



# Okanagan College Board of Governors Open Session Meeting Agenda

September 26, 2023 at 10:45am  
E213, Vernon Campus

*The meeting will be held on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial.*

Timing	Pages
10:45am	
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
<u>Recommended Motion:</u>	
<b><i>“BE IT RESOLVED THAT the September 26, 2023 Okanagan College Board of Governors approves the Open Session meeting agenda and thereby approves the consent agenda.”</i></b>	
2.1. Consent Agenda	
2.1.1. Open Session Minutes – June 20, 2023	4-7
2.1.2. Mandate Letter 2023/24	8-12
2.1.3. Policy Workplan	13-16
2.1.4. Employee Discrimination, Bullying, and Harassment Policy Review	17
2.1.5. Annual Workplan	18-21
<u>Recommended Motion:</u>	
<b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023-2024 annual workplan as recommended by the Executive Committee and as presented.”</i></b>	
3. DECLARATION OF CONFLICT	
<i>As per Board Bylaws section 14.2, a Board member will immediately upon becoming aware of a potential, real, or perceived conflict of interest situation, disclose the conflict to the Chair. The Member and the Chair will follow the Procedures for Disclosure under the Code of Conduct for Okanagan College Board of Governors Policy.</i>	
4. REPORTS	
10:50am 4.1. Chair Report (J. Cunningham)	
10:50am 4.2. President’s Report and Analysis (N. Fassina)	22-27

**Okanagan College Board of Governors**  
**Open Session Meeting Agenda**  
 September 26, 2023 at 10:45 AM

<i>Timing</i>		<i>Pages</i>
	4.2.1. Q1 Financial Statement (N. Fassina)	28-29
11:00am	4.3. Finance, Audit and Risk Committee Report (J. Cunningham)	
	4.3.1. Domestic Tuition (C. Morcom /N. Fassina)	30
	<u>Recommended Motion:</u> <b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve an increase in domestic tuition and mandatory fees of two per cent, effective September 2024 as recommended by the Finance, Audit and Risk Committee, pending no change in limit in accordance with the BC Tuition Limit Policy."</i></b>	
	4.3.2. International Tuition (C. Morcom/ N. Fassina)	31-33
	<u>Recommended Motion:</u> <b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve an international tuition increase from \$1,600 per three-credit course to \$1,696 per three-credit course (6%), effective September 2024, as recommended by the Finance, Audit and Risk Committee."</i></b>	
	4.3.3. Borrowing Policy (C. Morcom)	34-36
	<u>Recommended Motion:</u> <b><i>"BE IT RESOLVED THAT Okanagan College Board of Governors approve the Borrowing Policy as recommended by the Finance, Audit and Risk Committee."</i></b>	
11:30am	4.4. Governance Committee Report (K. Scott)	
11:35am	4.5. Education Council Report (J. Garrett)	
	4.5.1. Program Revisions	37-41
	<u>Recommended Motions:</u> <b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approves the program revision to the Pastry Arts Certificate as recommended by Education Council."</i></b>	
	<b><i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approves the program revision to the Associate of Science: Physics and Mathematics Emphasis as recommended by Education Council."</i></b>	

**Okanagan College Board of Governors**  
**Open Session Meeting Agenda**  
September 26, 2023 at 10:45 AM

<i>Timing</i>		<i>Pages</i>
11:45am	<b>5. NEW BUSINESS</b>	42-57
	5.1. Okanagan College Foundation Annual Report (H. Jackman)	
	<b>6. OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA</b>	
11:55am	<b>7. ADJOURNMENT</b>	

**NEXT MEETING DATES**

<b>October 24 &amp; 25, 2023</b> <i>Kelowna Campus</i>	Professional Development Sessions
<b>Tuesday December 5, 2023</b> <i>via Zoom</i>	Finance, Audit, and Risk Committee Campus Planning Committee Governance Committee Human Resource and Compensation Committee Executive Committee
<b>Tuesday December 12, 2023</b> <i>Kelowna Campus</i>	Regular Open Session Regular Closed Session



## Okanagan College Board of Governors Regular Open Session

**Tuesday, June 20, 2023**

Meeting held via Zoom

*Draft Minutes for Approval September 26, 2023*

### IN ATTENDANCE

#### Board Members

- Juliette Cunningham, Board Chair
- Dale Safinuk, Vice Chair
- Neil Fassina, President and ex-officio
- Andrea Alexander
- Dustyn Baulkham
- JoAnn Fowler
- Jillian Garrett
- Annika Kirk
- Choi Leong
- Devin Rubadeau
- Karley Scott
- Tina Lee

#### Administration

- Curtis Morcom, CFO and Vice President, Corporate Services
- Andrew Hay, Provost & Vice President Academic
- Jenn Goodwin, Associate Vice President, College Relations
- Meri Kim Oliver, Vice President Students
- Joanna Campbell, Manager, Executive Office
- Kristen Wiebe, Governance and Privacy Coordinator

### REGRETS

- Marcel Beerkens
- Gill Henderson, Associate Vice President, People Services

### ACTION

#### 1. CALL TO ORDER AND CHAIR'S REMARKS

Quorum was established and the meeting was called to order at 9:00a.m.

It was respectfully acknowledged that the meeting was held on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial.

##### 1.1. *Oath of office – New Member: Jillian Garrett*

J. Garrett took their oath of office.

##### 1.2. *Inspire Moment*

The President shared an Inspire Moment about the convocation ceremonies that took place over the past week.

