUDGET FOR THE FISCAL YEAR 2025/26 WITH TOTAL REVENUE OF **\$171,955,297** AND TOTAL EXPENDITURE OF **\$171,955,297** RESULTING IN A **BALANCED BUDGET**.



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, February 3, 2025
TIME: 5:00 pm
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
 Bijan Ahmadi
 Monty Bryant, Past Chair
 Joanne Cumberland
 Sean Leyland
 Brenda McBain
 Prince Solanki
 Mike Stubbing
 Lane Trotter, President
 Al van Akker

REGRETS: Jeremy Burgess, Lindsay Kearns,
 Shane Hartman, Ruth Mojeed Ramirez

ADMINISTRATION:

John D’Agnolo, Exec. Dir., Human Resources
 Deborah Huelscher, VP Administration & CFO
 Rodney Porter, Exec. Dir., Communications & Marketing
 Jen Stone, Exec. Dir., Strategy, Planning & Transformation
 Richard Stride, Acting Provost & VP Education & Innovation
 Geoff Wilmshurst, VP Enrolment & Community Engagement

GUESTS:

Rashed Al-Haque, Assoc. Dir., Policy Development & Planning
 Peter Moroney, Dir., College Planning & Policy
 Scott Harris, Registrar
 Christiaan Bernard, Exec. Dir., Camosun International

EXECUTIVE ASSISTANT: Naomi Poeschek

The meeting was opened with the Acknowledgement of the Territory.

I CALL TO ORDER

Tanya Clarmont, Chair, called the meeting to order at 5:00 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed, with item VI 3) deferred to the March meeting.

III BOARD MEMBER REPORTS

1. Chair’s Report

Tanya Clarmont, Chair, recognized Naomi Poeschek as the Board’s new Executive Assistant. Tanya noted all the regular Board meetings are open to the public and welcomed the guests on Teams. Tanya and Lane Trotter met several times for planning and updates.

On December 3, 2024, Lindsay Kearns brought a welcome to the announcement of the renaming of the Centre for Trades Education and Innovation Building to the Bhalla Centre for Trades Education and Innovation. Jeety Bhalla and family entrusted a gift of \$1M to Camosun.

An update was received from Scott Borland, Cygnus Consultants on January 9, 2025 regarding the President's 360 review process. Scott is currently developing materials for the survey/interviews, key competencies and selection of respondents. He will arrange a meeting in early February to review the work plan and associated materials.

a) **Mandate letter to Minister Anne Kang from the Premier**

Lane Trotter, President noted that the 2025/2026 Government Mandate Letter was received on January 16, 2025 as written by Premier David Eby to Minister of Post-Secondary Education and Future Skills, Anne Kang, outlining the Premier's expectations of the Minister. Previously, the Government has requested endorsement of the mandate by the Board which has been completed by the Board Chair on the Board's behalf.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE TERMS OF THE 2025/2026 GOVERNMENT MANDATE LETTER AS WIRTTEN BY PREMIER EBY TO MINISTER KANG AND AUTHROIZE THE BOARD CHAIR TO SIGN ON BEHALF OF THE BOARD, IF REQUESTED.

CARRIED

2. President's Report

Lane Trotter shared that on January 23, he and Todd Ormiston attended the Westshore Campus Indigenous Advisory Committee, along with their counterparts from UVic and Royal Roads. They discussed programming, student supports and creating a regular meeting for this group.

On January 30, Lane attended the Vibrant Communities event which was hosted by Doane Grant Thornton LLP.

On January 30, the College Executive Team participated in a virtual Town Hall Meeting to update the college community on our current state, due to the impact of the federal government's decision regarding international students at our institution and every other post-secondary institution in the country.

3. Foundation

Joanne Cumberland, Foundation Liaison, noted that the committee has not met since the last meeting in December 2024.

Geoff Wilmshurst, Vice President Enrolment & Community Engagement, identified a record-breaking fiscal year end for the Foundation of \$4.65M, with an additional \$281K raised in the first month of 2025. The annual audit begins next week and there is an annual planning session on February 7, 2025. Camosun has been gifted \$1M from Highstreet Ventures to support bursaries for women in trades programs.

4. Education Council

Bijan Ahmadi, Chair, Education Council, noted the minutes from the November 20, 2024, meeting were included in the agenda package and that the December 11, 2024 minutes have also been approved and will be included in the next Board package. Bijan went over the highlights of the January 21, 2025 meeting which included review of the draft policy framework documents, as presented by SPT, as well as approval of the revised Health and Safety Withdrawal Policy. A new

student representative attended the meeting as a guest and was voted in as a member at the end of the Council meeting.

