NORTH ISLAND COLLEGE BOARD OF GOVERNORS REGULAR MEETING

To be held in N110, Port Alberni Campus
Thursday, February 8, 2024 @ 1:00 pm
AGENDA

		TOPIC	ATTACHMENT	ACTION	TIME
1.		**CALL TO ORDER**			
	1.1	Acknowledgement of First Nations Traditional Territory			
	1.2	Welcome Board of Governors New Members/Oath of Appointment			
	1.3	Declaration of Possible Conflict of Interest			
	1.4	Government Mandate Letter			
	1.5	Adoption of Agenda		To adopt	(5 mins)
2.		**CONSENT AGENDA**			
	2.1	Minutes of the Regular Meeting of December 7, 2023	✓	To approve	
	2.2	Executive Committee Report, January 26, 2024	✓	Information	
	2.3	Governance and Board Development Committee Report, January 19, 2024	✓	Information	
	2.4	Finance and Audit Committee Report, January 26, 2024	✓	Information	
	2.5	Correspondence and Information (Agenda item #5)	✓	Information	(5 mins)
3.		**BOARD BUSINESS**			
	3.1	Board Bylaw #5 Reimbursement for Travel and Out-of-Pocket Expenses	✓	To approve	
	3.2	Joint Meeting with Indigenous Education Council	✓	Information	
	3.3	2023/24 Fiscal Year Credit Enrolment Report (at Winter Term Stable Enrolment Date)	✓	Information	
	3.4	Cybersecurity Governance Framework	✓	To approve	
	3.5	Board Members Roundtable Discussion		Information	(30 mins)
4.		**REPORTS ON STRATEGIC ACTIVITIES**			
	4.1	President			
	4.1.1	*BUILD 2026* Strategic Plan and Year 3 Report 1 Amendments	✓	To approve	
	4.1.2	International Education: New Government Requirements		Information	(20 mins)
	4.2	Vice President, Academic			
	4.2.1	International tuition per credit, Coastal Forest Technology Diploma	✓	To approve	
	4.2.2	Domestic tuition per credit, Trades and Technical micro credential courses	✓	To approve	(20 mins)

	4.3	Vice President, Students & Community Engagement			
	4.3.1	Comox Valley and Campbell River Transit Strike Update		Information	(5 mins)
	4.4	Vice President, Finance and College Services			
	4.4.1	Third Quarter Financial Statement FY2023/24	✓	Information	
	4.4.2	Third Quarter Financial Forecast FY2023/24	✓	Information	(15 mins)
	4.5	Chair, Education Council			
	4.5.1	Education Council Report	✓	Information	(3 mins)
5.		**INFORMATION *(attachments)***			
	5.1	2023-24 Board Schedule and Workplan Updated			
	5.2	College Highlights Report, February 2024			
	5.3	2024 Post-Secondary Governance Workshop, June 13-14, 2024			
	5.4	Link to CICan 2024 Annual Conference, April 29-May 1, Calgary AB			
	5.5	Order-in-Council 691, C. Stavness appointment			
	5.6	NIC Foundation 2023 Donor Impact Report			
	5.7	Cybersecurity Presentation, December 7, 2023			
	5.8	Office of the Auditor General of BC Report: Board Oversight of Cybersecurity Risk Management at VIU			
	5.9	Commonly used acronyms			
	5.10	Link to Governance Manual			
	5.11	Link to Board bylaws			
6.		**NEXT MEETING DATE**			
	6.1	Joint Meeting with Indigenous Education Council, Thursday, March 14, 2024 Comox Valley			
	6.2	Regular Meeting – Thursday, April 18, 2024, Mixalakwila Campus, Port Hardy			
7.		**ADJOURNMENT**			2:45 pm

Minutes of the Regular Meeting of the North Island College Board of Governors

Held in Qəpixʔidaʔas (The Gathering Place)
Campbell River Campus
Thursday, December 7, 2023

BOARD MEMBERS PRESENT

N. Arsenault, Community Member, Comox Valley Region
J. Atherton, Community Member, Comox Valley Region
S. Chauhan, Student Representative
L. Domae, President
S. Dores, Community Member, Campbell River Region
M. Erickson, Faculty Representative
W. Gus, Chair, Education Council
J. Langille, Community Member, Comox Valley Region
B. Minaker, Community Member, Comox Valley Region
V. Puetz, Community Member, Campbell River Region
P. Trasolini, Community Member, Campbell River Region
K. Wingwiri, Student Representative
V. White, Community Member, Port Alberni Region

ABSENT

R. LaTrace, Support Staff Representative
C. Moglove, Community Member, Campbell River Region

ALSO PRESENT

M. Allison, Director, College Governance & Strategy
T. Bellavia, Vice President, Academic
K. Crewe, Associate Vice President, People, Equity & Inclusion
C. Fowler, Vice President, Finance and College Services
M. Jiwaji, Associate Director, Student Life
K. Kuhnert, Vice President, Students & Community Engagement
R. Reid, Executive Assistant, Board of Governors
Members of North Island Students' Union (NISU) Executive and
North Island College Faculty Association (NICFA)

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1. CALL TO ORDER

1.1 Acknowledgement of First Nations Traditional Territory

P. Trasolini called the meeting to order at 1:00 p.m. and acknowledged that the meeting was being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

1.2 Welcome Board of Governors New Members

P. Trasolini welcomed S. Chauhan and K. Wingwiri who were elected as student representatives to the Board for a term of one year.

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1.3 Declaration of Possible Conflict of Interest

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

1.4 Adoption of Agenda

Moved V. WHITE / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADOPT THE REGULAR AGENDA OF DECEMBER 7, 2023 AS PRESENTED.

Motion carried

2. CONSENT AGENDA

Moved S. DORES / Seconded M. ERICKSON: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE RECEIVES AND APPROVES THE ITEMS INCLUDED IN THE CONSENT AGENDA OF DECEMBER 7, 2023.

Motion carried

3. BOARD BUSINESS

3.1 Board Bylaw #4 Domestic Tuition and Fee Bylaw

K. Kuhnert presented the proposed bylaw, highlighting the following:

- The proposed two percent increase follows Ministry tuition limit policy;
- Changes were made to the Coastal Forest Certificate Program by moving from a program fee to a per course fee in line with the Coastal Forest Technology Diploma, reducing the overall program fee by $700;
- Changes were made to the Culinary Business Operations Program by listing laboratory fees by course instead of by program which supports part-time students with no changes to overall tuition being paid.

Moved V. PUETZ / Seconded J. LANGILLE: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE BYLAW NO. 4, 2024-2025 DOMESTIC TUITION AND FEE BYLAW WHICH INCLUDES A TWO PERCENT (2%) INCREASE TO DOMESTIC TUITION AND MANDATORY FEES WITH THE EXCEPTION TO THE EMPLOYMENT TRANSITIONS PROGRAMS.

Motion carried

3.2 NIC Enterprise Risk Management Policy & Framework

M. Allison presented the proposed enterprise risk management policy with the risk appetite statement template, adding that the Leadership Team will begin populating the risk appetite statement which will then be forwarded to the Board for review and approval.

Moved V. WHITE / Seconded S. DORES: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVE AND ADOPT THE REVISED POLICY 2-21 ENTERPRISE RISK MANAGEMENT AND THE RISK APPETITE STATEMENT TEMPLATE AS PRESENTED ON DECEMBER 7, 2023.

Motion carried

3.3 Board Members Roundtable Discussion

Several Board Members attended their respective committee meetings and various College events and activities like the student winter celebration lunches.

P. Trasolini met virtually with fellow Board Chairs from other BC colleges on December 5th with senior staff from the Crown Agencies and Board Resourcing Office (CABRO). Discussing board appointments, CABRO senior staff encouraged boards to advocate for and nominate potential candidates for their boards. Board appointees whose terms are expiring are encouraged to contact CABRO if they are interested in joining another governance board.

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Reflecting on the College events and projects that the College is undertaking, J. Langille referred to the People Plan and how the Leadership Team should be well supported given the work that major projects entail. J. Atherton shared that she taught a course in interior design guidelines in November at ElderCollege.

S. Dores, V. White and W. Gus attended the Ministry-hosted Indigenous Board Members Gathering in Vancouver on October 16. S. Dores participated in a panel and expressed pride in representing NIC and talk about what the College offers in terms of services and programs for Indigenous students.

4. REPORTS ON STRATEGIC ACTIVITIES

4.1 President

4.1.1 President's Report

L. Domae identified engagement as a theme within the NIC community in the last few months, citing the following activities:

- Student winter celebration lunches at all campuses;
- Coffee chats and a series of employee events;
- Engagement with partners and collaborators;
- Support for *BUILD 2026* and its sub-plans, noting that Journeying Together recently received a CBIE award this year following an earlier award from CICan;
- Business trip to Japan to pave the way for NIC Indigenous students to study there;
- Office of Global Engagement received funding from Federal government for international capacity-building;
- On a business trip to Ottawa, advocated for NIC's work in sustainable seaweed aquaculture development;
- Centre for Applied Research, Technology and Innovation (CARTI) won its first ever innovation grant from the Canada Foundation for Innovation;
- Government's quality assurance process audit (QAPA) of NIC programs was completed in November – both audit report and NIC's response will be shared with the Board;
- The College's first ever People Plan was launched in October.

On a question from the Board, C. Fowler provided a brief update on the Comox Valley Student Housing Project.

4.2 Vice President, Academic

4.2.1 Program Name Change – Indigenous Education

T. Bellavia presented a proposal to rename the program Aboriginal Leadership Certificate to Indigenous Leadership Certificate, adding that this program name change was an initiative from the program's students. The program name change will take effect immediately and will be followed by updates in related course codes.

Moved V. PUETZ / Seconded J. LANGILLE: THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES THE FOLLOWING PROGRAM NAME CHANGE: • INDIGENOUS LEADERSHIP CERTIFICATE.

Motion carried

4.3 Vice President, Finance and College Services

4.3.1 Second Quarter Financial Statement FY2023/24

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C. Fowler noted that despite the second quarter statement showing a deficit of over a million dollars, the College is forecasting a deficit of less than $200,000. He explained that a large amount of revenue is expected to be received in the next quarter including funding for negotiated wage settlements, reimbursement of costs related to BCNet services and international tuition. In terms of tuition revenues, C. Fowler noted that the College is slowly going back to pre-pandemic enrolment numbers.

4.3.2 Second Quarter Financial Forecast FY2023/24

C. Fowler presented the second quarter forecast which shows a smaller deficit for the fiscal year compared to the first quarter forecast. This second quarter forecast was approved by the Board's Finance and Audit Committee Chair and will be submitted to the Ministry. C. Fowler attributed the shrinking deficit to international tuition revenues that are higher than what was budgeted for.

4.4 Chair, Education Council

4.4.1 Education Council (EdCo) Report

Reflecting on her term on the Board as EdCo Chair, W. Gus recalled her early teaching days at NIC in Campbell River. She has also served as EdCo Chair for three terms and been on the Board for three years on an ex-officio capacity, adding that her first term started in the thick of the pandemic. W. Gus has begun her new role as Elder-in-Residence at the Port Alberni campus.

EdCo has elected A. Brady, math and science faculty, as its Chair. She will begin her term on both EdCo and the Board in the new year.

5. INFORMATION

The Board received the following information items:

5.1 Board Schedule and Workplan (2023-24)
5.2 College Highlights Report, December 2023
5.3 Link to Governance Manual
5.4 2023 Board of Governors' Retreat Agenda
5.5 NIC & BC's *StrongerBC*: Future ReadyAction Plan
5.6 Commonly used acronyms
5.9 Link to Board bylaws

6. NEXT MEETING DATE

The next regular meeting is Thursday, February 8, 2024, Port Alberni Campus.

7. ADJOURNMENT

Moved J. ATHERTON / Seconded B. MINAKER: THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE ADJOURN ITS REGULAR MEETING OF DECEMBER 7, 2023.

Motion carried

Time: 2:03 pm

Patricia Trasolini, Chair

Rachel Reid, Executive Assistant

DRAFT

AGENDA ITEM: **Regular Meeting**
2.2 Executive Committee Report

Committee members Patricia Trasolini (chair), Jane Atherton, Shelley Dores and Lisa Domae met on January 26, 2024 with Rachel Reid (Executive Assistant) attending as resource person.

Territorial Acknowledgment

P. Trasolini called the meeting to order at 10:32 am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Draft regular and closed meeting minutes, December 7, 2023

The Committee received the draft minutes of the regular and closed meetings of December 7, 2023.

Draft Board meeting schedule for February 8, 2024

L. Domae summarized the schedule for February 8 which includes a cybersecurity session in the morning that will present metrics that the Board can use to evaluate the College's cybersecurity systems. A community lunch will also be held which will include a sharing about the Port Alberni campus masterplan and Tebo replacement project.

Draft Board regular business meeting agenda, February 8, 2024

L. Domae confirmed that there will be no closed meeting on February 8. She summarized the agenda items, highlighting items that are up for Board's discussion and approval.

Cybersecurity Governance Framework

L. Domae presented the draft cybersecurity governance framework which has been or will be reviewed by all three Board committees. The framework aligns with Government's expectations of boards to

ensure that boards understand their oversight responsibilities around cybersecurity. L. Domae will propose amendments to the College's strategic plan to include metrics around cybersecurity.

International Education Study Permit Update

Another agenda item is an update on Federal government's new policy on capping the number of study permits and what the Province and the College are doing in response. L. Domae assured the Committee that NIC has a low percentage of international students and is not concerned, at this time, about the new study permit allocation.

Governing in the Public Interest Conference, April 26, 2024, Vancouver

The organizers of the conference has limited participation to four board members from each post-secondary institution. The following NIC Board Members have registered to attend the conference:

- C. Moglove
- V. White
- J. Langille
- N. Arsenault

J. Atherton mentioned that she will be in Vancouver on a personal trip and would be available to attend if she could be added to the waitlist.

CICan Annual Conference, April 29-May 1, 2024, Calgary

The College has set aside a budget for two Board Members to attend the annual conference. Attendance at the annual conference is based on whether the Board Member had already attended a CICan conference and the Member's length of term remaining on the Board. P. Trasolini will contact Board Members who have not attended the conference and have enough years left on the Board so that the Board may benefit from that Member's attendance.

Post-Secondary Institutions Board Governance Workshop, June 13 and 14, 2024, Vancouver

The Ministry of Post-Secondary Education and Future Skills is hosting a workshop that all Board Members (elected and appointed) as well as board secretaries and senior administrators are invited to attend.

Information

Joint Meeting with Indigenous Education Council

The annual joint meeting with the Indigenous Education Council has been moved to Thursday, March 14, 2024. J. Atherton requested that members from both the Board and IEC be encouraged to participate in the joint meeting.

Next meeting dates

The Committee's next meeting, if required, is on Monday, February 26 at 10:30am. The next meeting will be Monday, April 8th at 10:30am.

Time: 11:04am.

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

January 19, 2024

Committee members Nancy Arsenault (chair), Patricia Trasolini, Barry Minaker, Vicky White and Lisa Domae met on January 19, 2024, with Melanie Allison attending as resource person.

Territorial Acknowledgment

N. Arsenault called the meeting to order at 09:05 am and acknowledged that the meeting is being held in the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Board Bylaw 5: Reimbursement for Travel and Out-of-Pocket Expenses

The Committee reviewed proposed changes to Board Bylaw 5: Reimbursement for Travel and Out-of-Pocket Expenses, and N. Arsenault acknowledged the discussion regarding the proposed changes during the last Board Governance Manual review.

N. Arsenault recommended one minor change to the document and the change was approved by the Committee. The revised bylaw will be added to the agenda of the Board meeting in February.

Public Interest Disclosure Policy Update (Whistleblower Policy)

Sabrina Yeudall, Manager, Employee Relations, attended the meeting to share drafts of the new Public Interest Disclosure Policy and Procedures, and provide an update on the policy development and consultation process. The documents have been developed using a toolkit provided by the Post Secondary Employers Association (PSEA). The policy will only apply to employees (current and former) and allows for anonymous disclosure.

S. Yeudall noted that there is an expectation that the President of the institution should be responsible for ensuring that there is Public Interest Disclosure Policy in place, and she expects this to be articulated in a future update of the Act.

The Act allows for the appointment of senior officials as designated officers, who will provide advice and receive / investigate disclosures. The recommendation, and common practice across the sector, is to appoint two designated officers, one senior official within HR and one senior official within Finance, as the nature of wrongdoing disclosures are likely to fall within one of those areas. An Ombudsman person is available for appeals.

The committee supported having at least two designates as it provides an alternative contact in the event someone is unavailable or if a conflict of interest arises. It was recommended that the name should be *Public Interest Disclosure Policy (Whistleblower Policy)* to support employees in finding the policy as 'whistleblower' is a common term.

There are obligations under the Act to educate employees on the new policy. PSEA has provided some resources including FAQs that can be adapted for employees. HR will work with NIC's unions on education requirements.

S. Yeudall will continue with policy consultation and the policy will be presented to the Board in April.

CABRO response re Governing in the Public Interest Online Certificate Program

The Committee reviewed the response from the Crown Agencies and Board Resourcing Office to the questions about Board Member online training registration. There are a limited number of training spaces available and elected members can be added to the training waitlist. It was agreed that it is important to prioritize new Board Members.

Annual Board Evaluation (update)

L. Domae and M. Allison met with governance consultant WATSON to seek advice for increasing Annual Board Evaluation participation and aligning the evaluation with the new Board Governance Manual and Governance Authority Matrix, to provide better quality self-evaluation responses.

WATSON is developing a proposal for the evaluation review, with the anticipation of having an updated Annual Board Evaluation in place by Summer 2024. An update will be provided at the next Committee meeting.

New Board Member Orientation (updating process)

L. Domae has asked consultant WATSON for recommendations on refreshing the New Board Member Orientation and ongoing board development process to align with the new Board Governance Manual and Governance Authority Matrix, and to support the Board with ensuring that it is meeting its governance responsibilities.

L. Domae shared a briefing note on NIC cybersecurity governance that she will be presenting to the Board Chair, Executive Committee and Finance & Audit Committee. The report demonstrates how NIC's Board of Governors fulfills, and plans to enhance, their responsibilities to provide oversight of the College's cybersecurity risk management in accordance with provincial government direction.

M. Allison will send a copy of the cybersecurity governance briefing note to the Committee by email for feedback. The next board development session on Cybersecurity is scheduled for the morning of February 8, 2024.

The Committee would like to have a further discussion on timeframes and expectations of mentorships at the next Committee meeting as new Board Member Corrine Stavness is due to be assigned a mentor.

It was agreed that adding mentor information to the Board Member contact list would be beneficial and that all members should be provided with a printed copy of the Board Governance Manual at the next Board meeting.

Information

Previous committee report, agenda item 2.3

Governance Manual

Next meeting date

The Committee's next meeting date is Friday, April 12.

Meeting adjourned at 10:25am.

North Island College Board of Governors
February 8, 2024

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

AGENDA ITEM: Regular Meeting
2.4 Finance & Audit Committee Report

Committee members Jerad Langille (chair), Murray Erickson and Valery Puetz met via Teams and in-person on Friday, January 26, 2024 with Colin Fowler (VP, Finance & College Services), Sue Fleck (Director, Finance) Melanie Allison (Director, College Governance & Strategy), and Rachel Reid (Executive Assistant) as resource persons. Liette Bates-Eamer and Ayomide Kolawole-Osafehinti of KPMG also joined a portion of the meeting as resource persons.

Territorial Acknowledgment

J. Langille called the meeting to order at 3:02pm, acknowledging that the committee meeting is being held in traditional territories of the combined 35 First Nations of the of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

Adoption of Agenda

The committee adopted the agenda as presented.

Committee Business

Fiscal 2023/24 Audit Plan

C. Fowler introduced external auditors, Liette Bates-Eamer and Ayomide Kolawole-Osafehinti of KPMG. L. Bates-Eamer provided the following highlights to the audit plan for FY 2023/24:

- Materiality is determined to be $1.3M based on quantitative (total revenues) and qualitative factors;
- Audit procedures (like journal entry testing) are applied where there could be risk of management override of controls;
- There are new accounting and auditing standards but KPMG does not anticipate that the College will be affected by these;
- Audit timelines include an interim audit in December, full audit in May to wrap up by mid-May, meeting with the Committee regarding audit results in mid-June before the audit report goes to the Board for approval.

On a question from the Committee around audit procedures vis-à-vis the housing projects, L. Bates-Eamer provided the following information:

- KPMG will apply the same audit procedures for the College's housing projects which will include reviewing contracts, testing invoices, etc;

- When the building begins operations, previous items will moved to a different category;
- Large capital projects entail timing issues between billing and payment and those need to be recorded appropriately as accruals in capital accounts.

L. Bates-Eamer and A. Kolawole-Osafehinti left the meeting at 3:18pm.

FY 2023/24 3rd Quarter Financial Statements

C. Fowler highlighted the following in the 3rd Quarter Financial Statements:

- Increase in international tuition revenues is over and above what was previously budgeted;
- A large amount of the projected surplus is composed of realized gains on investments;
- Deferred capital on the balance sheet is related to construction expenses;
- Financial assets and liabilities are current except for deferred capital.