*ACTION*

**2. APPROVAL OF AGENDA**

Motion:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the June 20, 2023 meeting agenda and thereby approves the consent agenda.”***

D. Baulkham  
**CARRIED**

2.1. Consent Agenda

The 2023/24 Mandate Letter was removed from the Consent Agenda.

2.1.1. Regular Open Session Minutes – May 23, 2023

**3. DECLARATION OF CONFLICT**

There were no conflicts declared.

**4. REPORTS**

4.1. Chair Report

The Board Chair provided a report noting the following:

- The Executive Committee met on June 13 and discussed the timing of Board meetings.
- The Board Chair attended four convocation ceremonies and thanked Members for representing the Board at each campus.

The Board Chair provided several updates to Board membership:

- J. Fowler and A. Alexander are re-appointed for a third, three-year term.
- D. Baulkham is re-appointed for a second two-year term.
- Cindy Battersby is appointed for a one-year term starting on July 31, 2023.
- There are two new student members with terms starting August 1, 2023: Destiny McNish (Arts), and Amolkdeep Kaur (Business).

The Board Chair thanked outgoing student members C. Leong and A. Kirk for their contributions to the Board over the past two years. M. Oliver and A. Hay were also recognized at their last Board meeting prior to retirement.

4.2. Timing of Board Meetings

The President outlined the origin and rationale of the proposed changes. It was suggested that adjustments to Board timing could allow more flexibility to Members and support future recruitment of Board members.

## ACTION

A member noted that maintaining daytime Board meetings could make seasonal travel arrangements easier. Another member indicated their preference to have both meetings during the same week.

Members proposed that additional timing options be put forward for the Board's consideration.

Motion:

***"BE IT RESOLVED THAT the Okanagan College Board of Governors adopt changes to the Board's meeting timing to host Committee meetings virtually starting in late afternoon / evening and Board meetings scheduled during daytime hours and scheduled in person as recommended by the Executive Committee."***

D. Safinuk  
DEFEATED

The motion was defeated.

#### 4.3. Finance, Audit and Risk Review Committee Report

The Committee Chair noted that the Committee met on June 13 and reviewed and approved the first quarter forecast.

#### 4.4. Education Council Report

##### 4.4.1. Program Revisions

The Education Council Chair asked Board member Devin Rubadeau to provide an overview of the proposed changes to the Post Baccalaureate Diploma in Marketing and Data Analytics program. D. Rubadeau noted that removing the elective course options aligns the program with Supply Chain Canada Professional requirements.

Motion:

***"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the program revision as recommended by Education Council:  
• Post Baccalaureate Diploma in Marketing and Data Analytics."***

C. Leong  
CARRIED

## 5. NEW BUSINESS

### 5.1. Accessibility Plan 2023–2026

The Vice President Students provided an overview of the Accessibility Plan, the consultations undertaken by the Accessibility Committee and progress to date on the Plan.

Under the Ministry of Social Development and Poverty Reduction, the Accessible BC Act applies to anyone who engages with the College. Formation of an Accessibility Committee, providing a location for feedback, and posting the Plan are the three requirements of post-secondary institutions under the legislation.

**ACTION**

The Plan was approved by the Accessibility Committee in May 2023 and will be published in August. An additional public consultation will take place after the Plan is posted.

Members noted their appreciation for the work and scope of the Accessibility Plan. A member suggested that accessibility could be an opportunity for Board advocacy with the Ministry of Post-Secondary and Future Skills.

### 5.2. Inspire: Strategic Summary

The President outlined the Inspire: Strategic Summary for 2022/23, noting that Leadership Council performs an environmental scan annually to ensure that the strategic direction aligns with Inspire. The Integrated Planning Process is embedded in the Inspire Plan and includes a critical lookback each year on roadmap deliverables. Overall, significant progress has been made on the Inspire Plan and the foundational items completed in the first year will build into future years. Project planning is currently underway to meet 2023/24 deliverables and move delayed 2022/23 items forward. Some projects may be prioritized for completion within a project roadmap cycle.

A member asked if there are any concerns with the progress to date. The President noted that a financial sustainability model is a priority to meet financial pressures on the institution. Another concern is the constraints the change readiness model has surfaced due to changes in the organizational structure.

### 5.3. Future of Education Presentation

The President gave a presentation on the Future of Education, noting that higher education should be designed and optimized to create knowledge and wisdom, and to be accessible to learners in a format that meets them where they are today.

## 6. **OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA**

No other business was raised.

## 7. **ADJOURNMENT**

The meeting adjourned at 11:00a.m.

**CARRIED**



# BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023  
Consent Agenda #: 2.1.2

<b>Title:</b>	Mandate Letter 2023/24
<b>Action Required:</b>	For Information
<b>Draft Motion/ Recommendation:</b>	<u>Not required</u>

**Background Information & Context:**

On an annual basis, public post-secondary institutions in BC are issued a mandate letter from the Minister of Post-secondary Education and Future Skills. That letter provides specific directions for the College, and outlines current statutory obligations and priorities for the public post-secondary system.

Mandate letters may include new directions or are issued as an interim letter that builds on or clarifies priorities and expectations from a previous mandate letter such as was the case in the [2022/23 Minister Letter](#). Letters are signed by the Board chairs annually.

**Additional Attachments:**

- 2023/24 Mandate Letter

**Analysis:**

A copy of the attached letter was circulated to Board members by email on August 18.