Bijan also reported that several Council members were concerned about the clarity and openness of information provided by management around cuts to specific positions that they felt would deleteriously impact the work of Education Council, and implored members of the Board to review the level and degree of communication between management and the wider college community. Monty Bryant respectively stated that such comments were related to management issues and not the business of the Board of Governors.

5. Pacific Institute for Sport Education (PISE)

Jeremy Burgess, PISE Liaison, sent regrets for this meeting. Lane Trotter reported that the PISE Board met before Christmas to identify Spring 2025 events that they will be fundraising for in the community. Some issues have been identified around reviewing the Strategic Plan. PISE continues to review and manage their budget very carefully.

IV BOARD COMMITTEE REPORTS

1. Executive Committee

a) Report from the January 20, 2025, meeting

Tanya Clarmont, Chair, Executive Committee, noted they met on January 20. On December 6 we submitted the Request for Appointment to the Crown Agencies and Board Resourcing Office (CABRO) for the turnover of appointments that take place on July 31, 2025. It included recommendations for candidates in the areas of Finance and Cybersecurity.

As directed, Strategy, Planning and Transformation (SPT) sought advice and feedback from Education Council to revise the Board Operations By-Law, Policy Framework and Policy Matrix to reflect the practices of similar sized BC colleges with the delegation of operational policies to the President. The recommendation to the Board is next on the agenda.

We received an overview of the newly created Board Monitoring Report for Student Success. This is the first time this report has been created for the Board, providing a comparison of Camosun with our peer institutions in BC. We reviewed Lane Trotter's goals for 2024 and considered his goals for 2025. Recommendations to the Board on each of these topics are coming up later in the agenda.

We discussed the topic for the next Learning about Camosun. An overview of Registration Systems and Enrollment will be presented later in the meeting, under New Business. We reviewed the Strategic Plan Update Report for Year Two which will be presented under the New Business section of the agenda. A recommendation to the Board will follow the presentation. We approved the agendas for today's meetings.

i) Board Operations By-Law, Policy Framework, and Policy Matrix

Jen Stone, Executive Director, Strategy, Planning & Transformation; Rashed Al-Haque, Associate Director, Policy Development and Planning; and Peter Moroney, Director, College Planning and Policy summarized the key changes to the documents as per the recommendations from Board Executive.

Joanne Cumberland identified concerns in removing operations approvals from the Board's oversight. It was suggested to table the current motion, and two subsequent motions, until the March 3, 2025 Board meeting.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS TABLE THE MOTION [THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE REVISIONS TO 'G-1.3 BOARD OPERATIONS BY-LAW'] UNTIL THE MARCH 3, 2025 BOARD MEETING.

CARRIED

ii) Board Monitoring Report Student Success

Jen Stone noted that the information in this report is internal to the College Central Data Warehouse (CDW) and uses data from other institutions which should not be shared. Jen presented an overview of the report, which analyzes patterns of change and emerging trends with regard to student outcomes data and credentials data. This report will be presented annually to the Board. Suggestions or feedback for what could be included in next year's report are welcome.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE BOARD MONITORING REPORT FOR STUDENT SUCCESS.

CARRIED

iii) President's Goals Review of 2024

Lane Trotter noted that a lot of goal related work shifted after the changes announced by the Federal government. It was clarified that the Board is considering the motion based on the document being historical and not a current document.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE UPDATE ON THE PRESIDENT'S GOALS FOR 2024.

CARRIED

iv) President's Goals for 2025

Lane Trotter noted that it might take longer to achieve some of these goals as we are now constrained in the resources available given the financial situation.

With regards to Goal # 4, Sustainability, Al Van Akker asked if the President and CET would be consulting with union groups on staffing changes. At Lane's request, John D'Agnolo noted that the college has met with unions re: workforce adjustments and will continue to collaborate with them. Richard Stride also shared that many meetings have been had with Deans, Directors, and their departments etc., trying to give agency to units that may be affected as to where they can find savings.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS APPROVE THE PRESIDENT'S GOALS FOR 2025.

CARRIED

2. Finance Committee

- i) The minutes from the October 28, 2024, meeting were included in the agenda package.
- ii) Mike Stubbing, Chair, Finance Committee, gave a report on the January 27, 2025 meeting. We reviewed the financial results for the third quarter, to the end of December 2024. There was a deficit balance of just over \$4M against a budgeted deficit of \$5.4M for an overall positive variance of \$1.4M.