On a question from the Committee, C. Fowler reported that when funding for a particular program does not get expended by that program for which the funding was approved, the College can request to use the remainder of the funding for another program.

FY 202324 3rd Quarter Forecast

C. Fowler presented the 3rd Quarter Forecast, noting that although the College has received approval from the Ministry for a deficit, the forecast reflects a surplus. He reported that Government has adopted a new policy that allows post-secondary institutions to request Government to reduce the College's operating grant and provide the difference to cover a portion of capital funding.

C. Fowler will report back to the Committee at its next meeting with a more fulsome report on the College's financial status to determine the surplus amount by yearend.

M. Allison joined the meeting at 3:46pm.

Cybersecurity Governance Framework

M. Allison presented a draft cybersecurity governance framework that has been reviewed by the Board's Governance and Board Development Committee earlier. She noted that the framework:

- was based on a BC Auditor General's report on Vancouver Island University's handling of its own cybersecurity;
- includes suggestions from KPMG;
- forms part of an amendment to the College's strategic plan *BUILD 2026*;
- allows the Board oversight of the College's performance in the area of cybersecurity.

A cybersecurity education session is planned for February 8. Some of the areas to be discussed is the definition of cybersecurity, what the national standards are on preparedness and response to cybersecurity incidents, where the College is at in this national framework and how far it wants to go against that framework.

On a question from the Committee around the College's Risk Management Policy, M. Allison confirmed that Leadership Team is working on the risk appetite statement and will be recommending regular review of the enterprise risk register.

M. Allison left the meeting at 3:57pm.

External Auditor Selection Process

C. Fowler and S. Fleck met with Jason Wallace, Manager, Procurement and Financial Services, to start the process of selecting an external auditor. The contract with KPMG has expired and KPMG has been engaged on an annual basis since. The proposed timeline is:

- Procurement package to be distributed/posted sometime in April;
- Keep the call for proposals for about six weeks;
- Hold evaluation meetings in June at which time all submissions will be reviewed and evaluated based on the criteria set by the College;
- Finance and Audit Committee will consider the recommended submissions by staff at its June meeting;
- A new five-year contract will be signed by August.

The timeline will give the potential external auditor a full year of review before doing audit procedures for the incoming fiscal year 2024/25.

October 19, 2023 Questions from Governance and Board Development Committee (GBDC)

At its meeting in October, the Governance and Board Development Committee (GBDC) reviewed the Board's Governance Manual and updated language around the Finance & Audit Committee's (Committee) terms of reference to include, under Composition, that its members "have no conflict of interest, which could, in the view of the Board, reasonably interfere with exercising the Member's independent judgment."

The Committee reviewed the proposed language and noted:

- Board Bylaw #2 also affirms the College and Institute Act requirement for boards to establish bylaw addressing "duties of members of the board or committees of the board in conflict of interest situations";
- Board Bylaw #2 – Code of Conduct and Conflict of Interest details criteria and processes in dealing with conflict of interest for all Board Members regardless of committee membership;
- The Governance Manual's Governance Authority Matrix also details how and when the Board's committees' terms of reference are to be reviewed and vetted.

The Committee requests that the Governance Manual retain original language from when it was approved by the Board in June of 2023.

The GBDC also asked to confirm whether the Committee is satisfied with "intended outcomes" of accounting systems and internal controls and whether it is the Committee's role to ask whether an issue is being rectified. The Committee confirmed that it meets with both College administration as well as consultants (if needed) and the external auditor on accounting systems and internal controls.

Standing/Future Agenda Items

1. Long Term Investment Policy
2. Review of Finance & Audit Committee Terms of Reference (as included in Board Governance Manual; date of review June 2026)
3. Board policy: review of amortization policies in the post-secondary sector (discussion from January 26, 2023)

Next meeting date

The next Committee meeting will be on Friday, April 5, 2024 at 3:00 pm.

Time: 4:18pm

NORTH ISLAND COLLEGE

BYLAW NO. 5, 2024

A BYLAW TO PROVIDE FOR THE REIMBURSEMENT OF BUSINESS-RELATED EXPENSES TO MEMBERS OF THE BOARD OF GOVERNORS

THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

1. This bylaw shall be known and may be cited as Bylaw No. 5, 2023, “Reimbursement of business-related expenses to Members of the Board of Governors”.

2. Members of the Board shall be reimbursed for business travel and out-of-pocket expenses necessarily incurred in duties carried out on behalf of the Board in accordance with North Island College (NIC) Policy 6-02 Travel Expense, that establishes guidelines for travel expenses incurred while on travel status for Board business

3. Meal per diems, payment in lieu of hotel and per-kilometre allowance rates are linked to Provincial Government guidelines and NIC will review and update rates annually (NIC Travel Expense Policy Appendix A).

4. Board expenses may be paid in advance using a College credit card. If this option is not available, out-of-pocket expenses are reimbursed upon the submission of authorized expense claims and receipts. Board members will not be reimbursed for travel within their campus regions.

5. Only in exceptional circumstances will advances be considered by the Vice President responsible for Finance upon submission of a budget prior to travel.

Approved the date day of XXX, 2024

Board Chair Board of Governors	Executive Assistant, Board of Governors

Joint Meeting: Board of Governors & Indigenous Education Council

(Prior meeting of the NIC Board of Governors)
11:30 – 3:30pm, Thursday, March 14, 2023
Florence Filberg Centre,
411 Anderton Ave, Courtenay

Theme: Indigenous Governance

AGENDA

Time	Activity	Presenters/Facilitators
11:30 – 12:30pm	Lunch (lunch provided)	
12:30 – 1:15pm	Indigenous Education Council - History, Role and Current Responsibilities	IEC Chair, Ian Caplette and NIC Executive Director Indigenous Education, Kelly Shopland
1:15 – 1:30pm	Board of Governors: Role, Responsibilities, and Process	Board of Governors Chair, Patricia Trasolini NIC President, Lisa Domae
1:30 – 1:45pm	Break (coffee & tea)	
1:45 – 2:30pm	Indigenization and Indigenous Governance in a Non-Indigenous Post-Secondary System	Speaker (TBA)
2:30 – 3:15pm	Discussion session: Establishing strong relationships between Board of Governors, Indigenous Education Council and College	
3:30pm	Adjourn	

DRAFT

BOARD OF GOVERNORS – ACTION SHEET

February 8, 2024

Agenda #: 3.3

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

Agenda Item:	2023/24 Fiscal Year Credit Enrolment Report (at Winter Term Stable Enrolment Date)
Action Required:	For Information

Background/History/Executive summary:

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

The attached reports provide a comparison of enrolment at January 17, 2024 with January 18, 2023, the respective winter term stable enrolment dates for those years. Enrolment is expressed as unduplicated headcount which represents the number of unique students enrolled at NIC. Student headcount is reported irrespective of the number of course registrations; therefore, it is not equivalent to full-time equivalent enrolment (FTE), which is calculated on course registrations per Ministry guidelines.

A total of 4,169 students were enrolled in the 2023/24 fiscal year at the winter term stable enrolment date, including 3,403 domestic students and 768 international students. Compared with last year:

- total headcount is higher by 15 students (0%),
- domestic student headcount is lower by 223 students (-6%), and
- international student headcount is higher by 240 students (45%).

Policy analysis/strategic priority:

Aligned with *BUILD 2026* strategic priorities:

7.3 Transparency and Accountability

2.4 Integrated Enrolment

Attachments:

All students reports:

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

Domestic students reports:

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

International students reports:

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

Action:

For the Board's information.

ALL STUDENT ENROLMENT

2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Instructional Area

At January 17, 2024 with Comparison Data at January 18, 2023

NORTH ISLAND COLLEGE NIC

Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	484	248	236	95%
First Nations Studies	12	33	-21	-64%
Indigenous Language Fluency	43	61	-18	-30%
Indigenous Languages - ABE	98	101	-3	-3%
Indigenous Leadership	332	65	267	411%
University Studies & Applied Programs	1,958	1,950	8	0%
Business Administration	741	608	133	22%
Computer Science	111	104	7	7%
Digital Design + Development	230	250	-20	-8%
Fine Arts	201	192	9	5%
Island Pre-Health Science	7		7	
Office Administration	111	151	-40	-26%
Tourism & Hospitality	97	67	30	45%
University Studies	1,511	1,470	41	3%
Health & Community Care	719	710	9	1%
Early Childhood Care & Education	217	175	42	24%
Health Care Assistant	122	172	-50	-29%
Human Services	152	158	-6	-4%
LPN Bridging	30		30	
Nursing: Bachelor of Science	153	146	7	5%
Practical Nursing Diploma	61	60	1	2%
Trades & Technology	333	439	-106	-24%
Aircraft Structures Technician		10	-10	-100%
Automotive Collision & Refinishing Foundation	12		12	
Automotive Service Technician Foundation	30	32	-2	-6%
Carpentry Foundation	16	13	3	23%
Coastal Forest Worker	20	23	-3	-13%
Culinary Business Operations	30	11	19	173%
Electrician Foundation	46	27	19	70%
Fabricator-Welder Foundation	16	12	4	33%
Furniture Design and Joinery Certificate	5	13	-8	-62%
Heavy Mechanical	30	31	-1	-3%
Motor Sport & Power Equipment Technician Foundation		11	-11	-100%
One-Time Trades (including Ministry funded)	59	170	-111	-65%
Parts and Warehousing Person Foundation		4	-4	-100%
Plumbing & Piping Foundation	15	16	-1	-6%
Welding	38	43	-5	-12%
Work Experience Trades	16	38	-22	-58%
Apprenticeship Training	509	484	25	5%
Apprenticeship: Automotive Service Technician	11	12	-1	-8%
Apprenticeship: Carpentry	146	151	-5	-3%
Apprenticeship: Electrician	141	132	9	7%
Apprenticeship: Heavy Duty	96	72	24	33%
Apprenticeship: Plumber	84	88	-4	-5%
Apprenticeship: Professional Cook	22	21	1	5%
Apprenticeship: Welding	9	8	1	13%
Adult Upgrading	498	546	-48	-9%
Accessible Learning	96	99	-3	-3%
Adult Basic Education	405	443	-38	-9%
Employment Transition Grounds and Custodial Assistant	5	9	-4	-44%
Employment Transition Kitchen Assistant		9	-9	-100%
Continuing Education & Training	393	254	139	55%
Activity Assistant	71	63	8	13%
Animal Care Aide	25	47	-22	-47%
Hospital Unit Clerk	11	15	-4	-27%
Metal Jewellery Design	8	9	-1	-11%
Occupational Skills	257	104	153	147%
Tourism: Adventure Guiding	21	16	5	31%
Total Unduplicated Headcount	4,169	4,154	15	0%

All Student Enrolment

Notes:

- Domestic and international student enrolments are included.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of instructional area headcounts as students typically take courses in more than one instructional area in a given fiscal year.

ALL STUDENT ENROLMENT

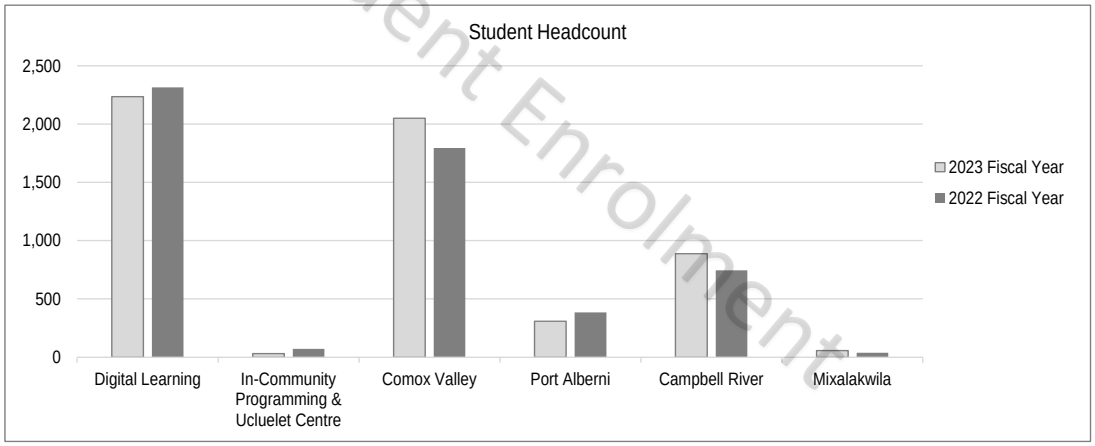
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At January 17, 2024 with Comparison Data at January 18, 2023

All Student Enrolment

Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	887	746	141	19%
Comox Valley	2,051	1,794	257	14%
Port Alberni	309	384	-75	-20%
Mixalakwila	56	39	17	44%
Digital Learning	2,236	2,315	-79	-3%
In-Community Programming & Ucluelet C	30	71	-41	-58%
Total Unduplicated Headcount	4,169	4,154	15	0%



Notes:

- Domestic and international student enrolments are included.
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of location headcounts as students often take courses at more than one location in a given year.

DOMESTIC STUDENT ENROLMENT

2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Instructional Area

At January 17, 2024 with Comparison Data at January 18, 2023

NORTH ISLAND COLLEGE

Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	**228**	**220**	**8**	**4%**
First Nations Studies	12	32	-20	-63%
Indigenous Language Fluency	43	61	-18	-30%
Indigenous Languages - ABE	98	101	-3	-3%
Indigenous Leadership	76	38	38	100%
University Studies & Applied Programs	**1,257**	**1,464**	**-207**	**-14%**
Business Administration	269	282	-13	-5%
Computer Science	54	54	0	0%
Digital Design + Development	104	134	-30	-22%
Fine Arts	179	178	1	1%
Island Pre-Health Science	7		7	
Office Administration	111	151	-40	-26%
Tourism & Hospitality	27	32	-5	-16%
University Studies	936	1,060	-124	-12%
Health & Community Care	**638**	**660**	**-22**	**-3%**
Early Childhood Care & Education	159	139	20	14%
Health Care Assistant	122	172	-50	-29%
Human Services	129	144	-15	-10%
LPN Bridging	30		30	
Nursing: Bachelor of Science	153	146	7	5%
Practical Nursing Diploma	61	60	1	2%
Trades & Technology	**307**	**433**	**-126**	**-29%**
Aircraft Structures Technician		10	-10	-100%
Automotive Collision & Refinishing Foundation	12		12	
Automotive Service Technician Foundation	30	32	-2	-6%
Carpentry Foundation	16	13	3	23%
Coastal Forest Worker	20	23	-3	-13%
Culinary Business Operations	4	6	-2	-33%
Electrician Foundation	46	27	19	70%
Fabricator-Welder Foundation	16	12	4	33%
Furniture Design and Joinery Certificate	5	12	-7	-58%
Heavy Mechanical	30	31	-1	-3%
Motor Sport & Power Equipment Technician Foundation		11	-11	-100%
One-Time Trades (including Ministry funded)	59	170	-111	-65%
Parts and Warehousing Person Foundation		4	-4	-100%
Plumbing & Piping Foundation	15	16	-1	-6%
Welding	38	43	-5	-12%
Work Experience Trades	16	38	-22	-58%
Apprenticeship Training	**509**	**484**	**25**	**5%**
Apprenticeship: Automotive Service Technician	11	12	-1	-8%
Apprenticeship: Carpentry	146	151	-5	-3%
Apprenticeship: Electrician	141	132	9	7%
Apprenticeship: Heavy Duty	96	72	24	33%
Apprenticeship: Plumber	84	88	-4	-5%
Apprenticeship: Professional Cook	22	21	1	5%
Apprenticeship: Welding	9	8	1	13%
Adult Upgrading	**490**	**537**	**-47**	**-9%**
Accessible Learning	96	99	-3	-3%
Adult Basic Education	397	434	-37	-9%
Employment Transition Grounds and Custodial Assistant	5	9	-4	-44%
Employment Transition Kitchen Assistant		9	-9	-100%
Continuing Education & Training	**388**	**251**	**137**	**55%**
Activity Assistant	71	63	8	13%
Animal Care Aide	25	47	-22	-47%
Hospital Unit Clerk	11	15	-4	-27%
Metal Jewellery Design	8	9	-1	-11%
Occupational Skills	257	104	153	147%
Tourism: Adventure Guiding	16	13	3	23%
Total Unduplicated Headcount	**3,403**	**3,626**	**-223**	**-6%**

Domestic Enrolment

Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of instructional area headcounts as students typically take courses in more than one instructional area in a given fiscal year.

DOMESTIC STUDENT ENROLMENT

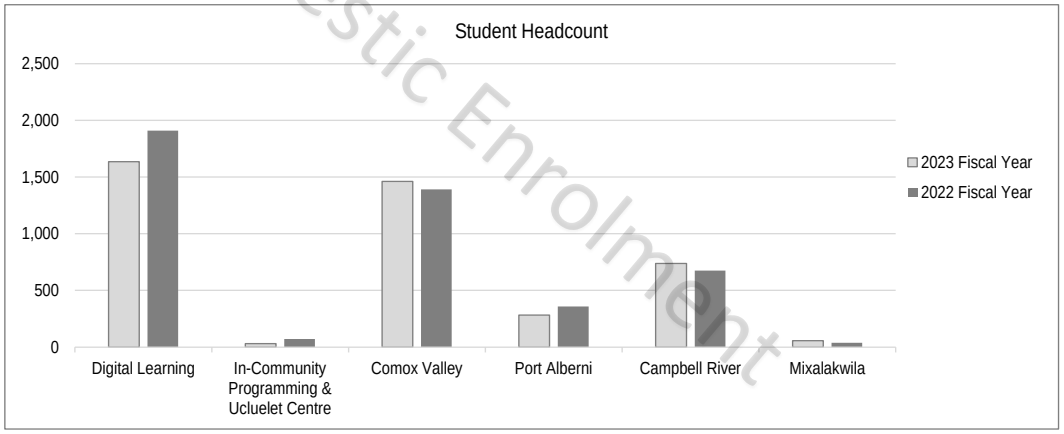
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At January 17, 2024 with Comparison Data at January 18, 2023

Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	738	674	64	9%
Comox Valley	1,462	1,392	70	5%
Port Alberni	283	359	-76	-21%
Mixalakwila	56	39	17	44%
Digital Learning	1,636	1,909	-273	-14%
In-Community Programming & Ucluelet Centre	30	71	-41	-58%
Total Unduplicated Headcount	3,403	3,626	-223	-6%

Domestic Enrolment



Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of location headcounts as students often take courses at more than one location in a given year.

INTERNATIONAL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report
Student Headcount by Instructional Area
At January 17, 2024 with Comparison Data at January 18, 2023

NORTH ISLAND COLLEGE
NIC

Instructional Area	2023/24 FY	2022/23 FY	Change	% Change
Indigenous Education	256	28	228	814%
First Nations Studies		1	-1	-100%
Indigenous Leadership	256	27	229	848%
University Studies & Applied Programs	703	486	217	45%
Business Administration	472	326	146	45%
Computer Science	57	50	7	14%
Digital Design + Development	127	116	11	9%
Fine Arts	22	14	8	57%
Tourism & Hospitality	70	35	35	100%
University Studies	576	410	166	40%
Health & Community Care	81	50	31	62%
Early Childhood Care & Education	58	36	22	61%
Human Services	23	14	9	64%
Trades & Technology	26	6	20	333%
Culinary Business Operations	26	5	21	420%
Furniture Design and Joinery Certificate		1	-1	-100%
Adult Upgrading	8	9	-1	-11%
Adult Basic Education	8	9	-1	-11%
Continuing Education & Training	5	3	2	67%
Tourism: Adventure Guiding	5	3	2	67%
Total Unduplicated Headcount	768	528	240	45%

International Enrolment

Notes:
- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of instructional area headcounts as students typically take courses in more than one instructional area in a given fiscal year.

INTERNATIONAL STUDENT ENROLMENT

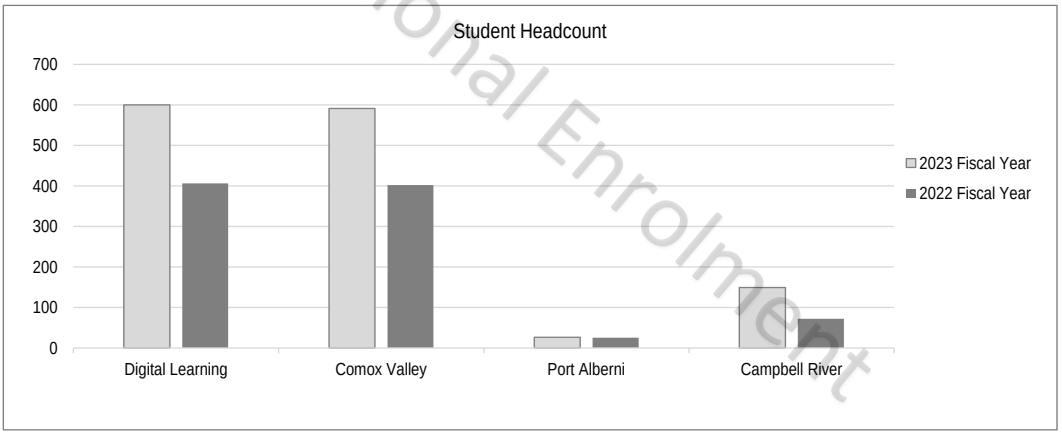
2023/24 Fiscal Year Credit Enrolment Report

Student Headcount by Location

At January 17, 2024 with Comparison Data at January 18, 2023

International Enrolment

Location	2023/24 FY	2022/23 FY	Change	% Change
Campbell River	149	72	77	107%
Comox Valley	591	402	189	47%
Port Alberni	26	25	1	4%
Digital Learning	600	406	194	48%
Total Unduplicated Headcount	768	528	240	45%



Notes:

- Short duration, non-credit course enrolments are excluded (e.g. general interest and short-term vocational courses).
- Total unduplicated headcount is the unique count of students in a given year. It is not expected to equal the sum of location headcounts as students often take courses at more than one location in a given year.