**Alignment to College Integrated Planning:**

**Distinction. Integration and focus.** We achieve excellence and positive impacts in our communities as we engage in planning under the directions set in the mandate.

**Risk Implication & Mitigation Steps:**

**Operational.** The College anticipates themes of strategic importance within mandates and directions from government each year, maintaining a position to realign strategic priorities and operations if required.

<b>Proposed and Prepared by:</b> <i>(include name and title)</i>	Neil Fassina, President
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Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.





June 22, 2023  
Our Ref. 129479

Juliette Cunningham  
Board Chair  
Okanagan College  
1000 KLO Rd  
Kelowna, BC V1Y 4X8

Email Address: [BoardChair@okanagan.bc.ca](mailto:BoardChair@okanagan.bc.ca)

Dear Juliette Cunningham:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise and service to the people of British Columbia.

Public sector organizations—including Crowns, health authorities and post-secondary institution boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for post-secondary institutions, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your institution for the remainder of government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your institution implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your institution is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms—and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations and policies in the areas of financial, risk and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens' Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your institution and develop plans to address the following new priorities within your approved budget and within the following context.

Post-secondary education and training are fundamental for anyone who wishes to access and succeed in most careers in our province. We know that 80 per cent of the 1 million new job openings in BC over the next decade will require post-secondary education and training. The StrongerBC Future Ready Action Plan aims to make education and training more accessible, affordable and relevant to prepare British Columbians for the jobs of tomorrow. Achieving the objectives of the Action Plan will require collaboration across many sectors, driven by the post-secondary sector.

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I ask you to rise to the challenge and work across the post-secondary system, as well as with businesses, unions, tradespeople and community leaders, to build a province of opportunity and equity, where everyone can succeed and prosper by focusing on the following priorities:

- Delivering educational and training programming as described in the [StrongerBC Future Ready Action Plan](#) to equip British Columbians to capitalize on new opportunities and remain resilient in the face of unprecedented change, including the continued expansion of access to affordable, accessible and relevant training, such as through micro-credentials and expanded health seats.
- Working with SkilledTradesBC, Indigenous leadership and partners to ensure Indigenous voices are reflected in trades training decision-making that impacts Indigenous workers, businesses and communities.
- Continuing to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.
- Developing and implementing protections for international students that support their fair treatment.
- Meeting or exceeding the financial targets identified in the Ministry's Service Plan tabled under Budget 2023.
- Complying with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.

The Ministry posts the [annual reporting requirements for public post-secondary institutions](#) on its website. This document outlines the statistical, financial and performance reports for the fiscal year. Your institution is expected to meet these requirements by providing the data and reports necessary for government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your board, to sign this letter to acknowledge this direction from government to your institution. The signed letter is to be posted publicly on your institution's website by September 21, 2023.

I look forward to continuing to work with you and your board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Honourable Selina Robinson  
Minister

Date: June 22, 2023

pc: Honourable David Eby, KC  
Premier  
[Premier@gov.bc.ca](mailto:Premier@gov.bc.ca)

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service  
[OOP.DMO@gov.bc.ca](mailto:OOP.DMO@gov.bc.ca)

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Heather Wood, Deputy Minister and Secretary to Treasury Board  
Ministry of Finance  
[Heather.Wood@gov.bc.ca](mailto:Heather.Wood@gov.bc.ca)

Bobbi Plecas, Deputy Minister  
Ministry of Post-Secondary Education and Future Skills  
[PSFS.DeputyMinister@gov.bc.ca](mailto:PSFS.DeputyMinister@gov.bc.ca)

Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance  
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Dr. Neil Fassina, President  
Okanagan College  
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Joanna Campbell, Manager, Executive Office  
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Kristen Wiebe, Governance and Policy Assistant  
Okanagan College  
[governance@okanagan.bc.ca](mailto:governance@okanagan.bc.ca)

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Juliette Cunningham  
Board Chair, Okanagan College  
Date:



## BOARD OF GOVERNORS – BRIEFING NOTE

September 19, 2023

Agenda #: 2.1.3

<b>Title:</b>	Policy Framework Update and Gap Analysis
<b>Action Required:</b>	For Information
<b>Draft Motion/ Recommendation:</b>	Not applicable
<b>Background Information &amp; Context:</b>	
<p>When the Board approved a new Policy and Procedure Framework for the College in 2022 a commitment was made by Administration to develop a Policy Review Workplan built on a five-year regeneration cycle. Step one was completed in September 2022 when the Workplan was finalized, and the Board was provided with an excerpt of the Workplan that included a list of existing policies within the Board’s areas of responsibility. Step two was a commitment to conduct a gap analysis to identify any policies not currently on the Workplan but deemed necessary. Research has now been conducted to identify gaps and the Workplan has been updated. The new policies identified in the analysis that are under the Board’s authority include:</p> <ul style="list-style-type: none"> <li>• Conflict of Interest (Employee)</li> <li>• Equity, Diversity, Inclusion and Social Justice</li> <li>• Gift in Kind</li> <li>• Gifts</li> <li>• Information Governance and Security</li> <li>• Media Relations</li> <li>• Parking</li> <li>• Prior Learning Assessment</li> <li>• Borrowing (proposal to the Board in September 2023)</li> </ul> <p>Attached for the Board’s information is the updated Workplan for Board policies. The new policies identified have been added to the Workplan and scheduled for development according to their level of risk and impact.</p> <p>A year-end report on activities taken to ensure all College policies (Board, Administrative, Academic) are developed and updated has historically been provided to the Board in December. Provided the Board approves its annual workplan, this report will be moved to a May reporting cycle to align it with the operational cycle with the next report provided to the Committee in May 2024.</p>	
<b>Additional Attachments:</b>	
<ul style="list-style-type: none"> <li>• Policy Review Framework – Board Policies only</li> </ul>	
<b>Analysis:</b>	
<p>The research conducted to identify possible gaps in Okanagan College’s current policies was a comprehensive review that aimed to identify discrepancies, inefficiencies, and areas where the current policies fall short of addressing critical issues or legislation. By comparing our current policies with those at other institutions we were able to identify several policy gaps that will be addressed over the next five-year cycle.</p> <p>Administration intends to continuously assess the policy needs of the institution and adjust the Workplan as needed.</p>	