Base Operations revenue was \$4.6M higher than budget due to received grants. However, this is flow through revenue and does not offset the deficit. Expenses were higher than budget by \$4.2M. International tuition revenue was approximately \$2M lower than budget. Student enrollment numbers are declining at a much more accelerated rate, with a further loss of \$3.5M expected by the end of the fiscal year. These impacts will have a multi-year effect.

Mike Stubbing provided an update on Student Housing. The Finance Committee was able to provide members of the Student Housing Capital Project Steering Committee with feedback on what they would like to see in quarterly reports in order to provide informative updates to the Board.

V APPROVAL OF THE MINUTES

The minutes of the December 2, 2024, meeting were approved as distributed.

VI NEW BUSINESS

1. Learning About Camosun: Registration Systems and Enrollment

Scott Harris, Registrar noted that domestic enrollment has increased by 5% in Fall 2024 and by 6% in Winter 2025, surpassing expectations. This is largely attributed to CET investments in domestic recruitment capacity. Applications are also up by 17% for 2025F. A more deliberate approach is being taken for enrolment management and collaboration with Schools.

Christiaan Bernard, Executive Director, Camosun International identified that international student numbers are decreasing due in part to difficulties in getting students to come to Canada. Only about 20% of Canada's programs remain eligible for Post-Graduation Work Permits (PGWP). Overall, Camosun has seen a 21% drop in headcount between 2024W and 2025W, with admissions applications down by 63% from 2024F to 2025F.

2. Strategic Plan Update Report

Jen Stone identified that all information in this report is from 2024 – anything from January 2025 forward will be covered in the Year 3 report. There are 70 progress measures in the report that are updated every year.

Rashed Al-Haque, detailed the work that went into the report, including various meetings with people to look at targets, receiving updates on these targets, and compiling all received data into the current document. A baseline was established in Year One to allow for direct comparison.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT THE STRATEGIC PLAN UPDATE REPORT 2024.

CARRIED

VII ADJOURNMENT

The meeting was adjourned at 6:55 pm.

Tanya Clarmont, Chair

Date

Naomi Poeschek, Executive Assistant



BOARD OF GOVERNORS

REGULAR MEETING MINUTES

MEETING: Monday, March 3, 2025
TIME: 5:00 pm
LOCATION: Paul 216, Lansdowne Campus
ONLINE: Teams

BOARD MEMBERS:

Tanya Clarmont, Chair
 Bijan Ahmadi
 Jeremy Burgess
 Joanne Cumberland
 Shane Hartman
 Sean Leyland
 Lindsay Kearns
 Brenda McBain
 Ruth Mojeed Ramirez
 Prince Solanki
 Mike Stubbing
 Lane Trotter, President
 Al van Akker

ADMINISTRATION:

John D’Agnolo, Exec. Dir., Human Resources
 Deborah Huelscher, VP Administration & CFO
 Jen Stone, Exec. Dir., Strategy, Planning & Transformation
 Richard Stride, Acting Provost & VP Education & Innovation

GUEST: Pari Johnston, President & CEO, Colleges & Institutes Canada (CICan)

REGRETS: Monty Bryant, Rodney Porter, Exec. Dir., Communications & Marketing

EXECUTIVE ASSISTANT: Naomi Poeschek

The meeting was opened with the Acknowledgement of the Territory.

I CALL TO ORDER

Tanya Clarmont, Chair, called the meeting to order at 5:00 pm.

II APPROVAL OF THE AGENDA

The agenda was approved as distributed with one change – a guest presentation under New Business was moved to the beginning of the meeting. No other changes to the agenda were made. Tanya noted all regular Board meetings are open to the public and welcomed the guests on Teams.

III BOARD MEMBER REPORTS

1. Chair’s Report

Tanya Clarmont, Chair, noted that she and Lane Trotter met several times for planning and updates. Several communications from the campus community were received and responded to following the February 3 Board meeting.

On February 11, Tanya and Lane met with Scott Borland, Cygnus Consultants, regarding the President's 360 review process. The selection of respondents for the online survey and interviews was completed and questions for both processes were finalized. The online survey will be sent to respondents the week of March 3, 2025. Interviews will be scheduled beginning the week of March 3, 2025 as well.

On February 20, the Victoria Chapter of the Chartered Professional Accountants of BC held their annual Lunar New Year dinner and auction event which supports the CPA Award in Accounting at Camosun College. It was a great success.