INTERNATIONAL STUDENT ENROLMENT
2023/24 Fiscal Year Credit Enrolment Report
Student Headcount by Continent of Origin
At January 17, 2024 with Comparison Data at January 18, 2023

International Enrolment

Continent of Origin	2023/24 FY	2022/23 FY	Change	% Change
Africa	90	47	43	91%
Eastern Africa	7	2	5	250%
Middle Africa	1		1	
Southern Africa	70	40	30	75%
Western Africa	12	5	7	140%
Asia	622	447	175	39%
Central Asia	3	1	2	200%
Eastern Asia	24	14	10	71%
South-eastern Asia	76	48	28	58%
Southern Asia	516	384	132	34%
Western Asia	3		3	
Europe	9	7	2	29%
Eastern Europe		1	-1	-100%
Northern Europe	7	4	3	75%
Southern Europe		1	-1	-100%
Western Europe	2	1	1	100%
North America	22	15	7	47%
Caribbean	2	1	1	100%
Central America	16	10	6	60%
Northern America	4	4	0	0%
Oceania	1	1	0	0%
Australia and New Zealand	1	1	0	0%
South America	24	11	13	118%
South America	24	11	13	118%

Total Unduplicated Headcount	768	528	240	45%

BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 3.4 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	Cybersecurity Governance Framework
Action Required:	For Approval
Draft Motion/ Recommendation:	THAT THE BOARD OF GOVERNORS OF NORTH ISLAND COLLEGE APPROVES THE BRIEFING NOTE - BOARD OF GOVERNORS ROLES AND RESPONSIBILITIES - CYBERSECURITY GOVERNANCE 2023/2024 AND ONGOING.

Summary:

Government has provided post-secondary institutions with direction regarding cybersecurity in its 2023/2024 Mandate Letter to the College of Board of Governors dated June 22, 2023.

This report demonstrates how NIC's Board of Governors fulfills, and plans to enhance, their responsibilities to provide oversight of the College's cybersecurity risk management in accordance with provincial government direction.

The report has been reviewed by the three Board standing committees.

Attachments:

Briefing Note - Board of Governors Roles and Responsibilities - Cybersecurity Governance 2023/2024 and Ongoing

Action:

For the Board's discussion and approval

Purpose

This report demonstrates how NIC's Board of Governors fulfills, and plans to enhance, their responsibilities to provide oversight of the College's cybersecurity risk management in accordance with provincial government direction.

Government Direction

Government has provided post-secondary institutions with direction regarding cybersecurity in its 2023/2024 Mandate Letter to the College of Board of Governors dated June 22, 2023:

> Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines, and practice, including maintaining current information management and cybersecurity policies, guidelines and standards, evaluating your organization against industry standards and maintaining appropriate security and privacy practices. p.2

To guide Boards in fulfilling their oversight responsibilities, the Office of the Auditor General, in its audit report of Board Oversight of Cybersecurity Risk Management at Vancouver Island University, has communicated the following expectations:

1. Documentation of Board of Governor's cybersecurity risk management roles and responsibilities:
    a. Ensure governance and public policy documents defining roles and responsibilities for cybersecurity risk management are reviewed and approved as scheduled.
    b. Confirm that management is operationalizing its risk assessment processes that evaluate and mitigate cybersecurity risk (prioritize risk areas and document responses).

2. Training:
    a. Implement a development program that ensures Board members receive annual training on cybersecurity risk management to support their oversight role.
    b. Ensure Board orientation program includes information on the roles and responsibilities for oversight of cybersecurity risk management.

3. Cyber Security Risk Management Framework:
    a. (Review cybersecurity risk mitigation strategies throughout the year, i.e.,
    NIC Board of Governors is expected to evaluate whether the College:
    b. Has current cybersecurity processes and procedures.

c. Regularly assesses and monitors cybersecurity risks by receiving regular reports on the institution's cybersecurity posture including:
    1. Risk mitigation strategies including compliance with legal and regulatory responsibilities.
    2. Response strategies.

Board Execution of Oversight Responsibilities

The following chart details how the NIC Board of Governors will exercise its responsibilities for cybersecurity oversight, as set out by the Office of the Auditor General

1. Documentation of Board oversight roles and responsibilities			
Requirement	How NIC Board meets this requirement	Execution	Responsibility
Oversight of President/College	Approves the president's annual goals and objectives and evaluates outcomes.	Approval of 2023/2024 goals and objectives inclusive of cybersecurity (approved June 2023)	Approval - Full Board of Governors
		Report on goals and objectives (scheduled for approval June 2024)	Approval - Full Board of Governors
	Approves and monitors strategic plan	Bi-annual review of strategic plan dashboard Next steps: Addition of cybersecurity outcome to strategic plan - BUILD 2026 (February 2024)	Approval - Full Board of Governors
	Reports on cybersecurity direction as per mandate letter from government	Annual Institutional Accountability Plan and Report (IAPR) – scheduled June 2024	Approval - Full Board of Governors

	Evaluates if NIC has a functioning risk management framework and processes	New Enterprise Risk Management (ERM) policy framework established in Board Policy #1-21 (approved December 7, 2023)	Development - Finance and Audit Committee; Approval - full Board of Governors
		Approval of Risk Appetite statement (scheduled for April 2024)	Development - Governance and Board Development Committee; Participation – full Board of Governors
		Risk Register Review (next scheduled for April 2024; plan for twice yearly review – February and June, dates to be reviewed)	First review - Finance and Audit Committee; Review - full Board of Governors
Documentation of defined Board roles and responsibilities	Strategic oversight responsibilities of the are documented and current in Board Governance Manual (reviewed every 3 years)	Risk management oversight outlined in Board Governance manual section 5.2 (approved June 2023)	Development – Governance and Board Development Committee; Approval - full Board of Governors
	Details cybersecurity oversight in the Board's Governance Authority Matrix (GAM)	Responsibility for cybersecurity risks and systems are defined in Board Governance Authority Matrix (GAM) (approved June 2023)	Development – Governance and Board Development Committee; Approval - full Board of Governors
	Governors annually commit to Board roles and responsibilities	Annual Board oath amended to include commitment to governance manual, inclusive of GAM (September 2023 or at time of appointment to the Board)	Development- Governance and Board Development Committee; Participation – full Board of Governors

2. Development (training) Program

Requirement	How NIC Board meets this requirement	Execution	Lead
Understanding of governance responsibilities including cybersecurity oversight	New Board Member Orientation	New board member orientation process updated (September 2022) Next steps: • Enhancement of orientation process to include risk management and cybersecurity	Development – Governance and Board Development Committee; Participation – full Board of Governors
	Annual Board governance training	Board Governance Training by Watson Advisors (November annually)	Development - Board Executive Committee; Participation – full Board of Governors
	Annual development & education plan for Board	Annual Board workplan (approved April 2023)	Development - Board Executive Committee; Participation – full Board of Governors
Training on subject matter knowledge	Cybersecurity specific development and training	Training Plan: • PSFS Board Governance session on cybersecurity (April 2023) • NIC CIO Presentation (June 2023) • BCNET Cybersecurity Risk Management Forum (October 2023) • KPMG Board education session on cybersecurity (December 2023) • NIC CIO Presentation (February 2024) Next steps: Further training needs to be determined	Development – Board Executive Committee; Participation – full Board of Governors

3. Ongoing review of cybersecurity risk mitigation strategies

Requirement	How NIC Board meets this requirement	Execution	Lead
Is management adequately managing cybersecurity at NIC	Evaluates whether NIC has current cybersecurity processes and procedures	Receives cybersecurity BUILD 2026 dashboard results twice yearly.	First review - Finance and Audit Committee; Review - full Board of Governors
	Evaluates whether NIC regularly assesses and monitors cybersecurity risks by receiving regular reports on the institution's cybersecurity posture including risk mitigation strategies (including compliance with legal and regulatory responsibilities) and response strategies	Detailed cybersecurity risk register as part of institutional Enterprise Risk Management (ERM) Framework. Risk Register review scheduled for June 2024.	First review - Finance and Audit Committee; Review - full Board of Governors

NIC BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 4.1.1 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	BUILD 2026 Strategic Plan and Year 3, Report 1 and Amendments
Action Required:	For Board review, discussion and approval
Draft Motion/ Recommendation:	THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVE THE AMENDED *BUILD 2026*, STRATEGIC PLAN AND YEAR 3 REPORT 1 AND AMENDMENTS.

Background/History/Executive summary:

The Board of Governors approved NIC's strategic plan *BUILD 2026* on May 28, 2021. The plan contains measurables to be achieved by the end of the plan's life. Throughout this five-year period, NIC's progress towards meeting these outcomes is reported on a twice-yearly dashboard. The dashboard is updated each winter (following the Summer and Fall terms) and each summer (following the Fall and Winter terms).

This year, College administration is recommending the adoption of three goals related to student housing in Campbell River, cybersecurity, and integrated enrollment strategies. Rationale for these inclusions is attached in a separate document.

This strategic plan dashboard (for the reporting period September - December 2023) represents our progress in the 58 measurables that move us toward achieving our vision to deliver BC's best individualized education and training experience by 2026. It represents significant advancement in each of the plan's nine elements.

We are pleased to report the following progress on the 58 measurables:

Complete	On track	Behind	No data	Not started
12	43	1	2	0

The Strategic Plan and Year 3, Report 1 dashboard was reviewed on January 19, 2024, by the College Planning Committee. The advice of the Education Council was sought on January 12, 2024.

Budget 2024/2025 will include recommended investments in key areas of the plan. To ensure BUILD 2026's relevancy, the Leadership Team will review the measurables again in June and where needed, make recommendations for change.

The Leadership Team thanks the faculty, staff, and administration for their work on BUILD 2026 and the investment they continue to make in the College's mission and vision.

Policy analysis/strategic priority:
Organizational Stewardship - College Strategy
Attachments:
BUILD 2026 Strategic Plan and Year 3 Report 1 Dashboard *BUILD 2026 - Proposed Year 3 Report 1 Amendments*
Action:
For Board review, discussion and approval at its meeting of February 8, 2024.

BUILD

STRATEGIC PLAN AND YEAR 3 REPORT 1 DASHBOARD

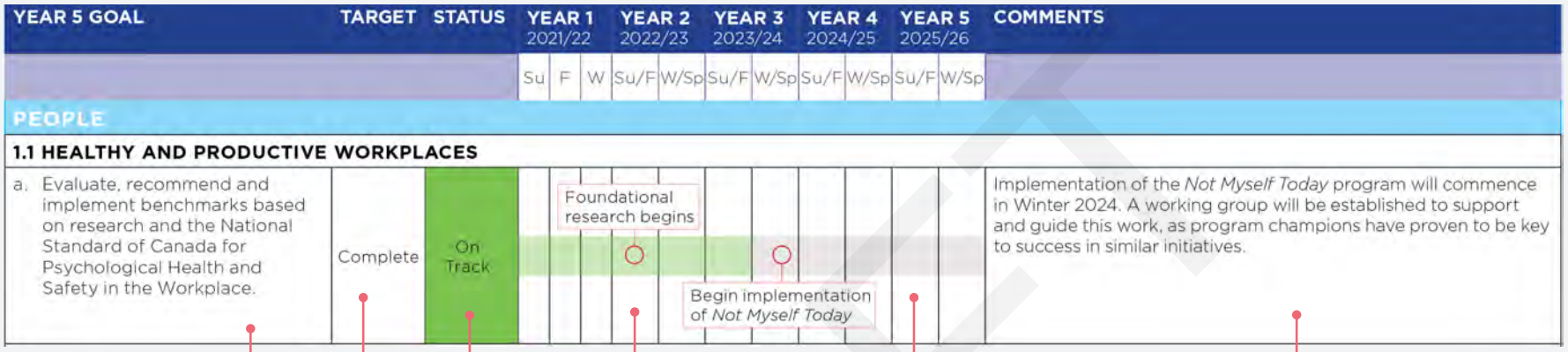
July - December 2023

NORTH ISLAND COLLEGE

DRAFT

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

How the Dashboard Works



YEAR 5 GOAL
Combines the action of each of the plan's Year 5 targets with its measurable, providing a cohesive goal statement for ease of review

TARGET
The Year 5 target – listed as either the item's defined benchmark or default as complete

STATUS
Provides a consistent, glanceable summary of the current status

MILESTONE
Highlights past, upcoming and/or scheduled achievements

TIMELINE BAR
Represents the five years of the plan, subdivided into reporting periods within each plan year, as defined in the reporting schedule below (grey shading indicates when data available)

COMMENTS
Each project lead provides information to support/clarify milestones on the timeline

LEGEND	Complete	On Track	Behind	No data yet		Not started

BUILD 2026 REPORTING

Current Report

PLAN YEAR	YEAR 1			YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	2021/22			2022/23		2023/24		2024/25		2025/26	
Term	Summer	Fall	Winter	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring
Measurement Period	May to Aug 2021	Sep to Dec 2021	Jan to Apr 2022	July to December 2022	January to June 2023	July to December 2023	January to June 2024	July to December 2024	January to June 2025	July to December 2025	January to June 2026
Reporting Date	Sep 21	Jan 22	Jun 22	February 2023	June 2023	February 2024	June 2024	February 2025	June 2025	February 2026	June 2026

DRAFT

BUILD 2026 DASHBOARD

YEAR 3 REPORT 1: July 1 - December 31, 2023

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track				Foundational research begins			Begin implementation of *Not Myself Today*					Implementation of the *Not Myself Today* program will commence in Winter 2024. A working group will be established to support and guide this work, as program champions have proven to be key to success in similar initiatives.
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	On Track					Draft strategy complete		People Plan launched	*Thriving Together Dashboard Year 1*				*Thriving Together – People Plan* launched to the College community in October 2023. Year 1 priorities have been identified and are underway.
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	On Track					Strategy consultation complete		Draft strategy complete		Begin implementation			Draft employee communications strategy to be presented for feedback in Winter 2024.

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.1 TEACHING AND LEARNING														
a. Maintain or increase the target of 90% graduate and former student assessment of the quality of instruction across all programs.	≥ 90%	On Track			96%		93%		Next data available					
b. Implement a student-learning-experience survey.	Complete	On Track			Survey complete			Implementation in TT programs						Phase 1 of the student-learning-experience survey was released for end of term, Fall 2023 in Health & Human Services and Arts, Science & Management. Phase 2 will expand the end-of-term survey to Trades & Technical programs and Continuing Education & Training in Winter 2024. Phase 3 will include mid- and end-of-term surveys for all programs in Fall 2024.
							Implementation in HHS and ASM			Implementation institution-wide				
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track							Begin draft strategy					Development of the draft combined teaching-and-learning/digital-learning strategy is planned for Spring 2024, with a version to share internally in Fall 2024.
									Draft strategy shared internally					
2.2 FINANCES														
a. Balanced budget within three years of the pandemic ending.	Balanced	On Track			Projected: ($1.5M)		($793K)		($643K)	0		$100K		NIC is on track to meet or reduce the targeted budget deficit of $643K. Preliminary planning assumptions for 2024/25 include a balanced budget. (some budget numbers to be updated in January)
					Actual: $57K		($741K)							
b. Long-term financial health (positive net asset position).	> $2.8M	On Track			Projection in 2021: $3.9M		$2.8M		$2.1M	$2.1M		$2.2M		The College's net asset position remains on pace to exceed the *BUILD 2026* goal of net asset growth to pre-pandemic levels in fiscal year 2024/25. The revised projection for 2023/24 means the erosion of NIC's net assets will be less than anticipated. (some budget numbers to be updated in January)
					Current Projections:				4.1M	$4.1M		$4.2M		
					Actual: $5.4M		$4.7M							

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FOUNDATION														
2.3 INFORMATION TECHNOLOGY														
a. Implement IT Service Management (ITSM) model*.	Complete	Complete					TeamDynamix (ITSM) complete							The ITSM foundational elements transitioning NIC's approach to managing IT are complete. The ITSM framework's continuous-improvement approach will be ongoing at NIC, as best practices are refined and implemented.
b. Improve NIC's cybersecurity risk mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track					2022 Score 1.9		2023 Score 2.3		2024 Score assigned			**NEW** The NIST Cybersecurity Framework (CSF) is an internationally recognized score that measures the strength of an organization's cybersecurity protection program.
2.4 INTEGRATED ENROLMENT														
a. Define optimum enrolment for NIC.	Complete	Complete						Optimum enrolment established						The Education Team continues its work in enrolment planning to meet the College's enrolment targets, set at 3,000 FTEs by 2026. The FTE measure will need reconsideration, as Ministry directions for shorter, faster, labour-market-focused programming continue.
b. Implement enrolment targets for all programs.	Complete	Complete						Template implemented	Annual process implemented					Annual program targets are in place, and a new Integrated Enrolment planning process has been developed to promote the offering of a forward-thinking, relevant mix of programs and student spaces in the region and beyond.
c. Develop and implement an integrated, strategic enrolment-planning process.	Complete	No data yet							Begin draft planning process		Implement process			**NEW** The Associate Vice President, College Experience will work with the college community to develop and implement NIC's first integrated, strategic enrolment-planning process.

* IT Service Management Model (ITSM) is a set of policies, practices and procedures for consistently improving the processes, activities and supports required to deliver customer-service-oriented technologies in alignment with business goals.

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet □ Not started

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.5 CAMPUSES AND CENTRES														
a. Develop Campus Master Planning concepts and share with communities.	Complete	On Track	Mixalakwila complete; Port Alberni complete; Comox Valley complete; Campbell River complete											Campus planning continues to support key projects: replacing the Tebo Centre in Port Alberni (PA) and the Village portables in Comox Valley (CV); and expanding the Campbell River (CR) campus.
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	On Track	Tree removal/ site clearance; Construction begins; Housing opens; Operational development begins											Design-build team, Urban One, has completed the design phase of the project, and construction has begun. Site excavation is complete, and building footings are being poured. Prefabrication of the wood framing will begin shortly.
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Complete	On Track	Begin developing business case; Business case to Ministry; Business case complete											**NEW** The Director, Envision North Island will lead this process and engage with community partners. Potential building sites are currently being identified, and consultations with rights holders are underway.
2.6 RISK MANAGEMENT														
a. Develop and implement a College-wide risk-management program.	Complete	On Track	Framework development; Risk Appetite statement; ERM policy revision; Framework implemented											NIC's Risk Management Policy #2-21 has been revised to establish the college-wide Enterprise Risk Management (ERM) framework, assign roles and responsibilities for risk and build a culture of risk awareness and risk appetite.
FRAME														
3.1 STUDENT WELL-BEING														
a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete	Plan complete; CARE² Dashboard Year 1; CARE² Dashboard Year 2											The Year 2 dashboard report of NIC's plan supporting student mental health and well-being, *The CARE² Plan*, can be found at Engage NIC.

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet □ Not started

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FRAME														
3.2 STUDENT SUPPORT AND PERSISTENCE														
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	On Track	52% retention			57% retention		58% retention		Next data available				
b. Maintain or increase $ scholarships, bursaries, awards and emergency funds available to students.	≥ $500K	On Track		≥ $540K		≥ $635K		> $567K		Next data available				
c. Increase # of childcare spaces above 94.	>94	On Track		Inventory of seats complete			Explore expansion opportunities					New CV spaces complete		In addition to building 75 new childcare spaces at the Comox Valley campus, NIC is assessing childcare needs in Campbell River and Port Alberni as part of the market and demand studies on student housing. The findings will inform the campus plans for those locations and plans for developing expanded childcare spaces.

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DOORWAYS														
4.1 PROGRAM ENTRY														
a. Increase the % of full-time equivalents (FTEs)* in access** courses and initiatives above 40%.	> 40%	On Track			72%		60%		Next data available					NIC continues to work with community partners, industry and First Nations to source one-time funding opportunities to support in-person, blended and digital programming throughout the college region.
4.2 LEARNING AND SERVICES														
a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track			28%		28%		Next data available					
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track			44%		33%		Next data available					
c. Develop and implement fully operational digital service strategy.	Complete	On Track				Strategy complete								A Digital Student Services Committee has been established and is working on a 3-year rolling plan to implement the digital service strategy.
								Strategy implementation						

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* Full-time Equivalent (FTE) is the metric used to measure enrolment across BC public post-secondary institutions. Full-time students count as one FTE while students taking part-time course loads count as less than one FTE.

** Access includes off-campus, non-traditional credit courses delivered at a time or place that is more available to students. This involves programs delivered off-campus, face-to-face, across the region, Adult Basic Education, Employment Transition, Joy of Lifelong Learning, dual credit and dual admission courses as well as evening and weekend courses.