**Alignment to College Integrated Planning:**

**Governance Risk** associated with unclear oversight responsibilities. Administration has prioritized existing policies to identify potential governance gaps related to the approval authority for each existing policy.

**Operational Risk** associated with outdated policies. Administration has created an “exhaustive” list of Board, Academic, and Administrative policies managed by the Office of Policy Coordination.

**Risk Implication & Mitigation Steps:**

**Responsibility of Effective and Efficient.** 2021/22 Achievement of reimagined policy and procedure framework and policy and procedure renewal plan. The approved Policy and Procedure Framework Governing Policy approved in March completed the first half of this deliverable. This policy review cycle will address the risk mitigation steps noted below and will ensure we are able to achieve the second half of this deliverable.

**Proposed and Prepared by:**

*(include name and title)*

Neil Fassina, President

<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Team	9/5/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/12/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Governance Committee	9/19/2023
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

*This document is intended to be a cover sheet only (e.g. two pages)  
If supporting documents are required, please attach them*

## OKANAGAN COLLEGE POLICIES - Workplan & List

### Board Policies

Policy Title	2023/24	2024/25	2025/26	2026/27	2027/28	LAST APPROVED	Policy Type
<a href="#">ABE Transfer Credit</a>		<input checked="" type="checkbox"/>				18-May-10	Academic Policies
<a href="#">Aboriginal Admission</a>	<input checked="" type="checkbox"/>					2005 - Board	Academic Policies
<a href="#">Academic Schedule (Academic Semester Scheduling Policy)</a>	<input checked="" type="checkbox"/>					6-Jun-13	Academic Policies
<a href="#">Admission Requirements - General</a>	<input checked="" type="checkbox"/>					2005 - Board	Academic Policies
<a href="#">Calendar - Crosslisting of Courses</a>			<input checked="" type="checkbox"/>			2-Oct-14	Academic Policies
<a href="#">Calendar - Inactive Course and Program</a>	<input checked="" type="checkbox"/>					9-Jan-09	Academic Policies
<a href="#">Conflict of Interest in Research</a>		<input checked="" type="checkbox"/>				29-Mar-11	Academic Policies
<a href="#">Criminal Record Check Admission Policy</a>		<input checked="" type="checkbox"/>				2005 - Board	Academic Policies
<a href="#">General Certificate of Secondary Education A Level Courses Transfer Credit</a>		<input checked="" type="checkbox"/>				10-Jun-11	Academic Policies
<a href="#">Official Transcript</a>				<input checked="" type="checkbox"/>		2005 - Board	Academic Policies
<a href="#">Program and Service Standards</a>						26-Jun-07	Academic Policies
<a href="#">Research Ethics Board</a>		<input checked="" type="checkbox"/>				29-Mar-11	Academic Policies
<a href="#">Scholarly Integrity</a>		<input checked="" type="checkbox"/>				24-Jun-08	Academic Policies
<a href="#">Transfer Credit</a>		<input checked="" type="checkbox"/>				19-May-10	Academic Policies
<a href="#">Transfer Credits Towards a Degree, Diploma or Certificate program</a>				<input checked="" type="checkbox"/>		2005 - Board	Academic Policies
<a href="#">Prior Learning Assessment</a>	<input checked="" type="checkbox"/>					\	Academic Policies
<a href="#">Library Collections</a>	<input checked="" type="checkbox"/>					9-Jan-09	Facilities Policies
<a href="#">Naming - Building, Facilities and Other Physical Assets</a>			<input checked="" type="checkbox"/>			30-Mar-11	Facilities Policies
<a href="#">Tuition and Ancillary Fee Policy</a>	<input checked="" type="checkbox"/>					31-Mar-10	Facilities Policies
<a href="#">Parking</a>	<input checked="" type="checkbox"/>					\	Facilities Policies
<a href="#">Gift in Kind</a>				<input checked="" type="checkbox"/>		\	Financial Policies
<a href="#">Gift Policy</a>			<input checked="" type="checkbox"/>			\	Financial Policies
<a href="#">Signing Authority</a>						15-May-13	Financial Policies
<a href="#">Short Term Borrowing</a>	<input checked="" type="checkbox"/>					\	Financial Policies
<a href="#">Finance Auditor</a>			<input checked="" type="checkbox"/>			26-Jun-07	Financial Policies
<a href="#">Investment</a>	<input checked="" type="checkbox"/>					26-Oct-10	Financial Policies
<a href="#">Conflict of Interest (Employee)</a>		<input checked="" type="checkbox"/>				\	Human Resources Policies
<a href="#">Equity, Diversity, Inclusion and Social Justice</a>		<input checked="" type="checkbox"/>				\	Human Resources Policies
<a href="#">Code of Conduct for OC Board Members</a>					<input checked="" type="checkbox"/>	22-Jun-22	Human Resources Policies
<a href="#">Code of Ethical Practices (For Employees)</a>			<input checked="" type="checkbox"/>			31-Mar-21	Human Resources Policies
<a href="#">Employee Members of the Board</a>		<input checked="" type="checkbox"/>				27-Jun-07	Human Resources Policies
<a href="#">Exempt Terms and Conditions</a>					<input checked="" type="checkbox"/>	1-Jan-23	Human Resources Policies
<a href="#">President's Selection</a>					<input checked="" type="checkbox"/>	22/06/2022	Human Resources Policies
<a href="#">Scholarly Misconduct</a>		<input checked="" type="checkbox"/>				24-Jun-08	Human Resources Policies
<a href="#">Sexual Violence and Misconduct Policy</a>			<input checked="" type="checkbox"/>			22-Jun-22	Human Resources Policies
<a href="#">Violent and Threatening Behaviour</a>	<input checked="" type="checkbox"/>					1-Jul-05	Human Resources Policies
<a href="#">Information Governance and Security</a>		<input checked="" type="checkbox"/>				\	Risk Policies
<a href="#">Media Relations</a>			<input checked="" type="checkbox"/>			\	Risk Policies