2. President's Report

Lane Trotter, President, noted that he attended a meeting with the Presidents of BC Colleges today. Additional budget discussion will take place with the group tomorrow, where the provincial government's directions for funding will be shared.

Deborah Huelscher, VP Administration & CFO, responded to a question regarding the progress at the Westshore campus, noting that the building will be ready for occupancy in June, with classes to start in September. The province has confirmed the funding they will provide and financially the budget is on track. We should still be able to do what we were anticipating in terms of courses and potential dual credit. Partners have made some changes/modifications to their previous usage plans. The collaboration is between Camosun/UVic/RRU and the school district; the Justice Institute is involved but not a core member.

3. Foundation

Joanne Cumberland, Foundation Liaison, noted that the Foundation Board met on February 27. Discussions were held in groups to work on developing the Foundation's Strategic Plan, which will be brought back to a future meeting to finalize. They also reviewed the list of students receiving bursaries: \$326K is being awarded in bursaries this year.

The Foundation's Strategic Plan is not directly influenced by the current budget and decreased numbers of international students as most bursaries are for domestic students. There is more focus on community engagement and fundraising, as well as creating more diversity within the Foundation Board to make it easier to reach out to more diverse community.

4. Education Council

Bijan Ahmadi, Education Council Chair, noted the minutes from the December 11, 2024 and January 22, 2025, meetings were included in the agenda package. Bijan went over the highlights of the February 19, 2025 meeting, which included a conversation about recording meetings on Teams. Meetings had been recorded for note taking purposes prior to Teams. However, with the use of Teams, privacy must be considered and consent to being recorded should be ensured from all participants. This will be discussed further by the Council to form a policy/process.

The Council is still working through changes to their by-law. Curriculum changes were approved for Arts & Science, Math & Statistics and Trades. The Council welcomed a new student member, bringing them to the maximum student complement of four.

5. Pacific Institute for Sport Education (PISE)

Jeremy Burgess, PISE Board of Directors, noted the PISE Board met on February 27. Overall review of Q3 was positive with a notable \$20K over budget. School programs are up and running. Adjustments are being made on what has and hasn't been working for revenue generation, with a focus on high performance areas and programs that sell well. A balanced budget is projected for the coming year. The Gift of Play campaign has raised \$450K of its \$500K goal. PISE has signed a four-year agreement with Olympic and Paralympic programs. A recently applied for grant would provide additional heating in the dome and increase its use. The restructuring process will be an adjustment period for PISE, but overall students in sports programs will still have access to PISE services until a new agreement is in place.

Jeremy noted that he attended the recent Culinaire event where Camosun had a large presence of students. This was an opportunity to interact with others in the industry, as well as good exposure for Camosun's program.

IV BOARD COMMITTEE REPORTS

1. Executive Committee

i) Report from the February 18, 2025 meeting

Tanya Clarmont, Chair, Executive Committee noted that the committee met on February 18. We discussed the proposed Policy Framework changes that were tabled at the February 3 Board meeting. The Committee is still gathering clarifying information before bringing this item back to the Board.

We discussed the increased communication with the college community, including weekly special CamNews updates from the President. Lane Trotter has also offered to meet directly with interested departments to answer questions and provide discussion opportunities.

We reviewed the annual Board Self Evaluation Tool. A self-evaluation survey will be sent to Board members at the beginning of May, followed by one-on-one interviews with Executive Committee members later that same month. Key results will be shared at the June Board meeting. We approved the agendas for today's meetings.

2. Finance Committee

i) Budget update

Mike Stubbing, Chair, Finance Committee, provided an update to the Board and noted that the committee hasn't met since the last Board meeting. The 2025/26 budget will be reviewed at the April 7 Finance meeting. All Board members are requested to attend as this will be the opportunity to discuss and ask questions before the budget is voted on at the April 14 Board meeting.

He noted that it was a good time for all Board members to remind themselves of their roles and responsibilities prior to entering budgetary discussions. The Board and its members have a fiduciary – legal – responsibility that the College is managed well and is fiscally responsible.

He further reminded the Board of their Duty of Care and Duty of Loyalty as fiduciaries and that decisions must be made in the best interest of the College.

Mike indicated that College operating budget for 2024/25 was a \$180M in annual revenue, with the same being spent each year. We were budgeting for the 2024/25 year to have a \$1.6M surplus but are now anticipating ending the year with a \$3M deficit. The decline of international student numbers is having an approximate \$5M impact – swing from surplus to deficit – in this fiscal year. With the same decrease across the full year of 2025/26, we expect an approximate \$10M deficit next year. In the future we will need to operate with an annual budget that is reduced by \$10M. Mike concluded by saying that the executive team is doing a great job of preparing the College to address the current fiscal challenges and building the upcoming budget.