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DOORWAYS														
4.3 PATHWAYS TO LEARNING														
a. Maintain dual-credit enrolment above 170.	> 170	On Track			253 enrolments		275 enrolments		Next data available					Due to changes in the Ministry of Education and Child Care's dual-credit policy, we anticipate lower dual-credit enrolments in 2023/24 and will adjust our target accordingly.
b. Maintain or increase the # of partnership agreements each year, equal to or above 16.	≥ 16	On Track			16 partnership agreements		18 partnership agreements		Next data available					

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			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.1 INDIGENOUS-LED EDUCATION														
a. Maintain or increase % of FTE Indigenous students* greater than or equal to representation in the population.	≥ 14%	On Track	19% Indigenous students				20% Indigenous students		Next data available					
b. Maintain or increase % of Indigenous students satisfied with NIC's help in achieving educational goals, above or equal to 90%.	≥ 90%	Behind	90%			90%		86%		Next data available				The 2023 NIC Indigenous Student Satisfaction Survey was conducted in November 2023, with results marginally below target. This is expected to be a temporary blip, within year-over-year variability; however, the complete report will be reviewed in January 2024 to identify areas where educational supports can be strengthened to improve student satisfaction.
c. Implement Indigenization Plan recommendations.	Complete	On Track	Indigenization plan costing complete				*Working Together Dashboard Year 1*	*Working Together Dashboard Year 2*						The Year 2 dashboard report of NIC's Indigenization plan, *Working Together*, was approved by the Indigenous Education Council in Fall 2023 and can be reviewed at Engage NIC.

* Inclusive of First Nations, Métis, Inuit and their communities, arts, cultures and histories in Canada.

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ROOMS														
5.2 COMMUNITY-CONNECTED LEARNING														
a. Maintain or increase the # of students participating in co-ops, practicums, internships and work-integrated learning experiences to over 700 participants.	> 700	On Track				916 students	921 students	Next data available						
b. Implement place-based learning initiatives in program renewal plans.	Complete	Complete				Strategy implemented								Within their renewal plans – which identify and prioritize goals against the benchmarks and targets outlined in *Widening Our Doorways* and *Working Together* – program areas continue the strategy to infuse place-based learning.
c. Open an expanded and fully operational integrated child-care and learning facility at the Comox Valley campus.	Complete	On Track				Business case development	$14.2M Ministry funding achieved	Business case approved	Builder selected	Construction begins	Academic & child-care spaces open			The Centre of Excellence in Early Learning at the Comox Valley campus is underway, with the building design and permit application submitted in December 2023. The project builder will be selected early in 2024. NIC continues consultation and operational planning support with Beaufort Children's Centre.
5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING														
a. Increase # of students with advising support above 425 students.	> 425	On Track				547	543	576	593	Next data available				
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track				24	26	Next data available						

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ROOMS														
5.4 GLOBAL LEARNING														
a. Increase # of new international student enrolments each year above 214 new students.	> 214	On Track	194 new students 2021/22				304 new students 2022/23	Next data available						
b. Increase # of agreements, including one international project by 2023 and 20+ students engaged internationally.	Complete	Complete			All goals met		All goals met	2 new Kenya Blue Economy projects	7 study-abroad scholarships					NIC's international programs continue to expand, with projects underway in Kenya, Japan and New Zealand.
c. Maintain or increase % of international student responses (agree/strongly agree) that NIC provides a supportive learning environment above 81%.	≥ 81%	On Track					84%			Next survey				

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ROOMS														
5.5 PROGRAM RESPONSE AND RENEWAL														
a. Complete renewal plans* for all programs.	Complete	On Track				Program renewal plans complete	2022/23 progress reports complete		2023/24 renewal plans complete					
b. Complete Provincial Quality Assurance Process Audit (QAPA)**.	Complete	On Track					QAPA orientation	QAPA Panel Visit	Institutional report submitted		Institutional response & final summary complete			NIC submitted its institutional report and self-study in October 2023 and hosted the QAPA panel visit in mid-November. The panel reviewed quality-assurance processes and practices and provided an assessment/recommendation report in early December. The College is currently preparing its institutional response, for submission to the Ministry by February 2024.

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* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.

** An external review process, required by all public post-secondary institutions, Government of BC website: **bit.ly/BCQAPA**

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WINDOWS														
6.1 BRAND AND IDENTITY														
a. Establish brand with better overall role and scope of the College.	Complete	On Track	Internal/ external audits complete			Tactical plan operative		Brand architecture finalized		Brand strategy complete				
						Consultant recommendations received		Refreshed brand rollout						
6.2 MARKETING & RECRUITMENT														
a. Establish a clearly defined student audience profile for all areas of study.	Complete	Complete				Audience profiles complete								
b. Implement annual marketing and recruitment plans.	Complete	On Track				2024/25 plan under development								
						2023/24 tactical plan complete								

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ROOF														
7.1 RECONCILIATION														
a. 75% of employees complete NIC-specific Indigenous, intercultural competency training.	≥ 75%	No data yet						Framework complete	Module review/ approval	Pilot delivery				NIC has made significant progress in developing its core-competency course for all employees. Community development of the final two (of six) modules will continue in Winter 2024, and Nations will review their local modules in Spring 2024. Following Indigenous Education Council approval, a pilot course delivery is planned for Summer 2024.
b. 100% of all named program areas with clear measurable commitments to address specific TRC Calls to Action for education.	Complete	Complete	All commitments defined											
7.2 DIVERSITY, EQUITY AND INCLUSION														
a. Maintain or increase 88% (2020) of students that agree strongly with "I am respected regardless of my personal characteristics, identity or background."	≥ 88%	On Track					Canadian Campus Wellbeing Survey 88%				Next survey			Success in this measure is built on initiatives in *The CARE² Plan*, Accessibility Plan, new counseling model and revised conduct processes. The recently launched *Thriving Together – People Plan*, and the Accessibility Plan, will help guide our DEI Policy and further strengthen results.
b. Maintain or increase 88% of students that agree or strongly agree with "My institution values diversity."	≥ 88%	On Track					Canadian Campus Wellbeing Survey 88%				Next survey			The same initiatives noted in 7.2.a. are foundational for ongoing success in this measure.
c. Implement Diversity, Equity and Inclusion (DEI) Strategy.	Complete	On Track					Draft DEI policy Accessibility Plan launched	DEI Strategy and Action Plan work commence					DEI strategy complete	NIC's Accessibility Plan launched September 1, 2023. The DEI Strategy and Action Plan was identified as a Year 1 priority in the *People Plan*, and work on this initiative will begin in Winter 2024, guided by a DEI Working Group (to be established).

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ROOF														
7.3 TRANSPARENCY AND ACCOUNTABILITY														
a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs.	Complete	Complete	New administrative structure											Being revised as needed.
b. Increase engagement with the North Island Students' Union (NISU).	Complete	Complete				New MOU with NISU								NISU participated on the Campus Life Advisory Committee and the Sexualized Violence Education Team and partnered with Student Life to enhance Orientation and Thrive Week and deliver a sexualized-violence-awareness campaign. With College support, NISU is establishing food services at the Comox Valley and Port Alberni campuses, beginning Winter 2024
ENVIRONMENT														
8.1 CLIMATE AND SUSTAINABILITY														
a. Reduce greenhouse gas emissions.	Complete	On Track				2021 Carbon Neutral outcomes		Next data available						
b. Implement process to track # of courses, research and applied learning initiatives that include sustainability.	Complete	Complete					Process established							Sustainability outcomes were incorporated in 21 applied-research initiatives, including kelp restoration projects, waste-water reduction in distillation processes and the evaluation of processing technologies for seaweed harvesting.
c. Explore adoption of the Sustainability Tracking Assessment and Rating System for Higher Education (STARS).	Complete	On Track							Decision on tracking system					NIC's Climate and Sustainability Committee continues to use STARS gap analysis to help inform climate-action initiatives. The committee has commissioned a CleanBC Energy study for the Comox Valley campus, which will provide recommendations for reducing energy consumption and greenhouse-gas emissions.

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COMMUNITIES														
9.1 SERVING THE PEOPLE OF THE REGION														
a. Increase above 278 the # of students participating in custom regional and in-community programming.	> 278	On Track			353		374		Next data available					
9.2 COMMUNITY ENGAGEMENT														
a. Create community-engagement strategy.	Complete	Complete				Consultation complete Draft strategy in development	Draft strategy complete	Final strategy approved Final strategy shared with community consultees						

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COMMUNITIES														
9.3 SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGION														
a. Create alumni-relations capacity.	Complete	On Track			Alumni-relations readiness assessment complete		Capacity plan complete				Alumni community established			An approved 3-year operation plan is being implemented.
b. Increase the number of active community partnerships to enhance programming.	12	On Track				18 partnerships	31 partnerships	28 partnerships						
c. Increase # of students involved in research projects to greater than 13 students.	> 13	On Track			13 students	28 students	30 students	23 students						

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Legend:

Housekeeping	proposed amendment corrects typos or other mistakes in the previous version of plan
Refinement	proposed amendment clarifies and focuses goal and/or responsible area
Consolidation	proposed amendment eliminates overlap & duplication in the previous version of plan
Expansion	proposed amendment augments existing plan based on identified need and changed environment
Deletion	proposed amendment deletes measure

Priority	Year 5 Goal	Proposed Amendment	Rationale	Impact
Foundation				
2.3 Information Technology	NEW – 2.3.b.	Add new measure: 2.3.b. Improve NIC's cybersecurity risk mitigation and response capabilities.	Advances NIC's cybersecurity posture to align with international standards and best practices	Expansion
2.4 Integrated Enrolment	NEW – 2.4.c.	Add new measure: 2.4.c. Develop and implement an integrated, strategic enrolment-planning process.	Establishes path to achieve defined enrolment targets	Expansion
2.5 Campuses and Centres	NEW – 2.5.c.	Add new measure: 2.5.c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Documents the formal process to establish the business case for needed student housing at the CR campus	Expansion

NIC BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 4.2.1 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	International Tuition per Credit: Coastal Forest Technology Diploma
Action Required:	For Board Approval
Draft Motion/ Recommendation:	THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES THE INTERNATIONAL TUITION FEE OF $245.00 PER CREDIT FOR COURSES WITHIN THE COASTAL FOREST TECHNOLOGY DIPLOMA.

Background/History/Executive summary:

The Coastal Forest Technology Diploma is comprised of 106.5 credits and is offered over a two-year period. The proposed per-credit value of $245.00 will put the overall cost of the program in alignment with international tuition rates for other trades programs at the college. The application of per-credit model supports international students in taking the program on a part-time basis.

The courses within the Coastal Forest Technology Diploma include:

- RFT - 100 Introduction to Forestry
- RFT - 101 Indigenous Lands
- RFT - 102 Forest Health and Safety
- RFT - 103 Applied Technology & Data Management
- RFT - 104 Plant Identification and Classification
- RFT - 105 Coastal Harvesting Systems
- RFT - 106 Introduction to Timber Cruising
- RFT - 107 Workplace Readiness Skills
- RFT - 108 Principles of Forest Engineering
- RFT - 110 Technical Communications
- RFT - 111 Forest Soils and Geomorphology
- RFT - 112 Introduction to GIS
- RFT - 113 Technical Math for Forestry
- RFT - 114 Forestry Hydrology And Riparian Management
- RFT - 115 Ecosystem Science
- RFT - 116 Forest Measurements and Sampling Techniques
- RFT - 117 Statistical Analysis for Forestry
- RFT - 200 Forest Health and Adaption
- RFT - 201 GIS and Remote Sensing
- RFT - 202 Cultural Heritage Resource Management
- RFT - 203 Silviculture
- RFT - 204 Forest Engineering
- RFT - 205 Professional Communications and Protocols
- RFT - 206 Forest Operations Planning
- RFT - 207 Wildlife Ecology
- RFT - 208 Sustainable Forest Management
- RFT - 209 Data Management and Analysis
- RFT - 210 Wildfire Management
- RFT - 211 Silvametrics
- RFT - 213 Resource Road Design

- RFT - 214 Applied Research Project

Policy analysis/strategic priority:

The offering of the Coastal Forest Technology Diploma aligns with the College's strategic plan *BUILD 2026* as they offer learners access to relevant and responsive programming that leads to laddering options and employment outcomes.

Action:

For the Board's consideration and approval.

NIC BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 4.2.2 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	Domestic Tuition per Credit: Trades and Technical micro-credential courses
Action Required:	For Board Approval
Draft Motion/ Recommendation:	THAT THE NORTH ISLAND COLLEGE BOARD OF GOVERNORS APPROVES DOMESTIC TUITION FEE OF $325.00 PER CREDIT FOR THE FOLLOWING COURSES OFFERED WITHIN TRADES AND TECHNICAL PROGRAM MICRO CREDENTIALS: ECM 200, ECM 201, ECM 202, ECM 203, GIS 111, GIS 115, GIS 116, RCT 100, 101,102,103,104,105,106,107,108,109,110, 120, 121,122,123, AND 124.

Background/History/Executive summary:

The proposed per-credit tuition fee will be applied to new Trades and Technical courses as developed and offered in a micro-credential format. Establishing a new per-credit tuition fee for technical programming addresses mid- and long-term course viability while establishing consistency with pricing for technical credit courses. The proposed per-credit tuition fee is $325.00/credit, which accounts for the financial realities of delivering programs on a full cost-recovery basis.

Program Summary:

The Trades and Technical per-credit tuition fee will apply to the following courses within the range of Natural Resource Micro-Credentials inclusive of Drone to Map GIS; EOS Arrow GPS and Field Maps; Fundamentals of Forest Operations; Introduction to Natural Resource Management; Natural Resource Field Safety; Natural Resource Technology and Data Management; Principles of Ecological Monitoring; Timber Cruising I; Timber Cruising II; Resource Field Assistant, and Principles of Ecosystem Stewardship.

The Natural Resource micro-credential courses, approved by Education Council on November 10, 2023 include the following:

- ECM 200, ECM 201, ECM 202, ECM 203, GIS 111, GIS 115, and GIS 116.

The Resource Field Assistant and Principles of Ecosystem Stewardship micro-credential courses, approved by Education Council on February 2022, include the following:

- RCT 100, 101,102,103,104,105,106,107,108,109,110, 120, 121,122,123, and 124.

Policy analysis/strategic priority:
The technical courses and related Micro-Credentials align directly with *BUILD 2026* as they offer learners access to programming with multiple points of entry, and pathways into credit-based programming with laddering options.
Action:
For the Board’s consideration and approval.

NIC BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 4.4.1 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	3rd Quarter 23/24 Financial Statements (attachment)
Action Required:	For Information
Draft Motion/ Recommendation:	Not Applicable

Background/History/Executive summary:

In mid-January NIC completed the 3rd Quarter 23/24 financial statements as well as other Ministry and statutory reporting requirements. The quarterly financial statements provide a snapshot of the performance against the budget as well as the progress on Goals 2.2a and 2.2b from Build 2026.

Executive Summary

The statement of financial position provides insight into NIC's financial health at December 31st, 2023. NIC's Cash and Equivalents is higher than normal due to the impact of some revenues exceeding budget (mainly tuition), contributions received in advance of program delivery (Deferred Contributions), and an increase in Accounts Payable. NIC's net assets are $5.4 million which is higher than the Year 3 projection in Build 2026 of $4.1M. That is due to the surplus in the 3rd Quarter which is discussed further below.

The Statement of Operations shows a surplus of $617,433, well ahead of the budgeted deficit of $642,585. This was mainly due to Tuition Revenue in excess of the budget, and higher than anticipated Investment returns. Expenses were on track for this point in the fiscal year.

Additional details on Tuition and Fee revenue are shown in the table below.

3rd Quarter FY 23/24
Tuition and Fee Breakdown

				Budget	% of Budget
	3Q FY 23/24	2Q FY 22/23	Variance	FY 23/24	To Date
Domestic	3,055,696	2,777,809	277,887	4,261,606	71.70%
CE & Contracts	976,754	995,191	(18,437)	1,358,825	71.88%
International	5,933,517	3,867,105	2,066,412	7,243,612	81.91%
Total	**9,965,967**	**7,640,105**	**2,325,862**	**12,864,043**	**77.47%**

- The Domestic tuition and fee revenue exceed the previous year, but the headcount data (including projections for the Winter semester) don't indicate that we should expect to exceed budget significantly. The story is very similar for Continuing Education and

Contract training areas.

- International tuition and fee revenues are well ahead of budget expectations. NIC's 23/24 budget anticipated growth of approximately 22%, but International student enrolment numbers indicate we will end the year with an approximate 45% increase. This can be seen in the figures in the table, which shows the significant increase in the 3rd this fiscal compared to last. It also shows that we have already taken in 82% of the budgeted revenue with 3 months left in the fiscal year.

In addition to the increase in Tuition and Fee revenues, NIC's Investment income is well ahead of budgeted levels, especially realized gains on investments. Realized gains on investments are $421,968, and represent gains made due to trading activity by NIC's portfolio manager. These fluctuate greatly from year to year so NIC doesn't build significant realized gains into the budget. It is also outside of NIC's span of control. These returns can be significant but unplanned, and become a source of funds for future capital projects, as they increase NIC's long-term investment portfolio.

Policy analysis/strategic priority:

This agenda item is linked to the BUILD Foundational Goals 2.2 and 2.3; NIC's finances. The financial result for 23/24 keep NIC on track with these foundational strategic plan goals.

Attachments:

1. Financial statements for the quarter ended December 31, 2023.

Action:

For information

NORTH ISLAND COLLEGE
FINANCIAL STATEMENTS
For the nine months ended December 31, 2023 and 2022

North Island College
Index to the Financial Statements
For the nine months ended December 31, 2023 and 2022

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FINANCIAL STATEMENTS	
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Schedule 1 - Schedule of Expenses by Object	**6**

North Island College
Statement of Financial Position
As at December 31, 2023 and 2022

	Dec 2023	Dec 2022
Financial assets		
Cash and cash equivalents	$ 13,582,940	$ 6,915,847
Accounts receivable	1,311,058	720,517
Due from government organizations	351,436	1,546,683
Inventories held for resale	658,514	532,496
Portfolio investments	18,329,300	16,999,078
	34,233,248	26,714,621
Liabilities		
Accounts payable and accrued liabilities	13,015,584	11,466,209
Due to government organizations	695,476	546,205
Employee future benefits	473,605	430,651
Leasehold inducements	-	-
Deferred revenue	3,884,490	3,594,691
Deferred contributions	14,036,562	12,588,099
Deferred capital contributions	51,932,847	39,978,216
	84,038,564	68,604,071
Net financial assets (net debt)	(49,805,316)	(41,889,450)
Non-financial assets		
Tangible capital assets	55,461,462	46,270,863
Prepaid expenses	96,659	151,582
	55,558,121	46,422,445
Accumulated surplus	**$ 5,752,805**	**$ 4,532,995**
Accumulated surplus is comprised of:		
Accumulated surplus	$ 5,359,764	$ 4,694,094
Accumulated remeasurement gains (losses)	393,040	(161,099)
	$ 5,752,812	$ 4,532,993

North Island College
Statement of Operations and Accumulated Surplus
For the nine months ended December 31, 2023 and 2022

	Budget 2024	% of Budget	Dec 2023	Dec 2022
Revenue				
Province of British Columbia				
Base Operating grant	$ 32,324,859	77	$ 25,049,341	$ 21,471,631
Industry Training Authority grant	2,994,084	68	2,034,424	2,462,088
Routine capital	160,592	81	130,000	130,000
Leases	306,975	79	242,642	229,499
Aboriginal service plan	259,057	104	269,397	243,484
Literacy grants	203,000	149	303,361	273,535
Student aid	185,000	107	197,094	181,094
Educational partnerships	789,000	38	298,741	300,503
Province of BC contracts	210,000	142	298,942	575,722
	37,432,567	77	28,823,942	25,867,556
Government of Canada	1,261,763	42	523,751	212,139
Tuition and student fees	12,864,043	77	9,965,967	7,640,105
Contract services	2,851,313	57	1,611,398	1,783,780
Sales of goods and services	1,166,000	62	727,540	722,211
Investment income	707,889	97	688,909	501,065
Realized gain(loss) from investments	50,000	842	420,968	49,437
Other income	1,007,660	121	1,223,557	926,215
Revenue recognized from deferred capital contributions	3,599,832	71	2,539,056	2,519,903
	60,941,067	76	46,525,088	40,222,411
Expenses (Schedule 1)				
Instructional and non-sponsored research	58,209,142	74	43,161,393	38,872,963
Ancillary services	1,100,365	57	623,113	618,453
Sponsored research	1,282,349	52	661,003	308,475
Special purpose	991,796	147	1,462,146	1,211,519
	61,583,652	75	45,907,655	41,011,410
Deficit for the year	**(642,585)**		**617,433**	**(788,999)**
Accumulated surplus, beginning of period	4,742,331		4,742,331	5,483,093
Accumulated surplus, end of period	**$ 4,099,746**		**$ 5,359,764**	**$ 4,694,094**

North Island College
Statement of Remeasurement Gains and Losses
For the nine months ended December 31, 2023 and 2022