Policy Title	2023/24	2024/25	2025/26	2026/27	2027/28	LAST APPROVED	Policy Type
<a href="#">Employee Discrimination, Bullying and Harassment</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	30-Sep-22	Risk Policies
<a href="#">Policy and Procedure Framework Governing Policy</a>				<input checked="" type="checkbox"/>		22-Mar-22	Risk Policies
Risk Management						26-Sep-12	Risk Policies
Safe Disclosure		<input checked="" type="checkbox"/>				29-Jun-11	Risk Policies
<a href="#">Involuntary Withdrawal &amp; Re-Admission Policy</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	22-Jun-22	Student Policies
<a href="#">Student Non-Academic Conduct</a>					<input checked="" type="checkbox"/>	22-Jun-22	Student Policies





# BOARD OF GOVERNORS – BRIEFING NOTE

September 19, 2023

Consent Agenda #: 2.1.4

<b>Title:</b>	Employee Discrimination, Bullying and Harassment Policy			
<b>Action Required:</b>	For Information			
<b>Draft Motion/ Recommendation:</b>	<u>Not required</u>			
<b>Background Information &amp; Context:</b>				
<p>The Board has oversight of the Employee Discrimination, Bullying and Harassment policy under the College's Policy and Procedure Framework. Revisions to this policy were approved by the Governance Committee in September 2022.</p> <p>The College must annually review the policy statement and procedures under WorkSafe BC's policy that outlines the duties of employers. An annual review of the College's policy and procedures was conducted, and it was determined that no changes are required this year and that both are working as intended.</p>				
<b>Additional References:</b>				
<ul style="list-style-type: none"> <li>• Link to <a href="#">Employee Discrimination, Bullying and Harassment Policy</a></li> <li>• Link to <a href="#">Policies Workers Compensation Act</a> (refer to Policy Item P2-21-2 Employer Duties Workplace Bullying and Harassment)</li> </ul>				
<b>Analysis:</b>				
Any proposed changes to this policy would be recommended through the appropriate Committee and reported to or approved by the Board of Governors.				
<b>Alignment to College Integrated Planning:</b>				
<i>Effective and Efficient.</i> This policy and procedures have been reviewed and are working as intended.				
<b>Risk Implication &amp; Mitigation Steps:</b>				
<i>Currency.</i> Reviewing this policy regularly supports the effective application of this policy and procedures and ensures any gaps are identified and can be addressed as needed.				
<b>Proposed and Prepared by:</b> <i>(include name and title)</i>		Gill Henderson, Associate Vice President People Services		
<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/15/2023
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.



## BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 2.1.5

<b>Title:</b>	Annual Workplan 2024-25			
<b>Action Required:</b>	For Approval			
<b>Draft Motion/ Recommendation:</b>	<u>Recommended Motion:</u> <i><b>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023-2024 annual workplan as recommended by the Executive Committee and as presented.”</b></i>			
<b>Background Information &amp; Context:</b>				
<p>The Board’s annual workplan has been revised in alignment with the annual schedule approved in May 2023 and is attached for the Board’s reference.</p>				
<b>Additional Attachments:</b>				
<ul style="list-style-type: none"> <li>Annual Board Workplan 2024/25</li> </ul>				
<b>Analysis:</b>				
<p>The Board annual workplan mirrors the “seasonality” of operations for the College’s reporting responsibilities to the Board and the Government of BC. This consists of quarterly meetings in May, September, December and March with a number of items throughout the year as required.</p> <p>An addition to this year’s annual workplan is the inclusion of items that are under the Board’s scope of responsibility in future years but are not an annual requirement.</p>				
<b>Alignment to College Integrated Planning:</b>				
Not applicable.				
<b>Risk Implication &amp; Mitigation Steps:</b>				
Not applicable.				
<b>Proposed and Prepared by:</b> <i>(include name and title)</i>	Neil Fassina, President			
<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/11/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Executive Committee	9/19/2023
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