3. Cybersecurity Sub-Committee

i) Report from the February 18, 2025 meeting

Lindsay Kearns, Chair, Cybersecurity Sub-Committee, noted that the committee met on February 18. We went through the progress report for 2025, looking at current measures and the incidents being seen. A Dashboard will be created for the Board to help guide decision-making – the Key Performance Indicators (KPIs) to use will need to be developed. We had a good discussion of financial challenges and how they could relate to Cybersecurity vulnerabilities.

V APPROVAL OF THE MINUTES

The minutes of the February 3, 2025, meeting were tabled to the April meeting. Al van Akker requested the inclusion of Bijan Ahmadi's comments from his EdCo Chair's report regarding communication concerns.

VI NEW BUSINESS

1. Federal International Student Reforms

Pari Johnston, President & CEO, Colleges & Institutes Canada (CICan) presented an overview of the state of Canada's colleges following the federal government's decision on international students. The federal government is looking to reduce resident growth in Canada with cuts to immigration, focusing on temporary residents and foreign workers. The reduction is expected to continue for the next 1-5 years.

CICan is looking at ways to support members through this transition by encouraging innovation and the potential for partnerships between colleges. Additional strategies could involve working closely with Indigenous communities to contribute to economic developments, using digital technologies to reach more domestic students, and developing more transnational education.

2. Motion

Al van Akker noted that he wanted to have a discussion under New Business about opening the meetings to the public to be in-person and made the following motion:

MOTION

THAT THE BOARD MEETINGS BE OPENED TO IN-PERSON GUESTS

During discussion of Al's motion, it was noted that this item is on the agenda to be discussed at the in-camera meeting. Discussion ensued on whether the proposed motion should include the request to move the agenda item from in-camera to this meeting. Although no motion was passed, the Board decided to move this item from the in-camera to the public session.

Board members then asked how guests attended Board meetings in-person prior to COVID. It was pointed out that using Teams allows for more guests to attend than could ever attend physically. Board members agreed that to the extent that we can within the Boardroom, we should accommodate in-person guests but raised concerns regarding a fair and equitable way to determine who gets to attend. Based on this, Al's original motion was re-worded:

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS RE-INVITE IN-PERSON GUESTS TO THE BOARD SPACE FOR MEETINGS

Newer Board members requested more information on what it was like before COVID and what a potential procedure/process might look like before voting on the suggestion. Realistically, there will be considerable public interest until the budget stabilizes. People are very used to using remote meetings post COVID. An amendment to Al's motion was suggested:

AMENDED MOTION

IN PRINCIPLE THE CAMOSUN COLLEGE BOARD OF GOVERNORS AGREES WITH INVITING PEOPLE TO MEETINGS IN-PERSON, BUT WOULD LIKE TO INVESTIGATE HOW TO DO THIS

Al then stated that he was withdrawing his original motion. However, it was pointed out that the original motion could not be withdrawn due to the amendment to the motion still being on the floor. It was suggested that the Board direct the Board Executive to determine a process for implementation, addressing the amended motion.

There was concern from Board members with the language of the newly proposed motion (below) and in approving the suggestion beyond a principle state. Additional information is required for Board members to make an informed decision.

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS ACCEPT IN-PERSON GUESTS TO ATTEND BOARD MEETINGS AND DIRECT THE OPENING OF MEETINGS TO IN-PERSON ATTENDANCE BY MEMBERS OF THE PUBLIC SUBJECT TO OPERATIONAL PROCEDURES/PROCESSES THAT WILL BE CONSIDERED BY BOARD EXECUTIVE WITH UNDUE DELAY
DEFEATED

It was noted that the defeated motion encompassed two different objectives, and an amendment was made for it to be considered as two separate motions:

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS AGREE TO THE PRINCIPLE OF HAVING IN-PERSON ATTENDANCE AT BOARD MEETINGS BE PERMITTED
CARRIED

MOTION

THAT THE CAMOSUN COLLEGE BOARD OF GOVERNORS DIRECTS THE BOARD EXECUTIVE TO FORMULATE A PLAN TO HAVE GUESTS BACK TO BOARD MEETINGS IN-PERSON, WITHOUT UNDUE DELAY
CARRIED

VII ADJOURNMENT

The meeting was adjourned at 6:49 pm.

Tanya Clarmont, Chair

Date

Naomi Poeschek, Executive Assistant