	Dec 2023	Dec 2022
Accumulated remeasurement gains, beginning of period	$ 270,478	$ 766,998
Unrealized gains (losses) attributed to:		
Pooled funds	543,530	(878,660)
Amounts reclassified to the statement of operations:		
Realized gain on pooled funds	(420,968)	(49,437)
Remeasurement gains(losses) for the period	122,562	(928,097)
Accumulated remeasurement gains (losses), end of period	**$ 393,040**	**$ (161,099)**

North Island College
Statement of Cash Flows
For the nine months ended December 31, 2023 and 2022

	Dec 2023	Dec 2022
Cash provided by (used in):		
Operations		
(Deficit) surplus for the period	$ 617,433	$ (788,999)
Items not involving cash:		
Amortization of tangible capital assets	3,098,392	3,024,571
Revenue recognized from deferred capital contributions	(2,539,056)	(2,519,903)
Change in employee future benefits	-	(162,074)
Gain on sale of tangible capital assets	(78,474)	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(549,805)	336,536
Decrease (increase) in due from government organizations	2,159,482	(725,579)
Decrease (increase) in prepaid expenses	103,574	249,236
Decrease (increase) in inventories held for resale	(188,397)	(225,962)
Increase (decrease) in accounts payable and accrued liabilities	45,050	(1,234,141)
Increase (decrease) in due to government organizations	20,889	230,371
Increase (decrease) in deferred revenue	986,101	1,160,799
Increase in non-capital contributions	(59,596)	(1,159,084)
Net change in cash from operating activities	2,998,160	(1,025,230)
Capital activities		
Cash used to acquire tangible capital assets	(8,473,672)	(1,720,461)
Proceeds from deferred capital contributions	12,013,749	1,115,540
Proceeds on sale of assets held for sale	-	-
Proceeds on disposal of tangible capital assets	97,663	-
Net change in cash from capital activities	3,637,740	(604,921)
Investing activities		
Decrease (increase) in investments	(860,271)	533,764
Net remeasurement gains (losses)	122,562	(928,097)
Net change in cash from investing activities	(737,709)	(394,333)
Net change in cash and cash equivalents	**6,515,624**	**(2,813,483)**
Cash and cash equivalents, beginning of period	7,067,317	9,729,331
Cash and cash equivalents, end of period	$ 13,582,940	$ 6,915,847

North Island College
Statement of Changes in Net Financial Assets (Net Debt)
For the nine months ended December 31, 2023 and 2022

	Budget 2024	Dec 2023	Dec 2022
(Deficit) surplus for the year	$ -	$ 617,433	$ (788,999)
Acquisition of tangible capital assets	-	(8,473,672)	(1,720,461)
Amortization of tangible capital assets	4,366,104	3,098,392	3,024,571
Gain on sale of tangible capital assets		(78,474)	-
Proceeds on sale of tangible capital assets	-	97,663	-
	4,366,104	(5,356,091)	1,304,110
Acquisition of prepaid expenses	-	(57,793)	249,236
Use of prepaid expenses	-	161,367	-
	-	103,574	249,236
Net remeasurement gains (losses)	-	122,562	(928,097)
Change in net financial assets (net debt)	**4,366,104**	**(4,512,522)**	**(163,750)**
Net debt, beginning of period	(45,292,794)	(45,292,794)	(41,725,700)
Net debt, end of period	$ (40,926,690)	$ (49,805,316)	$ (41,889,450)

North Island College
Schedule 1 - Schedule of Expenses by Object
For the nine months ended December 31, 2023 and 2022

	Budget 2024	% of Budget	Dec 2023	Dec 2022
Expenses				
Salaries and benefits	$ 44,044,673	72	$ 31,672,499	$ 28,011,365
Other personnel costs	987,941	92	909,128	725,509
Advertising and promotion	827,941	61	504,429	499,396
Books and periodicals	448,411	49	221,233	255,379
Cost of goods sold	680,000	40	270,903	335,467
Equipment costs	1,826,988	101	1,836,345	1,971,983
Facility costs	2,557,702	96	2,455,057	2,202,453
Financial service charges	246,502	60	148,591	173,686
General fees and services	2,125,000	70	1,477,553	1,032,686
Student awards	823,680	141	1,160,035	948,990
Supplies and general expenses	1,457,145	75	1,095,660	1,219,344
Travel	980,669	77	754,469	337,046
Grant transfers	210,896	144	303,361	273,535
Amortization of tangible capital assets	4,366,104	71	3,098,392	3,024,571
	$ 61,583,652	75	$ 45,907,655	$ 41,011,410

NIC BOARD OF GOVERNORS	**BOARD OF GOVERNORS – ACTION SHEET** February 8, 2024 Agenda #: 4.4.2 *Working together, North Island College builds healthy and thriving communities, one student at a time.*
Agenda Item:	3rd Quarter 23/24 Forecast (attachment)
Action Required:	For Information
Draft Motion/ Recommendation:	Not Applicable

Background/History/Executive summary:

In the 3rd Quarter, NIC prepares a forecast for the Ministry that is in a template they provide. The timing isn't optimal as it is due in mid-December before the College completes its 3Q financial statements.

NIC then updates the 3Q forecast after the financial statements are complete to provide a more accurate update. The updated forecast is attached. The impacts of the increased tuition revenue and investment income have been incorporated into the forecast.

Another new item in the forecast for the 3rd Quarter is a $300K reduction to Province of BC revenues to reflect NIC's intention to request a shift of these resources to capital funding. This will assist with project's the College has self-funded this fiscal year. It has the effect of reducing the surplus because those funds are deferred and amortized over the life of the asset. This shift would provide a funding source for future amortization, and reduce NIC's overall amortization shortfall.

Policy analysis/strategic priority:

This agenda item is linked to the BUILD Foundational Goals 2.2 and 2.3; NIC's finances. The financial result for 23/24 keep NIC on track with these foundational strategic plan goals.

Attachments:

1. 3rd Quarter Forecast

Action:

For information

NIC FY 23/24 Forecast

	3rd Quarter Forecast	Board Approved Budget	Variance	Comments
Revenues				
Province of BC Revenue	37,529,302	37,432,567	96,735	Increase reflects Pre-Health Science and ECCE program funding received post-Budget. A shift to Provincial capital funding of $300K has been anticipated.
Contract Services and Federal Grants	4,113,076	4,113,076	0	
Student Tuition and Fees (Note 1)	13,993,731	12,864,043	1,129,688	Increase reflects International student numbers that exceed the budgeted amounts
Bookstore and Cafeteria Revenue	1,166,000	1,166,000	0	
Investment Income	1,259,459	757,889	501,570	Significant increase in realized gains in the 3rd Quarter
Other Income	1,007,660	1,007,660	0	
Capital Revenue	3,599,832	3,599,832	0	
Total Revenue	**62,669,060**	**60,941,067**	**1,727,993**	
Expenditures				
Salaries, Benefits and Other Personnel Costs	45,501,637	45,032,614	469,023	Increases to reflect larger International student numbers and additional program funding
Operating Costs	12,514,081	12,184,934	329,147	Cost pressures include Cyber audit, Student Housing demand survey & Capital planning costs
Amortization of Capital Assets	4,366,104	4,366,104	0	
Total Expenditures	**62,381,822**	**61,583,652**	**798,170**	
Revenue less Expenditures	**287,238**	**(642,585)**	**929,823**	

Notes:
1. NIC's 23/24 budget included a 22% increase in International student tuition revenue to reflect growth in the number of students. However, our student numbers have grown faster than anticipated and is expected to come in at 45 to 50% higher than budgeted.
2. NIC's Investment income includes realized gains of $421,968, well exceeding budgeted amounts. Realized gains are a result of trading activity within NIC's long-term investment portfolio. These gains can be significant and are outside NIC's span of control.

Report to Board of Governors from Education Council Chair

February 8, 2024, at the Port Alberni Campus

Report Prepared by: Education Council Chair, Aisling Brady

INTRODUCTION

My official duties began in January, although I have been participating on Education Council since Fall 2021. I am excited to participate in the Board of Governors and keep communications clear between the two groups.

At the December 15, 2023, meeting, Education Council approved the following:

New Courses

- ENR 190 Engineering Work Term I
- ILF 138 Foundations in Indigenous Ecological Knowledge – Ayajuthem
- ILF 131 Ayajuthem Immersion 1
- ILF 132 Ayajuthem Immersion 2
- ILF 133 Ayajuthem Immersion 3
- ILF 134 Ayajuthem Immersion 4
- ILF 135 Ayajuthem Immersion 5
- ILF 136 Ayajuthem Immersion 6
- ILF 139 Internship - Ayajuthem

Course Revisions

- ILF 108 Foundations in Indigenous Ecological Knowledge – Kwak'wala
- ILF 128 Foundations in Indigenous Ecological Knowledge – Nuu-chah-nulth

Program Revision

- Engineering Foundations Certificate
- Health Care Assistant Certificate
- Indigenous Language Fluency Certificate

QAPA:

Following the institution's receipt of the QAPA Assessors' Report, I have attended two meetings where there were opportunities to learn of their findings and provide feedback or have a chance to dialogue about it:

- December 15th Meeting with all NIC participants present at QAPA (CVC Board Room and Teams)
- January 22nd Teams Meeting with Liesel and other faculty

It is clear there will be changes coming from QAPA that Education Council will be involved in, including revisions to specific educational policies, addition of new educational policies, and significant revisions to many course ACDs. More details will follow soon, upon direction from Tony Bellavia and Liesel Knaack.

MEETINGS ATTENDED:

Onboarding:

- Wilma and I met on December 12th to discuss chair responsibilities
- Kara, Barb, and I met on January 5th for ~2.5 hours, discussing responsibilities, minutes, data storage and presentation, and future plans

Chair & Co-Chair

- Barb (co-chair) and I have met twice (December 12th, January 18th) to discuss program development process in Curriculog, mentoring of students and new council members, and faculty recruitment and polling faculty.

Curriculum Related

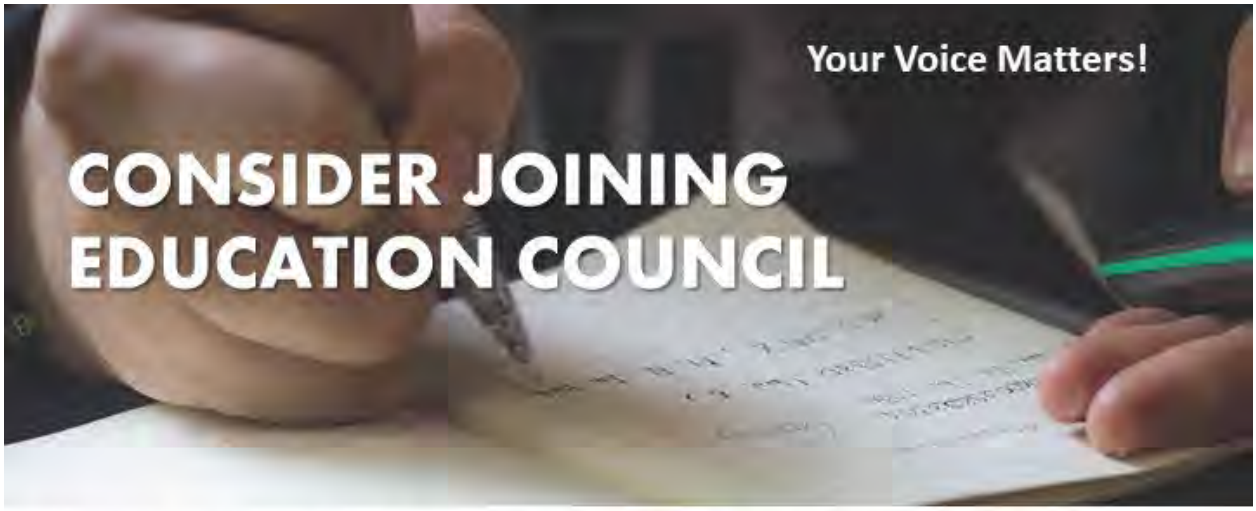
- Curriculum Committee chair (Jennifer) called a meeting with Barb, Kara and myself on January 4th to discuss timelines for curriculum review, revisions, and voting for consent agendas

Education Council Executive:

- As per the bylaws, the Education Council Executive committee is to meet once a year. We met on January 18th and had further discussions on timelines for review and consent agendas of curriculum items, proposed changes to Education Council bylaws, and various communication strategies.

OTHER INITIATIVES:

As chair, I would like to bring the college voice to the Education Council table, and bring ideas and concerns forward, that are within the purview of the council. I reached out to faculty to not only have them consider running for Education Council (see attached poster below), but also to share their ideas and topics they would like to see discussed at the table. There is a short survey being filled out by faculty, regarding what are some topics they would like to see discussed at Education Council, and I will share the results at the next Board of Governors meeting.



You Can Help Make Decisions About Education and the Future of Education at NIC

What Do We Do at EdCo?

Look at Education Policies and Review:

- Education Priorities of the College
- Course and Program Development & Revisions
- Priorities for Implementation of Programs and Courses
- Evaluation of Programs and Services
- Education Priorities of the College
- Community consultation of educational programs
- Criteria for awarding credentials

Set Policies and Criteria Around:

- Evaluation of student performance
- Student withdrawals
- Academic standing
- Academic excellence
- Student appeals

NIC Board of Governor's 2023/24 Workplan

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

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

Thursday Sep 28 2023 — CAMPBELL RIVER

BOARD DEVELOPMENT & EDUCATION
- Joint meeting with NIC Foundation

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

ORGANIZATIONAL PERFORMANCE
- Fiscal Year 23/24
- Enrolment Report

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

CAMPUS/CENTRE DEVELOPMENT
- *5-Year Capital Plan Priorities*

Thu-Fri Nov 2-3 2023 — UCLUELET

BOARD DEVELOPMENT & EDUCATION
- Board Retreat

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

Thursday Dec 7 2023 — CAMPBELL RIVER

BOARD DEVELOPMENT & EDUCATION
- ERM
- Cybersecurity

BOARD BUSINESS
- Standing Committee Reports

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

Thursday Feb 8 2024 — PORT ALBERNI

BOARD DEVELOPMENT & EDUCATION
- Cybersecurity Governance

BOARD BUSINESS
- Standing Committee Reports
- Triennial Bylaw & Policy Review

ORGANIZATIONAL PERFORMANCE
- *BUILD 2026 Strategic Plan Updates and Dashboard Review*
- Fiscal Year Enrolment Report

FIDUCIARY
- Q3 Financial Statements
- Q4 Financial Forecast

Thursday Mar 14 2024 — COMOX VALLEY

BOARD DEVELOPMENT & EDUCATION
- Fiscal Year 2025/25 Draft Budget Presentation

BOARD BUSINESS
- Joint meeting with Indigenous Education Council

Thursday Apr 18 2024 — MIXALAKWILA

BOARD DEVELOPMENT & EDUCATION (TBC)
- International Education or People Plan

BOARD BUSINESS
- Standing Committee Reports
- Quality Assurance Process Audit (QAPA)
- *Board Workplan 2024/25.*
- *Mandate Letter, if received*
- Enterprise Risk

FIDUCIARY
- *Budget 2024/25*

STUDENT ASSOC. FEES
- *Direct institution to collect fees*

Thursday Jun 27 2024 — COMOX VALLEY

BOARD DEVELOPMENT & EDUCATION
- Student Housing Commons Projects

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

ORGANIZATIONAL PERFORMANCE
- *BUILD 2026 Updates and Dashboard Review*
- *2023/24 Full-time Equivalent Enrolment Report*

FIDUCIARY
- *2023/24 Audited Financial Statements*

ONGOING AS REQUIRED

ORGANIZATIONAL PERFORMANCE
- *Strategic Plan Approval/Updates*

PROGRAMMING
- *Credential Approval*
- *Program Cancellation*

FIDUCIARY
- *New Programming Tuition and Fees*

CAMPUS/CENTRE DEVELOPMENT
- *Lease Approval*
- *Land Sale*

EMPLOYEES
- *Collective Agreement Ratification*

Items in this font and italicized require Board approval

College & Community 2023/2024 Upcoming Events

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

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

	September 2023	Oct / Nov 2023	Dec 2023 / Jan 2024	February 2024	March 2024	April / May 2024	June 2024
Board Committee Meetings to be held virtually and/or in the Komoux Hall Boardroom (venue and dates are subject to change)							
Executive	Sep 14 9am	Oct 19 & Nov 20 11am	Jan 26 10:30am	Feb 26 (TBC) 9am		Apr 8 10:30am	Jun 10 or 11 (TBC) 9am
Governance & Board Development	Sep 14 11am	Oct 19 & Nov 20 9am	Jan 19 9am			Apr 12 2pm	Jun 10 or 11 (TBC) 9am
Finance & Audit	Sep 8 3pm	Nov 24 3pm	Jan 26 3pm			Apr 5 3pm	Jun 14 3pm
Community Engagement Events (optional)							
	Sep 26 Comox Valley Centre of Excellence in Early Learning Site Blessing	Nov 3 Ucluelet West Coast Community Engagement Lunch	Dec 7 Campbell River Campbell River Community Engagement Lunch	Feb 8 Port Alberni Campus Community Engagement Lunch		Apr 29 Mixalakwila Campus North Island Community Engagement Lunch	June 13-14 Vancouver, BC Post-Sec Governance Workshop
						Apr 29 - May 1 Calgary, Alberta CICan Conference	
NIC College Engagement Events (optional)							
	Sep 25 Online College Conversation	Nov 20 Online College Conversation	Dec 4 Port Alberni NISU/LT Student Celebration Lunch	Feb 5 - 9 College-Wide Thrive Week	Mar (date TBA) Online (12pm-1pm) College Conversation	May 31 Location TBA Employee Recognition Event	Jun 17 Campbell River Graduation
	Sep 27 Port Alberni Graduation (rescheduled)	Nov 28 Comox Valley NISU/LT Student Celebration Lunch	Dec 8 Online College Conversation	Feb 5 Port Alberni (11:30-12:30) NISU/LT Student Celebration Lunch		May (date TBA) Online (12pm-1pm) College Conversation	Jun 18 Port Alberni Graduation
		Nov 30 Campbell River NISU/LT Student Celebration Lunch	Jan 25 Online (12pm-1pm) College Conversation	Feb 6 Campbell River (11:30-1:00) NISU/LT Student Celebration Lunch			Jun 20 Comox Valley Graduation
				Feb 7 Comox Valley (11:30-1:30) NISU/LT Student Celebration Lunch			Jun (date TBA) Online (12pm-1pm) College Conversation

BOARD OF GOVERNORS

COLLEGE HIGHLIGHTS REPORT
FEBRUARY 2024

TRADES AND TECHNICAL PROGRAMS

Report to the BOG

Welcome to 2024!

Re-energized from the break in late December, Trades and Technical programs is back in full swing ready for anything 2024 brings to the table! Students hit the ground running between January 2nd and 9th with the start-up of two Carpentry Apprenticeships and a Plumbing Apprenticeship at the Comox Valley campus and two Heavy Mechanical Apprenticeships and an Electrical Apprenticeship in the Campbell River campus. The Port Alberni Automotive Service Technician, Welding and Furniture Design and Joinery Foundations carried over from the 2023 fall term and instructor, Sean McSavaney, also wound down the Professional Cook Level 2 program with his students writing their SkilledTradesBC Certificate of Qualification exam on January 25th.

When you think of the end of a month, a slowdown or wrap up comes to mind. Not so for the Trades programs. On January 29th we're just getting started!

At the post, it's an all-age race with Plumbing & Piping Foundation and Carpentry Foundation in the Comox Valley campus and Campbell River campus has Automotive Collision & Refinishing, Automotive Service Technician, Fabricator-Welder, Welding, Heavy Mechanical and Electrical Foundations. An impressive cohort of Electrical Foundation joins the field at the TEBO in Port Alberni campus.

Jockeying for position round the clubhouse turn in February, we have the first cohort of Trade Sampler, with a compliment of 14 students beginning on February 2nd. At the half mile, Heavy Mechanical Apprenticeship Level 2 and Professional Cook Level 1 (PA) on February 5th are holding strong followed closely by Electrical Apprenticeship Level 4 on February 12th.

Headed down the backstretch, the pace is fierce with Carpentry Apprenticeship Levels 2 and 4 and Plumbing Apprenticeship Level 3 neck and neck. It's going to be a sprint to the finish! Here comes Electrical Apprenticeship Level 2 upping the ante on March 4th going all out with the second cohort of Trade Sampler. Giving their all are contenders Electrical Apprenticeship Level 3 and Women in Trades on February 18th.

It's too close to call! We're looking at a photo finish!

Highlights

The Bistro at the Campbell River campus is open for business! Our Professonal Cook Level 1 (PC1) students, who started in the fall, have now entered the next phase of their culinary journey where their skills are put to the test. On Thursdays and Fridays, from January 25th to March 8th, the PC1 students will be serving a wonderful three course lunch to patrons lucky

enough to secure a coveted place setting *available by reservation only*. Word gets around quickly and dates are already selling out!

And…Action! This past *Motion Picture Production Assistant Micro-Credential* was a great success. All participants successfully completed the program after participating in both virtual classes and applied bootcamp training which was located in the heart of the Sunshine Coast – Gibson, BC. This training equipped participants with motion picture production assistant skill, motion picture industry orientation (MPIO), Motion Picture Safety Awareness (MPSA), WHMIS, Food Safe, Traffic Control Training and Propane Safety awareness. Needless to say, participants are safety-certified and ready to be on set!