**Okanagan College Board of Governors Workplan 2024/25**

Board Only Workplan Items      Committee to Board Items

	March	May	June	September	December	As required
<b>March</b>						
Annual Programming Plan Approval	Board					
Forgiveness of Foundation Receivable Loan	FAR / Board					
Foundation Receivable Loan ROI Presentation	FAR / Board					
Industry Training Authority (ITA) Plan: Review and Approval	Board					
Integrated Resource Plan: Enterprise Risk Management Report	FAR / Board					
Integrated Resource Plan: Review and Approval	FAR / Board					
Q3 Financial Statement	FAR / Board					
Safe Disclosure and Litigation Report	FAR / Board					
Student Association Fees Collection Request	Board					
<b>May</b>						
Annual Meeting Schedule Approval		EXEC / Board				
Audited Financial Statement Review and Approval		FAR / Board				
Board Evaluation: (2) Completion by Board Members		Board				
Board Evaluation: (3) Review Results		GOV / Board				
Board Succession Plan review		GOV / Board				
Executive Compensation Disclosure Statement		Board				
Executive Expense Report		FAR / Board				
Line of Credit Approval		FAR / Board				
Mandate Letter from the Ministry Review		Board				
President's Goals (final report) and Evaluation		HRC / Board				
Professional Development needs presented to Board		GOV / Board				
Risk management report		FAR / Board				
Sexual Violence and Misconduct Policy Annual Report		HRC / Board				
Student Non-Academic Misconduct Policy Annual Report		Board				
<b>June</b>						
Strategic Planning: Operational Dashboard(s) year in review			Board			
Strategic Planning: Year in review and strategic discussion			EXEC / Board			
<b>September</b>						
Five Year Capital Plan Approval				CP / Board		
Foundation Annual Report				Board		
Foundation Capital Plan Update				Board		
Q1 Financial Statement				FAR / Board		
Safe Disclosure and Litigation Report				FAR / Board		
Short Term Borrowing Policy				Board		
SOFI (Statement of Financial Information) Review				FAR / Board		
Tuition Review and Increase Approval: Domestic				FAR / Board		
Tuition Review and Increase Approval: International				FAR / Board		
<b>December</b>						
Board Policy Report					GOV / Board	
Elections: Chair and Vice Chair					Board	
Executive Expense Report					FAR / Board	
Honorary Fellows and Distinguished Service Award Nominations					EXEC / Board	
President's Goals - six month report					HRC / Board	
Q2 Financial Statement					FAR / Board	
Risk management report					FAR / Board	
<b>As required</b>						
Board / Committee workplan review						EXEC / Board
Lease Agreement approvals						CP / Board; FAR / Board
Master Capital Plan Review and Approval						CP / Board
Policy review: Employee Discrimination, Bullying and Harassment Policy				HRC / Board		
Policy Review: Terms and Conditions for Excluded Staff Policy Review						HRC / Board
<b>2025</b>						
Employee Engagement Survey 2024: (2) Action Plan	HRC / Board					
Employee Engagement Survey 2024: (3) Progress Report		HRC / Board				
Employee Engagement Survey 2024: (4a) Progress Report				HRC / Board		
Employee Engagement Survey 2024: (4b) Progress Report					HRC / Board	
Governance Framework: Board Bylaw Review		GOV / Board				
Policy review: Sexual Violence and Misconduct Policy Tri-annual Review				HRC / Board		
Role of the Chair review		GOV / Board				
<b>2026</b>						
Accessibility Plan (2023-2026)		Board				

OC Board of Governors - Committee Workplan 2024/25

Committee Only Items

Committee to Board Items

	February	March	May	June	September	December	As required
<b>All Committees</b>							
<b>As required</b>							
Action items review							All Committees
Board / Committee workplan review							
<b>2026</b>							
Committee Terms of Reference review			All Committees				
<b>Executive</b>							
<b>May</b>							
Annual Meeting Schedule Approval							
<b>June</b>							
Strategic Planning: Year in review and strategic discussion							
<b>September</b>							
Integrated Resource Plan: Assumptions Discussed							
<b>December</b>							
Honorary Fellows and Distinguished Service Award Nominations							
<b>As required</b>							
Approve Regular and Special Board Agendas							
<b>Campus Planning</b>							
<b>September</b>							
Five Year Capital Plan Approval							
<b>As required</b>							
Construction and Renovation Projects							
Land Acquisitions / Disposals							
Lease Agreement approvals							
Long Term Maintenance Plans							
Master Capital Plan Review and Approval							
<b>Governance</b>							
<b>March</b>							
Competency Matrix reviewed for alignment with Board needs							
Elections: Student Members elected (Annual)							
<b>May</b>							
Board Professional Development needs identified							
Board Succession Plan review							
Competency Matrix reviewed for potential recruitment gaps							
Professional Development needs presented to Board							
Board Policy Workplan and Annual Review							
Board Evaluation: (3) Review Results							
<b>September</b>							
Board Member Service Terms and Competency Review							
Call to Board for Recruitment of Members							
Member Orientation							
Board Evaluation: (1) Process and form review							
<b>December</b>							
Board Policy Report							
Potential Board Candidates identified to CABRO							
<b>As required</b>							
Board Professional Development Sessions							GOV/October
Candidates contacted for support of application process							GOV/October
Orientation materials reviewed							
Potential Board Candidates reviewed for competencies							GOV/October
Committee appointments reviewed and recommended to the Chair							
<b>2025</b>							
Role of the Chair review							
Governance Framework: Board Bylaw Review							
Governance Framework: Code of Conduct Review							
<b>2026</b>							
Elections: Preferred Board qualifications developed for elected members							

	February	March	May	June	September	December	As required
<b>Finance, Audit and Risk</b>							
<b>February</b>							
Integrated Resource Plan: Enterprise Risk Management Report Draft							
Integrated Resource Plan: Pitch and Draft Review							
<b>March</b>							
Forgiveness of Foundation Receivable Loan							
Foundation Receivable Loan ROI Presentation							
Integrated Resource Plan: Enterprise Risk Management Report							
Integrated Resource Plan: Review and Approval							
Q3 Financial Statement							
Q4 Financial Statement Forecast							
Safe Disclosure and Litigation Report							
<b>May</b>							
Executive Expense Report							
Audited Financial Statement Review and Approval							
Investment Portfolio: year-end review							
Line of Credit Approval							
Risk management report							
<b>June</b>							
Q1 Financial Forecast							
<b>September</b>							
Safe Disclosure and Litigation Report							
Integrated Resource Plan: Risk Management update							
Q1 Financial Statement							
Q2 Financial Forecast							
SOFI (Statement of Financial Information) Review							
Tuition Review and Increase Approval: Domestic							
Tuition Review and Increase Approval: International							
Investment Policy Annual Review							
<b>December</b>							
Audit Strategy Discussion							
Executive Expense Report							
Investment Portfolio: mid-year review							
Q2 Financial Statement							
Q3 Financial Forecast							
Risk management report							
<b>As required</b>							
Lease Agreement approvals							
<b>Human Resources and Compensation</b>							
<b>March</b>							
Report: Employee Turnover, Employee Wellness, Headcount Data, Recruitment Activity							
<b>May</b>							
Compensation and Benefits Analysis							
Executive Succession Planning							
President's Goals for upcoming year							
Sexual Violence and Misconduct Policy Annual Report							
President's Goals (final report) and Evaluation							
<b>September</b>							
Benefit Usage Analysis							
<b>December</b>							
President's Goals - six month report							
Report: Employee Turnover, Employee Wellness, Headcount Data, Recruitment Activity							
Employee Engagement Survey 2024: (1) Preliminary Results							
<b>As required</b>							
Policy Review: Terms and Conditions for Excluded Staff Policy Review							
Policy review: Employee Discrimination, Bullying and Harassment Policy							
<b>2025</b>							
Employee Engagement Survey 2024: (2) Action Plan							
Employee Engagement Survey 2024: (3) Progress Report							
Employee Engagement Survey 2024: (4a) Progress Report							
Employee Engagement Survey 2024: (4b) Progress Report							
Policy review: Sexual Violence and Misconduct Policy Tri-annual Review							

# Okanagan College Board of Governors President's Report September 2023

## INTRODUCTION

My September report addresses matters that have taken place between May 2023 and September 2023. In the sections that follow, I address a series of strategic highlights, operational highlights, and points for potential advocacy and communication for Board members.

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## Part 1: Strategic Highlights and Questions

**Inspire Roadmap:** To support the successful implementation of the Inspire Plan, the Inspire roadmap outlines key deliverables and timelines required annually. The 2022/23 roadmap included the creation of a series of foundational plans. To ensure the currency of the Inspire roadmap, leadership council has updated the roadmap from 2023/24 forward. The revised roadmap can be found in [attachment 1](#). Most changes involve new additions. There are, however, a handful of roadmap deliverables that have been accelerated, delayed, or adapted depending on operational needs.

Despite the College's progress, there are increasing risks to future projects within the roadmap. As the College enters 2024/25 and beyond, there are points of significant change proposed. The increased risks stem from leadership bandwidth and available financial and human resources.

A track changes version has been provided for members' review and consideration. A clean version will be posted on the College's strategy website. Leadership Council is in the process of completing project charters for the 2023/24 initiatives. With the exceptions noted below, the College remains on track for the completion of the Inspire plan.

**Mandate Letter:** Members will see the 2023/24 mandate letter in [Agenda Item 2.1.2](#). Expectations from the mandate letter have either been integrated into the Inspire roadmap directly or are subsumed by a current roadmap deliverable.

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## Part 2: Operational Highlights

### 2022/23 Achievements

Six roadmap deliverables remain outstanding from the 2022/23 year. As will be noted below, it is anticipated that many of these deliverables will be completed in the 2023/24 year. Exceptions include the physical space utilization study and renewed campus master plan.

**Confirmation of Indigenous OC Plan:** Progress continues toward confirming the plan. A second draft is complete. Next steps include refining the alignment of the plan to the Truth and Reconciliation Commission Calls to Action. A four-pillars framework is being used to craft the plan in the spirit of a pit house design. Associated with the development of the plan, administration is currently working with Westbank First Nation toward renewal of the MOU between the Nation and the College. The renewed MOU is nearing completion.

**President's Advisory Council:** As noted in 2022/23, this deliverable was intentionally postponed. An understanding of the role played by the OC/UBCO Educational Advisory Council was necessary before launching a separate advisory council. It is anticipated that the Advisory Council will be launched and constituted this year. Alternatively, if the

review of the UBCO/OC Educational Advisory Council demonstrates potential redundancy in advisory councils, this deliverable may be abandoned prior to the close of 2023/24. Further details should be available in December 2023.