Special Feature

Instructor, Jaylene van der Merwe.

This winter I was invited back to Tanzania to be involved in the second training session through the ESP-01 Empowerment through Skills Training. Instructors and principles from two folk development colleges as well as community-based organization leaders travelled to Arusha where we held the training sessions. After our last session facilitating Active Learning Strategies, we spoke to the principals and gained insight on what they wanted for the next sessions. It was decided we would spend the week focusing on Safety, Essential Skills, and Entrepreneurship. The goal is to add modules of these topics into the short courses they will begin building in 2024.

Three instructors and one project coordinator were invited on this trip. Being from a Trades background, I took on the safety training components. We covered an overview of Hazard Awareness, Fire Safety, Personal Protective Equipment and Emergency Procedures. It took time to prepare the presentation due to the different circumstances in their country, adding alternative fire safety measures and personal protective equipment options was important in ensuring the content was relevant to the learners. We also spoke about how to bring these topics into their classrooms and activities to engage their learners and communities. The feedback received during and after the training was both humbling and inspiring. There were many in attendance who were planning on taking this newfound knowledge back to their communities for everyone’s safety as recounts of previous accidents now demonstrated how this new understanding of the proper use of fire extinguishers and how to recognize hazards could very well have altered, if not prevented, some of the unfortunate incidents.

Many other subjects followed throughout the week and learners were excited to immediately put this new information and awareness into practice. The last day involved dancing and taking extra time to get to know each other and speak about the fulfilling work that comes with being an educator to students and community. The next stages of the project will include curriculum development for the three short courses. Another individual from NIC will be involved in short course curriculum development for solar panel installation and will be welcomed in Tanzania by great attitudes, focused work ethic and infectious humor. These trips give so much value to both the facilitators and learners, I am so grateful I was able to be a part of this project.

The only way to define your limits is by going beyond them.

OFFICE OF GLOBAL ENGAGEMENT

International Student Orientations

Submitted by Mike Hillian, Global Engagement Liaison

On January 5, NIC welcomed 110 new international students from 17 countries to our Comox Valley and Campbell River campuses for icebreaker games, a campus tour, and a delicious lunch. Cambell River students also enjoyed a fantastic cultural presentation from Elder-in-Residence June Johnson and the Liǧʷiɬdaxʷ Elder and Youth Cultural Group in Q̓əpix̓ida?as. With 535 continuing and exchange students, NIC now hosts 645 international students on three campuses for January 2024 term.

International Student Engagement

Submitted by Mike Hillian, Global Engagement Liaison

On January 27, Comox Valley international students enjoyed a morning of snow tubing and exploring the alpine village at Mt. Washington. Campbell River students will do the same trip on February 11.

Immigration, Refugees and Citizenship Canada (IRCC) Announcement

Submitted by Junko Leclair, Manager, International Enrolment and Recruitment

With the announcement by IRCC on January 22, 2024, international enrolment planning will likely change to adapt to the new study permit process. OGE is working hard to develop new plans for upcoming intakes while we await further directions from IRCC and the Provincial government.

NORTH ISLAND COLLEGE
CARTI

Winter 2024

RESEARCH NEWS

Innovative Research Solutions For Island Communities Through Experiential Learning

LEARNING OUR WAY PROJECT CREATES FIELD SCHOOLS

The Learning Our Way project welcomed eight health care professionals from the North Island and the lower mainland, for five days in September for a field school.

The Learning Our Way project aims to address systemic racism and promote health equity for Indigenous peoples through field schools led by Indigenous Knowledge Holders. The three-year project, funded by the Canadian Institutes of Health Research (CIHR), is working with Wuikinuxv, Kwakiutl, Ka:'yu:'k't'h'/Che:k:tles7et'h', and Huu-ay-aht communities.

Health care professionals taking part in a field school in Katit (Rivers Inlet)

The field school participants learned about health and wellness from the Wuikinuxv people and the land. They shared stories aimed at building healing relationships and better understandings.

"The participants felt so welcomed by the community," said lead researcher Dr. Joanna Fraser. "They went home with new insights and the determination to make the health care system a more welcoming place for Indigenous people, especially those who travel from more remote areas.

In November the Learning Our Way team visited Ka:'yu:'k't'h'/Che:k:tles7et'h' to plan for a spring field school.

"Our recent visit focused on partnering with the community to find out what their needs are and which health care professionals they would like us to bring in for the spring field school," said Fraser.

Next steps for the project includes field schools for Ka:'yu:'k't'h'/Che:k:tles7et'h', Kwakiutl and Huu-ay-aht, data gathering and analysis.

CARTI BUILDS PROTOTYPE

A new research project built a prototype to automate the separation of live and dead oysters using forced air.

The standard industry approach to farming oysters involves sorting and removing dead oysters by hand in a labourious process. The prototype will assist Nova Harvest with automating the sorting process and speeding up production.

Lead researcher, Scott McGregor worked with Nova Harvest and NIC student, Alex Badzio-George to come up with the prototype.

The project is the result of funds received from NSERC 's Applied Research and Technology Partnership grant.

NIC researcher Scott McGregor testing the oyster sorter prototype.

NEW VIRTUAL REALITY PROJECT

CARTI's latest research project, Virtual Reality Technology Innovative Solutions in Education, Tourism, and Economic Development in Indigenous Rural Remote Communities: A Consultative Approach, aims to explore the potential benefits of using Virtual Reality (VR) technology to generate social innovation at the community level by supporting economic development and technology supported training in the remote and rural Indigenous community of Huu-ay-aht First Nations.

The three-year, $360,000 project, funded by the College and Comunity Social Innovation Fund (CCSIF), aims to identify the potential benefits of using VR technology in education and tourism, and exploring the heritage and natural beauty of Anacla and Bamfield.

The project will involve a collaboration between NIC students, Huu-ay-aht First Nation, the community, and high school students and teachers to develop the VR prototype.

ARE YOU INTERESTED IN SUBMITTING A STORY TO OUR NEWSLETTER? OR DISCUSSING YOUR RESEARCH IDEA? PLEASE CONTACT US CARTI@NIC.BC.CA

NORTH ISLAND COLLEGE CARTI

Winter 2024

RESEARCH NEWS

Innovative Research Solutions For Island Communities Through Experiential Learning

CARTI STUDENT PROFILES

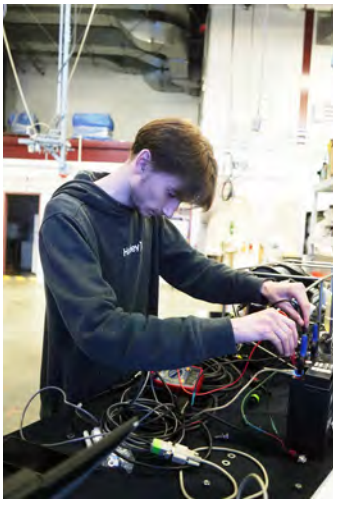
Name: Melissa Roberts

Area of Study: Biology

Projects: Kelp Habitat Banking and Central Coast Geoduck

NIC Student Melissa Roberts holding a leather star while working in Heiltsuk Territory for the Central Coast Geoduck project.

"Working with CARTI over the past two summers has been a great opportunity to learn about the intricacies of research projects and how they are conducted. I've had the benefit of working on both the Kelp Habitat Banking project and the Central Coast Geoduck project. Fieldwork is probably one of my favourite aspects of being a student researcher. It teaches patience, adaptability, and the importance of meticulous planning. Being out in the field has also highlighted the need for habitat conservation, which is one reason why working on the Kelp Habitat Banking project has been so rewarding. Being able to work outdoors while expanding my knowledge about the importance of kelp ecosystems and the benefits of geoduck farming has been such a valuable experience. The hands-on fieldwork has provided me with practical knowledge and a better understanding of our local environment. While the lab work and data analysis has helped me further understand the procedures and methodologies. Learning these skills, especially as a first and second-year student, has been a great way to gain relevant experience in my field of study."



NIC Student Alex Badzio-George testing voltage of the solar set up for the ocean sensors deployment.

Name: Alex Badzio-George

Area of Study: Engineering

Projects: Oyster Sorting Project, Ocean Sensors Project

"Working on these projects has helped me apply what I've learned in the classroom at NIC. I've had the opportunity to apply science, technology, engineering , and math skills to solve real-world problems. This experience will help me get co-op positions and get jobs after graduation."

CARTI Student Research Assistants

Did you know that CARTI hires NIC students to work on research projects?

Students gain valuable skills such as:

- Problem Solving
- Communication
- Teamwork
- Project Management
- Field Work
- Lab Skills
- Technical Skills
- Data Analysis
- Leadership

Student research assistant positions are available in many subject areas and industry sectors. Previous research experience is not required. Please contact CARTI (carti@nic.bc.ca) if interested.

NIC student research assistant, Rowen Berkey, holds up a blade of kelp while assisting in field work.

BRITISH COLUMBIA

SAVE THE DATE

2024 Post-Secondary Governance Workshop

Thursday, June 13, 2024 | 1:00 pm to 4:00 pm

Friday, June 14, 2024 | 8:30 am to 3:00 pm

The Ministry of Post-Secondary Education and Future Skills is pleased to announce its third Post-Secondary Board Governance Workshop on June 13-14, 2024. This one and a half day, in-person interactive conference is an opportunity for learning and discussing fundamental governance principles and current issues in the sector, and to build relationships among board members and senior leaders within the sector. Please consider this a "save-the-date" notice – more details will be shared in the coming weeks.

EVENT INFORMATION

- Thursday and Friday, June 13-14, 2024.
- Vancouver Convention Center – Downtown Vancouver – In person only.
- There is no conference fee to register. (Please note, travel and accommodation costs are not provided by the province).
- A limited number of rooms are held at a reserved rate at the Fairmont Waterfront for Thursday, June 13, 2024. The link to book these rooms is here.
- Lunch and snacks will be provided. Dietary restrictions and/or accessibility requests will be canvassed through the registration process.

WHO SHOULD ATTEND

- The conference is open to all board members, both appointed and elected, Board Secretaries, Presidents, Vice Presidents, and other senior leaders/administrators.

WHO TO CONTACT WITH QUESTIONS

- Any questions, please ask Pratibha Bhatnagar, Director of Governance and Labour Relations Policy at Pratibha.Bhatnagar@gov.bc.ca.

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 691 *, Approved and Ordered* December 8, 2023

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that Corinne Lea Stavness is appointed as a member to the board of North Island College for a term ending July 31, 2025.

Minister of Post-Secondary Education and Future Skills

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *College and Institute Act*, R.S.B.C. 1996, c. 52, s. 9 (1) (a)

Other:

O10744011

TOGETHER MAKES SENSE

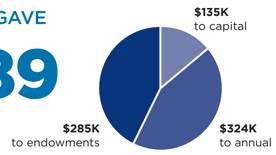
Your generosity shows us we can achieve amazing things when we work together. Your gift, no matter the size, made a difference to our students this past year. Because of you, hundreds of NIC graduates will become the professionals, leaders, innovators and change-makers of tomorrow.

Thank you for your investment in the communities we serve.

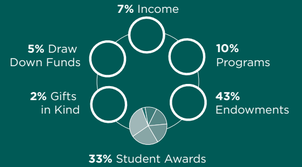
TOGETHER, 232 DONORS GAVE

$744,089

October 2022-September 2023



Every year, hundreds of donors generously support our annual awards program. These scholarships and bursaries are vital to helping students access post-secondary education.



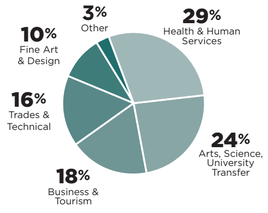
THANK YOU FOR YOUR SUPPORT

$567,755
Total value of the 2023 Awards program*

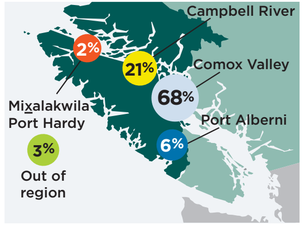
491
Individual Awards*

9
New Awards*

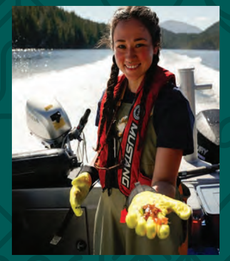
SUPPORT BY PROGRAM AREA



SUPPORT BY REGION



*Current as of September 30, 2023



"Receiving this award holds immense significance for me. I feared I might have to drop some classes but this award has significantly alleviated my financial concerns. I eagerly anticipate being able to attend all my classes, in the upcoming fall semester. Thank you."

- MELISSA R.
Associate of Science Degree

THANK YOU

Your generous support shows our students that we can achieve amazing things when we work together.

NIC Foundation Board of Directors

EXECUTIVE

Sandra Harrison, Chair, Comox Valley

Dianne Hawkins, Vice Chair, Comox Valley

Donna Cloutier, Treasurer, Comox Valley

Shannon Baikie, Secretary, Campbell River

EX OFFICIO (Voting Member)

Lisa Domae, President of NIC

EX OFFICIO (Non-voting Members)

Diane Naugler, Executive Director NIC Foundation

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Christine Dickinson, Comox Valley
Julie Field, Port Alberni
Helena Friesen, Campbell River
Shane Landreville, Comox Valley
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NICFoundation

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NICFoundation

MAKING JOURNEYS POSSIBLE

2022-23 ACADEMIC YEAR IMPACT REPORT

VANCOUVER ISLAND
BRITISH COLUMBIA

NORTH ISLAND COLLEGE
NIC

OUR THANKS

We are so pleased to share this report highlighting people like you — our supporters, partners, alumni and friends — who are making a difference to our hard-working students.

Your philanthropic spirit continues to foster a sense of connectivity across every community in the North Island College region.

We are humbled by the unwavering generosity of individuals who believe in the collective power of education. Every single gift we received this past year changed a student's life for the better.

Your generosity is shaping the next generation. North Island College graduates are critical thinkers, community ambassadors and leaders, ready to take on the challenges that face our ever-changing world.

It fills us with such an enormous sense of pride to see the resilience and commitment demonstrated by our students as they continue to focus on working hard (and overcoming so much adversity) to realize their dreams.

Thank you for helping us prepare the next generation of **community builders and change-makers.**

Sandra Harrison,
NICF Board Chair

Lisa Domae,
President of NIC

We're honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

GIVING MATTERS

Giving is empathy in action.
It connects us. It uplifts and inspires us.
It builds stronger communities.

Your gift:

- breaks down financial barriers to education
- helps to create a skilled and educated workforce
- contributes to a compassionate and equitable society
- leaves a legacy

To learn all the ways you can give, visit **foundation.nic.bc.ca**

"I felt immense happiness and excitement upon hearing about the award. It's not just a great opportunity but also a powerful motivator for an international student like me as I pursue my journey at North Island College in Canada. I genuinely appreciate this honour. Thank you."

- BA THING G.
Culinary Business Operation Diploma

LASTING LEGACIES

Thanks to a little planning and a lifelong dedication to learning, Hedie Fournier's name is living on through a planned gift in her will.

Hedie (née Kaulitz) was born in Germany and immigrated to Canada when she was seven. In 1947, she started teaching Grade 5. She retired after 36 years at the same Port Alberni school, having taught more than 1,000 students. After retiring, she continued volunteering well into her later years.

By establishing a planned gift in her will, Hedie guaranteed that her passion for education, her love for her community and her desire to help others would live on. Since 2018, the Hedie Fournier Memorial Bursary has been supporting two NIC students annually who attend the Port Alberni campus.

Planned gifts, also called bequests, become lasting legacies, ensuring your philanthropic wishes are carried out even after you're gone. With benefits to your loved ones and to your community, planned gifts are just one example of how you can continue to transform lives for generations to come.

For more information on legacy gifts, please visit foundation.nic.bc.ca/planned-giving

"I am very excited to receive this award. As a mature student who has returned to school with two teenagers at home, this recognition allows me to wholeheartedly concentrate on my studies without constant financial worries."

- SAM S.
University Transfer Science (PA)

INDUSTRY PARTNERS STRENGTHEN EDUCATION

BHP

NIC, BHP and community representatives meet at NIC's Mixalakwila campus

We're proud to work with industry and government to develop and deliver training. This collaboration is crucial for student success.

In 2022, BHP Canada became one of our incredible industry partners. The company announced a five-year, $325,000 commitment to support the delivery of Awi'nakola — a new Indigenous language program offered at North Island College's Mixalakwila campus in Port Hardy.

Tailored specifically to enhance Indigenous students' learning experiences in their own territory and culture, Awi'nakola draws on Kwak'wala and Kwakwaka'wakw ways of knowing and being to inform academic learning.

Thanks to the generosity of BHP and other industry partners, our economies grow stronger as employable graduates with relevant skills are more likely to live, work and invest in their communities.

To learn more about industry partnerships, please visit foundation.nic.bc.ca/what-can-i-do

THE POWER OF COMMUNITY PARTNERS

Bigfoot Donuts

When the spirit of generosity meets local action, it becomes a powerful force for change.

Bigfoot Donuts owners Lyndsey and Jay took their passion for post-secondary education and community awareness and embarked on an inspiring journey. In 2021, they established a new initiative through the NIC Foundation to directly support education and Indigenous entrepreneurship.

The Bigfoot Donuts Bursary — funded by the proceeds from donut sales on each annual National Day for Truth and Reconciliation, as well as through donations from their customers — supports a First Nation, Inuit or Métis student pursuing culinary or business studies at North Island College.

We are so grateful to partners like Lyndsey and Jay who recognize the important role philanthropy plays in addressing the needs of our communities.

For more information on Community Partners, please visit foundation.nic.bc.ca/scholarships-and-bursaries

EQUIPMENT

Gifts that support classroom equipment and program resources empower students to reach their full potential.

Up-to-date equipment provides students with a more engaging and relevant learning experience. Graduates who train with the tools and technologies in their respective fields are better prepared for the modern workplace.

From learning support enhancements to sliding table saws, advanced training patient mannequins to heavy duty transmissions, these gifts provide the tools and resources necessary for comprehensive, hands-on and competitive education. Your gift can open doors, create opportunities and contribute to the overall success of North Island College and its students for years to come.

For more information on gifts like equipment, please visit foundation.nic.bc.ca/what-can-i-do/gifts-in-kind

"As an international student, I encounter numerous challenges, and this award will greatly improve my situation. Notably, this award carries profound personal significance as it coincides with the expansion of our family through the arrival of a new baby. The timing of this award is truly remarkable. Thank you."

- CHARITH S.
Post Grad Diploma
Global Business Management

KPMG

Cyber Security
Board Training

Prepared for: NORTH ISLAND COLLEGE NIC

Presented By:

Erik Berg
Partner, Digital Trust and Cyber Security

Jason Stevenson
Director, Digital Trust and Cyber Security

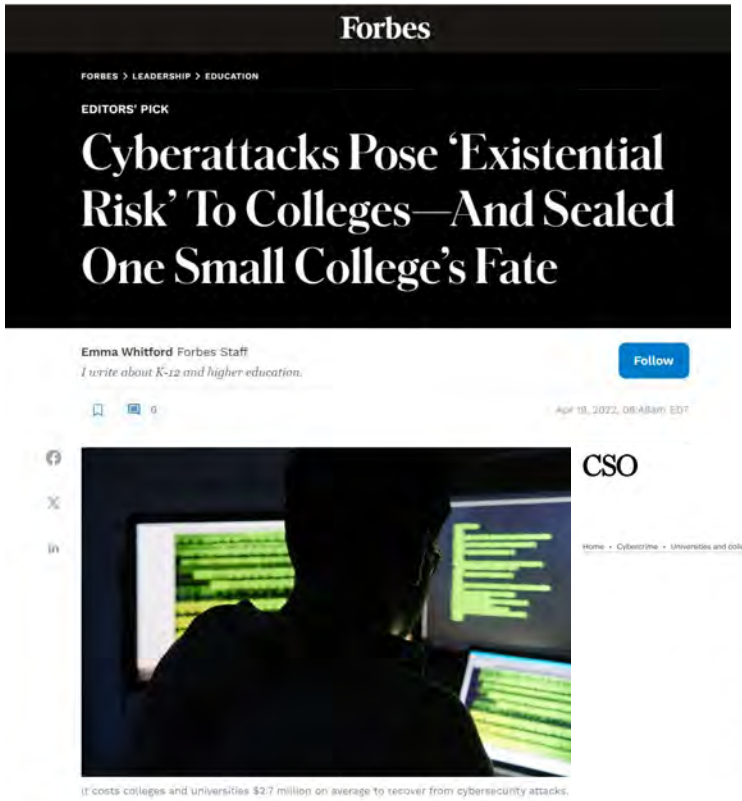
KPMG

Current Threat Landscape

Current threat landscape

Current Hot Topics in Education

Student Experience & Student Success	Replacing Legacy IT systems	Cyber Security and Privacy
Funding and cost pressures	ESG (including EI&D)	Workforce of the Future
Enterprise Risk Management	Aging Infrastructure & Deferred Maintenance	Generative AI



Forbes

FORBES > LEADERSHIP > EDUCATION

EDITORS' PICK

Cyberattacks Pose 'Existential Risk' To Colleges—And Sealed One Small College's Fate

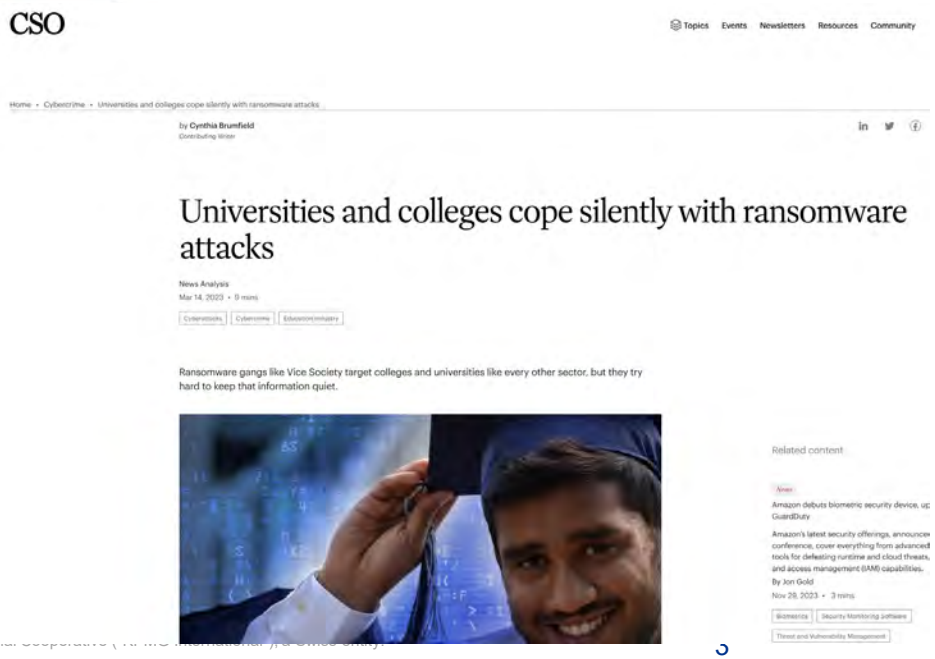
Emma Whitford Forbes Staff

I write about K-12 and higher education.

Follow

Apr 19, 2022, 08:48am EDT

It costs colleges and universities $2.7 million on average to recover from cybersecurity attacks.



CSO

Topics Events Newsletters Resources Community

Home • Cybercrime • Universities and colleges cope silently with ransomware attacks

by Cynthia Brumfield

Contributing Writer

Universities and colleges cope silently with ransomware attacks

News Analysis

Mar 14, 2023 • 9 mins

Ransomware gangs like Vice Society target colleges and universities like every other sector, but they try hard to keep that information quiet.

Related content

Amazon debuts biometric security device, up GuardDuty

Amazon's latest security offerings, announce conference, cover everything from advanced tools for defeating runtime and cloud threats, and access management (IAM) capabilities.

By Jon Gold

Nov 29, 2023 • 3 mins

Biometrics | Security Monitoring Software

Threat and Vulnerability Management

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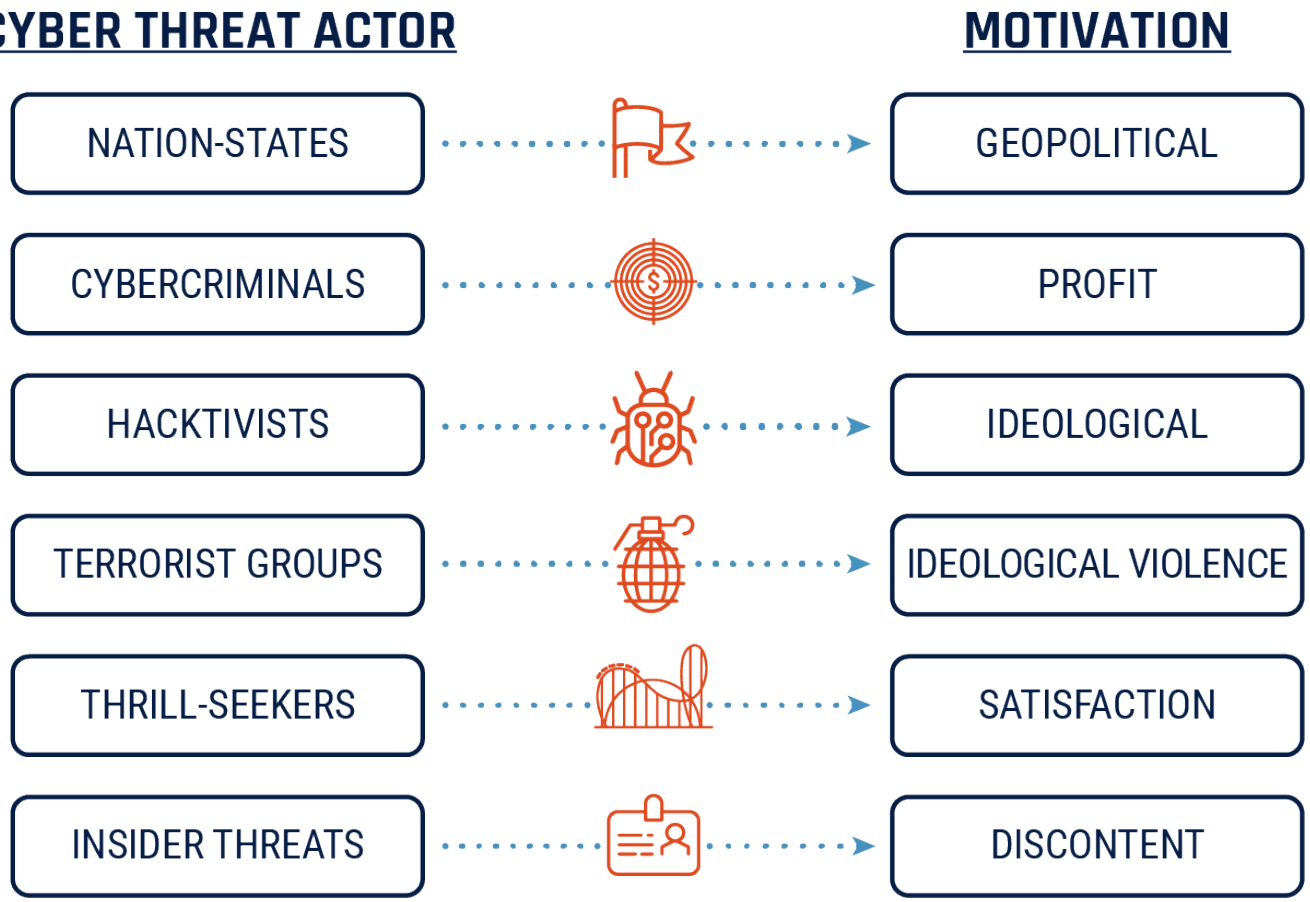
Cyber Threat Landscape



- Important to understand who the cyber threat actors are.
- Cyber-attacks rarely originate from a single person.
- Cyber-attacks arise from complicated threat actor networks
- Threat actors are not silos, but are complicated and inter-connected
- Selecting targets is not ‘personal’ but largely automated.
- Hacked networks are re-sold to other hacker groups with different intentions

https://cyber.gc.ca/en/guidance/cyber-threat-and-cyber-threat-actors

KPMG

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Who are they targeting?

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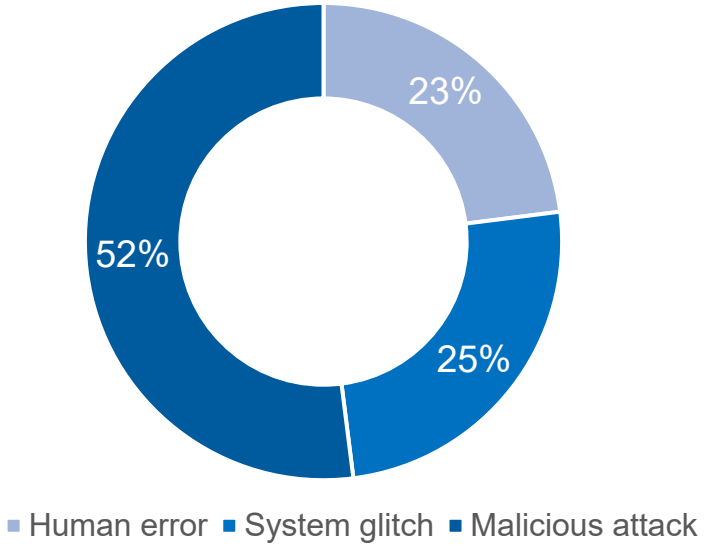
Cyber Threat Landscape - Root Cause

Data Breach Root Causes

- Malicious attack = 52%
- System glitch = 25%
- Human error = $23%



Data Breach Costs Per Root Cause *(in US$ millions)*

$3.86 million
Average total cost

280 days
Average time to identify and contain

$150
Customer PII avg. cost per record

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Cyber Security Board Oversight

"What is my role?"

Defensible Position - Starts with Assessing Risk

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Defensible Position - Starts with Assessing Risk

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GOOD PRACTICE FOR BOARDS: UNDERSTAND | GUIDE | ACT

Directors' role in enabling cybersecurity.

01

UNDERSTAND

Have a clear view of key cyber risks and issues facing the business, and the organisation's ability to safeguard against threats.

02

GUIDE.

Support management in their cyber risk management activities and enable alignment with the overall organizational strategy.

03

ACT.

Take action to build a strong culture of cyber security, champion cyber training, and provide corporate cyber governance.

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National Association of Corporate Directors Cyber-Risk Principles

Principle 1	Principle 2	Principle 3	Principle 4	Principle 5
Directors need to understand and approach cybersecurity as a strategic, enterprise risk, not just an IT issue.	Directors should understand the legal implications of cyber risks as they relate to their company's specific circumstances.	Boards should have adequate access to cybersecurity expertise, and discussions about cyber-risk management should be given regular and adequate time on board meeting agenda..	Directors should set the expectation that management will establish an enterprise-wide, cyber-risk management framework with adequate staffing and budget.	Board-management discussions about cyber risk should include identification and quantification of financial exposure to cyber risks and which risks to accept, mitigate, or transfer, such as through insurance, as well as specific plans associated with each approach.

NACD NATIONAL ASSOCIATION OF CORPORATE DIRECTORS

Principles for Board Governance of Cyber Risk

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KPMG

Cyber Security Governance

"What is your defensible position"

KEY CHALLENGES

Questions directors should be asking today.

Through good governance, proactivity, and sound oversight, boards have the opportunity to foster operational resilience and safeguard organisational reputation against cyber threats.

PARTNERSHIPS.

Are our third parties taking adequate measures to address security concerns?

TRAINING & AWARENESS.

Is our team ready to handle the uptick in phishing and other targeted cyber attacks?

INCIDENT RESPONSE.

Do we know how we would deal with a breach if one happened today?

Cyber Security Program.

Do we have the appropriate data protection and cyber security capabilities to protect our critical systems and data?

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SUPPORTING MANAGEMENT AND DRIVING CYBERSECURITY

Key considerations for the board.

TRAINING & AWARENESS

Is our team ready to handle the uptick in phishing and other targeted cyber attacks?

- **Awareness.** We're providing targeted messaging to high risk groups.
- **Guidance.** We're making it easy for employees to use our technology.
- **Training.** We're continuing to conduct relevant cybersecurity training.

INCIDENT RESPONSE

Do we know how we would deal with a breach if one happened today?

- **Communication.** We've tested our coordination capabilities.
- **Documented plan.** Our IR plan has been documented, socialized, and tested.
- **Key personnel.** We've identified backups for all key stakeholders.

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Enhancing Trust and Protecting Data

A good Cyber security defensible position - Should be holistic, and support the prevention, detection and reaction to Cyber security incidents. It will also cover both the design and effectiveness of security controls.

Prevention	Detection	Response
	Effective governance and Program Management	
People: ▪ A RACI (particularly roles & responsibilities defined and agreed) ▪ Security awareness	**People:** ▪ Incident detection & correlation training ▪ Cyber intelligence feeds and contacts	**People:** ▪ Incident response training ▪ Pre-defined call-off agreements with forensic partners
Processes: ▪ Security policies & procedures ▪ Security risk, threats, & vulnerabilities management ▪ Accurate asset management (data & devices) ▪ Effective supplier assurance ▪ Effective patch management	**Processes:** ▪ Security policies & procedures ▪ Red team (DDoS/SIEM testing)	**Processes:** ▪ Security policies & procedures ▪ Incident response processes ▪ Cyber security breach simulation exercises ▪ Media response templates
Technology: ▪ Strong Security architecture & technical controls ▪ Encryption ▪ Effective Identity & access management tools & capabilities ▪ Data Loss Prevention Controls ▪ Denial of Service Protection	**Technology:** ▪ Monitoring & SIEM controls ▪ Effective malware protection ▪ Effective APT controls ▪ Data Loss Prevention Controls	**Technology:** ▪ Forensic tools (hardware & software)

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Board Takeaways

Set the tone
Establish cyber security as a key consideration in all board matters.

Stay diligent
Address new issues and threats stemming from new cyber threats and digital transformation initiatives.

Determine value at risk
Reconcile value at risk in dollars against the board's risk tolerance including efficacy of cyber insurance coverage.

Embed security from the start
Embrace a "trust by design" philosophy when designing new technology, products and business arrangements.

Assess the CRMP independently
Obtain a recent and rigorous third-party assessment of the cybersecurity risk management program (CRMP).

Understand escalation protocols
Include a defined communication plan for when the board should be notified, including ransomware incidents.

Manage third-party risk
Understand processes to identify, assess and manage risk associated with service providers and the supply chain.

Test response and recovery
Enhance enterprise resilience through conducting rigorous simulations including restoring offsite backups and testing recovery time and arranging protocols with third-party professionals before a crisis.

Monitor evolving practices
Stay attuned to evolving oversight practices, disclosures reporting structures and metrics.

https://cyber.gc.ca/en/guidance/cyber-threat-and-cyber-threat-actors

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Phishing and Ransomware Trends

Ransomware Top 10

- Locky
- WannaCry
- BadRabbit
- Ryuk
- Troldesh
- Jigsaw
- CryptoLocker
- Petya (and NotPetya)
- GoldenEye
- GandCrab

Source: https://www.kaspersky.com/resource-center/threats/ransomware-examples

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Source: https://www.dataanalyzers.com/blogs/ransomware-data-recovery/

Ransomware

Ransomware Trends and Best Practices

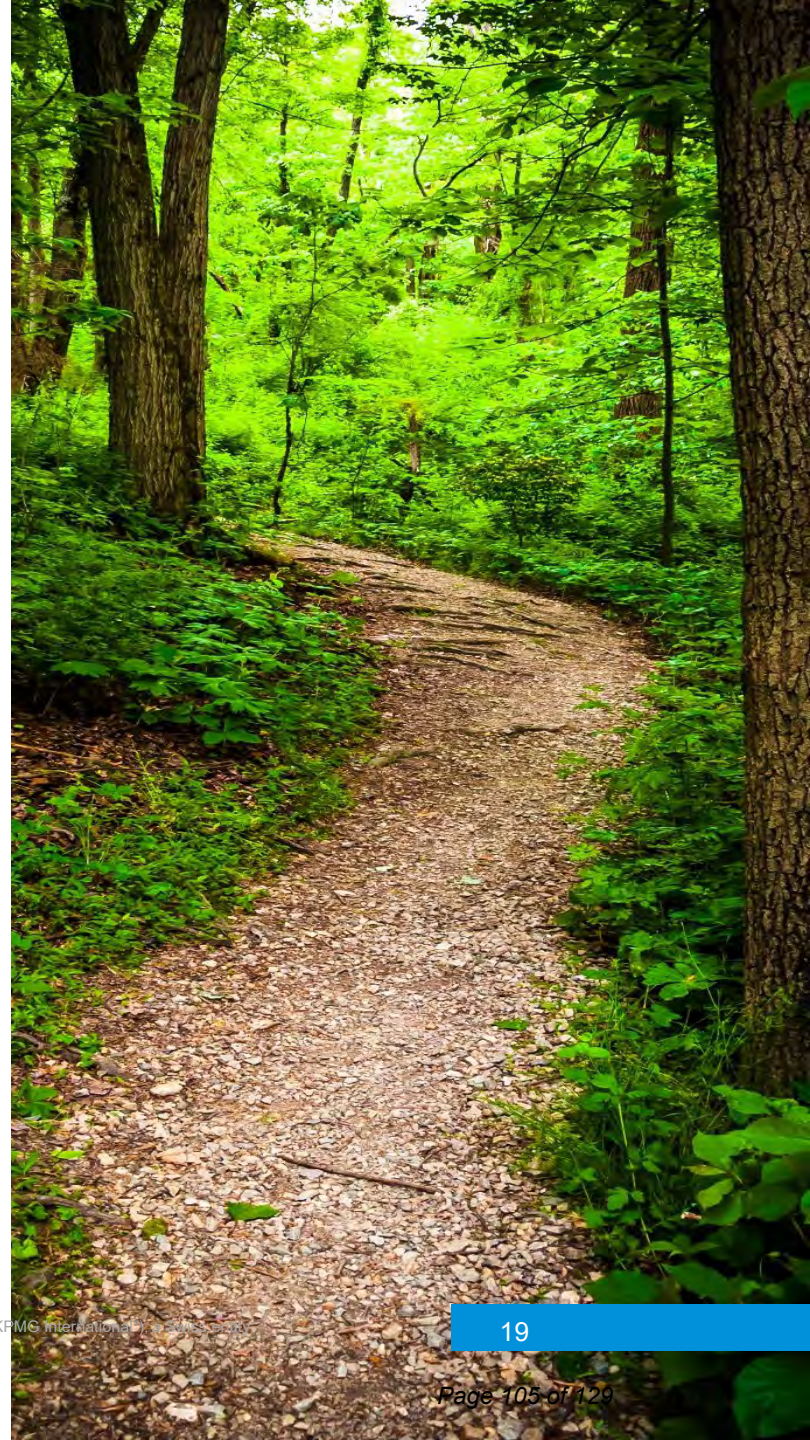
In the past year, ransomware variants features have expanded to include data exfiltration, participation in distributed denial of service (DDoS) attacks, and anti-detection components.

Trends:

- Ransomware as a service (RaaS) market continue to flourish as the best way for inexperienced cybercriminals to get started in ransomware
- Growing ransomware attacks towards Higher Ed from a cyber criminal organization called Vice Society

Best practices:

- Employee education and training campaigns on phishing emails
- Backup files frequently and test restoration periodically
- Grant the least privilege necessary on a per-user basis
- Patch frequently, have up-to-date OSs and software
- Enhance network protection, enable signature-based ransomware detection
- Protect cloud environment, strengthen IAM and enable cloud-to-cloud backup
- Have detailed incident response plan and test its validity



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Closing Remarks

Cyber risk is a critical business risk, not just an IT risk:

– Managing cyber risk accountability lies with executive management not IT.

Get to a good Cyber security defensible position:

– Everyone is now a target (they would never target us….)

– Start with understanding your cyber risks and crown jewels (provides focus to your investment, cyber controls and resources)

– Prepare like you will experience a cyber breach (Incident response plan and cyber insurance)

– Double and triple check your backup and recovery capabilities

Monitor and Oversight:

– Cyber should be a standing agenda item at the executive and board level (quarterly)

– 3rd party review by cyber practitioners

– Follow-up on identified gaps/remediation activities as part of your overall cyber program

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Office of the
Auditor General
of British Columbia

July 2023

Board Oversight of Cybersecurity Risk Management at Vancouver Island University

An independent audit report

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The Honourable Raj Chouhan
Speaker of the Legislative Assembly
Province of British Columbia
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Victoria, British Columbia
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Dear Mr. Speaker:

I have the honour to transmit to the Speaker of the Legislative Assembly of British Columbia the report, *Board Oversight of Cybersecurity Risk Management at Vancouver Island University*.

We conducted this audit under the authority of section 11(8) of the *Auditor General Act*. All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001 – Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the *CPA Canada Handbook – Assurance*.

Michael A. Pickup, FCPA, FCA
Auditor General of British Columbia
Victoria, B.C.

July 2023

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Vancouver Island University, Cowichan Campus
Source: Vancouver Island University

The Office of the Auditor General of British Columbia acknowledges with respect that we conduct our work on Coast Salish territories, primarily on the traditional lands of the Lekwungen people (Esquimalt and Songhees Nations).

Audit at a glance

Why we did this audit

- Information technology is critical to post-secondary programs and the storage of the personal records of faculty, staff, and students. Cybersecurity attacks can lead to unauthorized access to sensitive information and damage to an institution's reputation.
- The Vancouver Island University (VIU) Board of Governors, like other university boards, is responsible for overseeing cybersecurity risk management and holding management accountable for its delivery.
- We selected VIU because it is a similar size to many other universities in British Columbia.

Objective

To determine whether VIU's Board of Governors provided oversight of the university's cybersecurity risk management practices.

Audit period

April 1, 2022, to March 31, 2023

Conclusion

We concluded that VIU's Board of Governors has not provided oversight of the university's cybersecurity risk management practices.

VIU has accepted our four recommendations on updating policies, board training and development, and cybersecurity risk mitigation and responses.

What we found

The board established oversight roles and responsibilities, but policies are out of date

- VIU policies and terms of reference define cybersecurity risk management roles and responsibilities.
- The university hasn't updated its risk management policy and it's not in compliance with its own timeline for review.
- The board of governors approved the president's goals for managing cybersecurity risk and receives the president's assessment of management's progress.

Recommendation 1

Board training on how to oversee cybersecurity risk management isn't adequate

- An orientation program provided to all new board members includes general information about enterprise risk management, but not oversight responsibilities for cybersecurity risk management.
- The board of governors doesn't have an annual development (training) program which would provide updates on areas of significant risk, such as cybersecurity, or any changes to its role in providing oversight of cybersecurity risk management.

Recommendations 2 and 3

Audit at a glance *(continued)*

A risk management framework was developed, but the board did not review the mitigation strategies until the end of the last fiscal year

- The university has developed an enterprise risk management framework, including processes to identify and rank cybersecurity risks and provide mitigation strategies.
- Using this framework, the university has identified cybersecurity risk as a top priority.
- For most of the 2022/23 fiscal year, the board of governors had not reviewed management's evaluation and response to cybersecurity risks, including its compliance with legal and regulatory requirements.

Recommendation 4

After reading the report, you may wish to ask the following questions of government:

1. What are government's expectations regarding board oversight of cybersecurity risk management at post-secondary institutions?
2. What are post-secondary boards doing to ensure they effectively oversee cybersecurity risk management?
3. How are post-secondary boards evaluating whether cybersecurity risk is adequately managed?

Background

Post-secondary institutions increasingly rely on information technology (IT) for their operations and to protect the sensitive information of faculty, staff and students. They depend on IT for educational programs, student registration, enrollment, assignments, and grading. Students expect technology-enabled learning and universities must be able to provide it securely and reliably.

Protecting IT from cyberattacks, ransomware and other threats is a critical business issue. Vancouver Island University (VIU) ranks cybersecurity among its highest risks.

Management at VIU is responsible for conducting risk assessments and implementing and operating processes to mitigate risk. It is expected to report the status of risk management programs to the board of governors, which oversees management activities.

VIU's board of governors is expected to oversee cybersecurity risk management by evaluating whether the institution:

- Has current cybersecurity policies and procedures.
- Regularly assesses and monitors cybersecurity risks.
- Receives regular reports on the institution's cybersecurity posture.

What's ERM?

Enterprise risk management (including cybersecurity risk management) protects systems and data. ERM uses technology, processes, and practices to:

- Identify assets and threats.
- Determine the likelihood of threats materializing.
- Determine the potential impacts.
- Document current mitigation strategies.
- Identify and implement mitigation strategies to manage residual risk (risk that remains after measures are in place).
- Monitor risk and mitigation strategies.

The board of governors is a line of defence to protect the university and improve its response to cyber threats. For example, the board of governors can evaluate whether management has implemented strategies to mitigate risks to its technology infrastructure.

The Crown Agencies and Board Resourcing Office recruits candidates for government appointments to public boards, including university boards of governors. The office recommends candidates to cabinet for approval prior to their formal appointment by the lieutenant governor. Board members, other than the president, receive no remuneration for being on the board of governors.

The *University Act* defines the membership of a university's board of governors. VIU has a 15-person board of governors:

- Eight members appointed by government (including two nominees from the institution's alumni association).
- Two elected by faculty.
- Two elected by members of student societies.
- One elected by staff.
- University chancellor.
- University president.

Board powers

"The management, administration and control of the property, revenue, business and affairs of the university are vested in the board." – Section 27 (1), *University Act*

Source: Getty Images

Objective

The audit objective was to determine whether Vancouver Island University's Board of Governors provided oversight of the university's cybersecurity risk management practices.

Scope

We looked to determine if the board of governors provided oversight of the university's cybersecurity risk management practices, including:

- Defining roles and responsibilities for cybersecurity risk management.
- Training on oversight of cybersecurity risk management.
- Evaluating if a risk management framework and processes are in place and functioning.
- Evaluating if management assessed the university's legal and regulatory requirements regarding cybersecurity.

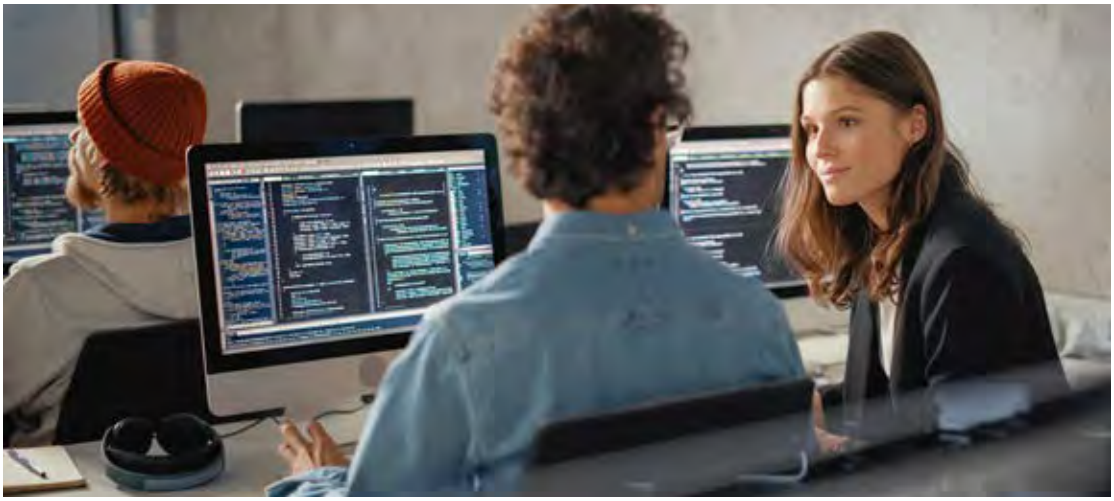
We audited the board of governors' oversight practices from April 1, 2022, to March 31, 2023.

This was not an audit of management's processes. We did not audit:

- The effectiveness of operational cybersecurity controls.
- Management's process for conducting risk assessments.

Learn more about the audit criteria on page 19.

Learn more about how we did this audit on page 17.



Source: Getty Images

Conclusion

Vancouver Island University's Board of Governors has defined roles and responsibilities for overseeing risk management. It sets expectations for management to improve their enterprise risk management, which includes cybersecurity.

However, we concluded they haven't provided oversight of the university's cybersecurity risk management practices because:

- The board doesn't have a development (training) program to increase their subject matter knowledge in areas of risk, including cybersecurity risk, to assist them in their oversight responsibilities.
- The current risk management policy hasn't been updated since it was last approved by the board of governors in 2012. During the audit period, the board of governors reviewed, but didn't approve, an updated risk management policy.
- For most of the last fiscal year, the board of governors had not reviewed cybersecurity risk mitigation strategies which include compliance with legal and regulatory requirements.

Vancouver Island University, Parksville Qualicum Centre
Source: Vancouver Island University

Cybersecurity risk management roles and responsibilities

In cybersecurity risk management, the different roles and responsibilities of the board of governors and management need to be defined and documented. Clearly documented roles and responsibilities establish:

- Clarity and consistency of expectations to prevent misunderstandings, conflicts and other issues between management and the board of governors and among board members.
- Clear accountability for board members and university management to meet expectations.

The board established oversight roles and responsibilities, but there is a gap

What we looked for

We examined whether the board of governors:

- Documented roles and responsibilities for overseeing cybersecurity risk management through governance and risk management policies.
- Established and evaluated whether the president met the expectations for managing cybersecurity risk.

Learn more about the audit criteria on page 19.

What we found

Policy

The board of governors has documented its responsibilities for overseeing cybersecurity risk management, but the risk management policy is out of date.

They have approved policies and terms of reference that define their responsibilities for overseeing cybersecurity risk management. However, the risk management policy is past its last review date and is not current.

The Risk Management Policy was last reviewed and approved in 2012 (a scheduled 2017 review didn't occur). The board reviewed an updated risk management policy in March 2023, but it wasn't approved because the board didn't have a quorum to vote. The board of governors plans to conduct the vote at a future meeting.

Why this matters

Not reviewing and updating risk management policies in a timely manner can lead to outdated and ineffective policies, resulting in confusion in roles and responsibilities and weakened accountability.

Recommendation

We recommend that the Vancouver Island University's Board of Governors:

1. Ensure that governance and policy documents defining roles and responsibilities for cybersecurity risk management are reviewed and approved as scheduled.

See the response from the auditee on page 18.

Board of governors' expectations of the president

The board of governors set expectations and reviewed the progress of the president in meeting goals for managing cybersecurity risk. Quarterly, the president updated the board on progress toward her goals. The board of governors discussed the president's assessment at the quarterly board meetings. However, the feedback wasn't documented.

Why this matters

Setting expectations and reviewing progress are important because the president is the person responsible for directing the university's management. Management is responsible for completing the cybersecurity risk assessment and it operates processes for defending the university against cybersecurity threats. Therefore, the board's ability to oversee the implementation of cybersecurity risk management requires the evaluation of the president's progress in meeting expectations.

Training

An individual appointed or elected to the university board of governors brings diverse and valuable experience. They will generally have areas where additional training would improve their ability to provide oversight of the university, for example cybersecurity risk management.

An orientation program for new board members that covers the governor's responsibilities for providing oversight of cybersecurity risk management is essential for board members to understand their responsibilities. An annual development program that includes training updates on areas of significant risk is important for board members to stay up to date on the latest trends and provide effective oversight by making informed decisions.

Board training on how to oversee cybersecurity risk management isn't adequate

What we looked for

VIU's governance policy states that the university should have an annual development program and orientation for board members. We looked to see if there is an orientation program for new board members that covers the board's responsibilities for oversight of cybersecurity risk management. We also examined whether the board of governors has an annual development program that includes training and updates on cybersecurity risk management.

Learn more about the audit criteria on page 19.

What we found

An orientation program provided to all new board members includes general information about enterprise risk management, but not oversight responsibilities for cybersecurity risk management.

The orientation program for new board members provides a general overview of the university and its structure. However, a section on roles and responsibilities doesn't cover cybersecurity risk management oversight. It mentions cybersecurity (as an item in enterprise risk management reporting) but doesn't provide guidance on how the board of governors should provide oversight.

The board of governors doesn't have an annual development program to update areas of significant risk, such as cybersecurity, or on any changes to the board's role in providing oversight of cybersecurity risk management.

The university's governance policy states the board must have an annual development program that includes updates on areas of significant risk, such as cybersecurity risk management.

Because the university lists cybersecurity as one of their most significant risks, we inquired if any of the board members have a background in information technology. The board members' self-assessments showed they lack backgrounds in this area.

Why this matters

Board members need to have up-to-date knowledge of cybersecurity risk management to be effective in their oversight role.

Robust orientation and board development programs can help board members to be effective in their oversight and decision making.

Recommendations

We recommend that the Vancouver Island University's Board of Governors:

2. Create an annual development program and ensure board members receive annual training on cybersecurity risk management to support them in their oversight role.
3. Update the board orientation program to include information on the roles and responsibilities for oversight of cybersecurity risk management.

See the response from the auditee on page 18.

Vancouver Island University, Nanaimo Campus
Source: Vancouver Island University

Cybersecurity risk management framework

An organization should have a documented cybersecurity risk management framework to evaluate risk in a structured way and provide:

- Clarity and consistency in assessing risk by providing clear procedures and guidelines.
- A way to identify risks by systematically assessing threat likelihood and impact.
- An approach to implementing appropriate measures to reduce the likelihood and impact of identified risks.
- A basis for continual improvement and identifying opportunities to enhance risk management practices.

The board of governors can provide oversight of the risk management framework by ensuring the framework and mitigation strategies are documented and communicated.

The board reviewed the cybersecurity risk management framework and confirmed it was communicated to the university community

What we looked for

We looked to see if the VIU Board of Governors reviewed the university's cybersecurity risk management framework and if they confirmed management communicated the risk management framework and policies to staff, students, and other key groups.

Learn more about the audit criteria on page 19.

What we found

The board reviewed the cybersecurity risk management framework (a component of the enterprise risk management framework) and confirmed that the framework and policies were communicated to staff, students and other key groups.

Prior to fiscal year 2022, the board identified enterprise risk management as an area that needed improvement at VIU and the university created a staff position dedicated to the task. The university has now documented its risk management framework, which includes identifying and ranking risks and implementing mitigation measures.

In June 2022, the board of governors reviewed the enterprise risk management framework.

The board of governors has delegated communication of the risk management framework and policies to VIU management. They confirmed the risk management framework and policies were communicated to key parties by the university's management. The description of the integrated risk management framework and the policy documents relating to risk management are on the university's internal website.

Why this matters

A documented risk management framework provides clarity and consistency for an organization's approach to risk management. By exercising its oversight, the board of governors helps ensure the risk management framework is documented and communicated, and that the university has processes to reduce unnecessary risk.

Risk management processes

The board of governors' review of the university's cybersecurity risk assessment is important in fulfilling its responsibility to evaluate the university's cybersecurity management. The documented risk assessment and mitigation strategies help the board evaluate if the university is making informed decisions about cybersecurity investments and strategic priorities.

For most of the fiscal year, the board had not reviewed cybersecurity risk mitigation strategies

What we looked for

We examined if the board of governors regularly reviews the university's cybersecurity risk assessment and, if so, whether it looks at how management evaluates and mitigates cybersecurity risk, prioritizes risk areas, and documents its responses. We also looked to see if the board of governors confirmed that management had assessed its compliance with legal and regulatory requirements.

Learn more about the audit criteria on page 19.

What we found

The board had not fulfilled its oversight responsibilities for confirming management had implemented mitigation strategies, including compliance with key requirements, until the end of the 2022/23 fiscal year.

The university has improved its risk management processes by hiring full-time staff to develop its enterprise risk management framework. VIU developed processes to identify and rank risks, including cybersecurity risks, and to provide mitigation strategies.

The board of governors reviewed the university's cybersecurity risk assessment to confirm management is evaluating and mitigating cybersecurity risk by prioritizing risk areas and documenting responses.

In June 2022, the board reviewed the framework VIU had implemented for identifying and rating risks. At that time, management placed cybersecurity risk as the third-highest risk to university operations. However, the risk assessment didn't include strategies for mitigating risk.

In March 2023, the board received a documented risk assessment from management that included mitigation strategies. The board of governors did not complete its oversight of the risk assessment process until March 30, 2023, when it reviewed the completed risk assessment that included the strategies to mitigate identified risks.

On that same date, the board of governors also confirmed management assessed the university's legal and regulatory requirements for cybersecurity risk management.

Why this matters

Without documented risk mitigation strategies to review, the board can't fulfil its oversight responsibilities. It's unable to evaluate if management is adequately prepared to manage cybersecurity risks or if they are making informed decisions on investments and priorities, such as possible legal and regulatory requirements. The board has a responsibility to request management to provide this information throughout the year to help ensure an ongoing evaluation of management's response to cybersecurity risk.

Recommendation

We recommend that the Vancouver Island University's Board of Governors:

4. Review cybersecurity risk mitigation strategies throughout the year.

See the response from the auditee on page 18.

About the audit

We conducted this audit under the authority of section 11(8) of the *Auditor General Act* and in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001—Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the *CPA Canada Handbook – Assurance*. These standards require that we comply with ethical requirements and conduct the audit to independently express a conclusion against the objective of the audit.

A direct audit involves understanding the subject matter to identify areas of significance and risk, and to identify relevant controls. This understanding is used as the basis for designing and performing audit procedures to obtain evidence on which to base the audit conclusion.

The audit procedures we conducted included document review, inquiries with management, and corroboration and confirmation of evidence and findings with the board, primarily the board chair.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our office applies the Canadian Standard on Quality Management (CSQM 1), and we have complied with the independence and other requirements of the code of ethics issued by the Chartered Professional Accountants of British Columbia that are relevant to this audit.

Audit report date: July 13, 2023

Michael A. Pickup, FCPA, FCA
Auditor General of British Columbia
Victoria, B.C.

Appendix A: Recommendations and auditee response

Recommendation 1: Ensure that governance and policy documents defining roles and responsibilities for cybersecurity risk management are reviewed and approved as scheduled.

Recommendation 1 response: VIU accepts this recommendation and notes that updates to its Enterprise Risk Management Policy were approved by VIU's Board of Governors and is now in force. That policy can be found at: https://gov.viu.ca/policies-and-procedures/policy-index

Recommendation 2: Create an annual development program and ensure board members receive annual training on cybersecurity risk management to support them in their oversight role.

Recommendation 2 response: VIU accepts this recommendation. At the request of the Board Chair, the President has directed the University Secretary to develop and implement an annual development and training program for all VIU governors that includes risk management – with a specific focus on oversight of cybersecurity risk. This work has already commenced and will be in place for the 2023-24 Board year (September 2023-July 2024).

Recommendation 3: Update the board orientation program to include information on the roles and responsibilities for oversight of cybersecurity risk management.

Recommendation 3 response: VIU accepts this recommendation and will be updating its orientation for governors to include information on the roles and responsibilities for oversight of cybersecurity risk management. VIU anticipates having these updates in place for September 2023.

Recommendation 4: Review cybersecurity risk mitigation strategies annually.

Recommendation 4 response: VIU accepts this recommendation and will be adding regular updates on how VIU is managing and mitigating the risk of cybersecurity to its work plan for the 2023 (and all subsequent) Board year.

Appendix B: Audit criteria

Lines of Enquiry and Criteria:

LOE 1: Cybersecurity Risk Management Roles and Responsibilities.

Criteria:

1.1. The board has documented terms of reference that define its responsibilities for overseeing cybersecurity risk management.

1.2. The board sets expectations for the president for managing cybersecurity risk.

1.3. The board assesses if the president is meeting stated expectations for managing cybersecurity risk.

LOE 2: Training.

Criteria:

2.1. There is an orientation program provided to all new board members, covering the governors' responsibilities for providing oversight of cybersecurity risk management.

2.2. The board has an annual development program that includes updates on cybersecurity risk management.

LOE 3: Cybersecurity Risk Management Framework.

Criteria:

3.1. The board reviews and approves the university's cybersecurity risk management framework.

3.2. The board confirms the cybersecurity risk management framework, and resulting policies, are communicated to applicable parties (staff, students, and third parties).

LOE 4: Governance and Risk Management Processes.

Criteria:

4.1. The board reviews the university's cybersecurity risk assessment to confirm management is evaluating and mitigating cybersecurity risk by prioritizing risk areas and documenting responses.

LOE 5: Legal and Regulatory Requirements.

Criteria:

5.1. The board confirms management has assessed the university's legal and regulatory requirements regarding cybersecurity risk management.

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Commonly Used Acronyms

This is a partial list of acronyms commonly used at North Island College.

ABE	Adult Basic Education (formerly known as Adult Upgrading)
AEC	Aboriginal Education Council (now Indigenous Education Council)
	Ministry of Post-Secondary Education and Future Skills (new name 2023)
AGC	Academic Governance Council. This is the group of EdCo chairs from all BC colleges and institutes (BCIT and the Justice Institute), which meets twice a year to discuss areas of common concern.
ASD	Access for Students with Disabilities. Now renamed to DALS.
AVP	Associate Vice President
AST	Arts, Science and Technology (Faculty of)
BCNet	Not-for-profit, shared services organization providing computer support and services to post-secondary institutions
BOG	Board of Governors
CABRO	Crown Agencies and Board Resourcing Office
CARTI	Centre for Applied Research, Technology and Innovation
CEO	Chief Executive Officer
CET	Continuing Education and Training
CICan	Colleges and Institutes Canada
COO	Chief Operating Officer
CR	Campbell River
CUPE	Canadian Union of Public Employees
CV	Comox Valley
DAC	Deans Advisory Council
DACSO	Diploma, Associate degree, and Certificate Student Outcomes; conducts annual surveys of former students from British Columbia's post-secondary institutions
DALS	Department of Accessible Learning Services
DCC	Deferred Capital Contribution
DCWG	Department Chairs Working Group
EdCo	Education Council
ET	Education Team
VPA	Vice President, Academic
FASM	Faculty of Arts, Science & Management
FPSE	Federation of Post-Secondary Educators of BC
HHS	Health and Human Services (Faculty of)
IEC	Indigenous Education Council (formerly Aboriginal Education Council)

IRR	(Ministry of) Indigenous Relations and Reconciliation
ITA	Industry Training Authority BC (now Skilled Trades BC))
ITV	Interactive Television
IWC	Immigrant Welcome Centre
JEDC	(Ministry of) Jobs, Economic Development and Innovation
LT	Leadership Team
MYPP	Multi-Year Program Plan
NIC	North Island College
NICFA	North Island College Faculty Association (Union)
NISU	North Island Students' Union
OGE	Office of Global Engagement (formerly International Education)
OIC	Order-in-Council
PA	Port Alberni
PSEA	Post-Secondary Employers' Association
PSEC	Public Sector Employers' Council Secretariat
PSI	Post-Secondary Institution
QAPA	Quality Assurance Process Audit
SIF	Strategic Investment Fund
STBC	Skilled Trades BC (formerly Industry Trades Authority)
SVM	Sexual Violence and Misconduct (Policy)
TLC	Teaching and Learning Committee
TLI	Teaching & Learning Innovation
UCIPP	University, College and Institute Protection Program
UT	University Transfer