**STARS Assessment Submission:** The College's submission for a baseline assessment of its STARS rating was delayed past the 2022/23 year. In part, it is because the STARS submission is data intensive. It is anticipated that the submission should be completed this fall. Provided the submission is made this fall, the College should still be able to determine its STARS target during the 2023/24 year as per the roadmap. Achievement windows for the College's target will depend somewhat on the delta between current state and desired endpoint.

**Baseline Assessment of Past and Current Student Body:** The baseline assessment was delayed due to the January 2023 cyber incident because of limited access to data. This deliverable should be complete in 2023/24, as it is an essential component and precursor to the College's Strategic Enrolment Management plan.

**Physical Space Utilization Study:** The baseline assessment was delayed due to the January 2023 cyber incident due to the availability of data. With improved access to college data, the feasibility of this deliverable improves significantly. Despite improved feasibility, the utility of said assessment is still under review.

**Renewed Campus Master Plan:** This deliverable was initially delayed into 2023/24 because of the absence of financial resources to complete the project. A two-part adaptation to this deliverable has been made for 2023/24. It has been reframed to be a campus master vision, and a campus master plan second. With five capital builds either in flight or in design and an addition sixth in the proposal stage, administration believes it is important to first take a step backwards in relation to creating a strategic vision for the College's campuses before moving forward tactically in design. In addition to the five to six capital builds being in play at one time, the College has created a renewed sense of what it means to have a campus with the introduction of the concept of a "campus of everywhere." Together, these contextual elements have led the College to reframe the project as a visioning exercise first to ensure that the eventual campus master plan is designed in accordance with a future lens on campus life rather than a current conceptualization. In addition, the College remains in a position of limited resources to direct towards the creation of a fulsome campus master plan.

**Renewed Internationalization Strategy to Support Enrolment and Learning Model Goals:** Initially scheduled for 2024/25, a renewed internationalization strategy was accelerated into 2022/23 due to Government of BC requirements. This renewed strategy is complete and supported by Leadership Council. Administration is awaiting the release of the Government of BC International strategy to ensure alignment.

Stemming initially from reports of [fraud committed against international students](#) and reports regarding the impact of international students on housing in communities, the Minister of Housing, Infrastructure, and Communities referenced a potential cap on international students to curb the current pressure on housing. Following significant pushback from institutions across Canada, the tentative policy direction of implementing a "trusted institution" framework has been introduced into public discourse. A verbal update will be provided during the meeting related to the potential risk associated with these two tentative policy directions.

## 2023/24 Achievements

**EDISJ:** Building on the work completed in 2022/23, greater detail has been added to the 2023/24 roadmap related to EDISJ. Furthermore, with the retirement of the Vice President, Students and the resulting redeployment of portfolio files, executive responsibility for EDISJ has been transitioned to the AVP, People Services. Beyond the refined deliverables, the AVP is working with internal leaders connected to the EDISJ initiatives to ensure continued strong governance and operational delivery of the College priority.

**Leadership Development and Competency Framework:** Building on the competency framework completed in 2022/23, People Services is in the early stages of developing a College-based leadership development framework. People Services is currently engaging with College team members regarding expectations to be included in the framework.

**10-year financial sustainability model:** Design work is currently underway for this deliverable.

**Portfolio realignment:** The portfolio realignment project identified in the spring of 2023 is nearly complete. Leadership Council is in the process of finalizing a handful of final refinements of role descriptions, financial controls,



and other administrative actions. Changes made during the portfolio realignment will continue to be evaluated over the coming year. It is anticipated that additional changes will be forthcoming in the months to come as leaders consider how best to operationalize their team to achieve the Inspire plan.

**Integrated HR and Talent Management Strategy:** The integrated HR and talent management strategy has been broken into two separate deliverables: Talent Acquisition Strategy and Integrated People Strategy. The Talent Acquisition Strategy has been prioritized in the 2022/23 year, whereas the Integrated People Strategy has been delayed until 2024/25. The initiative was broken into two components to prioritize talent acquisition strategies early.

**Alternative Revenue Source Viability Study:** The study to explore alternative, viable, and reliable sources of revenue has been delayed by one year. This is to provide the opportunity to complete the 10-year financial sustainability model. A key precursor to understanding our alternative revenue sources is to first understand the full gap the College is looking to fill with respect to balanced budgets, investing in Inspire, and creating a long-term strategic risk reserve.

**IRP Improvements implemented:** The Leadership Council is approximately 1/2 way through its cultural transformation regarding the culture of integrated planning. As part of this progress, the Leadership Council has identified a series of improvements to the Integrated Resource Planning process that will be implemented this fiscal year that will make the process more effective and efficient. These changes will be implemented throughout the 2024/25 planning cycle (currently underway).

**Academic Decision-Making Framework renewal complete:** This deliverable has been postponed until 2024/25 due to the large-scale nature of the governance review process. Education Council has begun conversations and the Chair of Education Council is being supported by the Governance Coordination office to support the overall project plan for governance review.

**Implement new OC Strategic Partners Council and coordinated approach to support community engagements:** This is a new deliverable for the 2023/24 year. It is in recognition of the need for a coordinated approach by the College to identify, facilitate, and foster meaningful relationships with external stakeholders.

## Other Operational Highlights

**Cyber Incident:** Progress continues toward resolution of the January 9, 2023 cyber incident. Primary efforts are focused on finalizing all notifications related to data exfiltration and restoration of digital systems. The College regularly posts updates that can be found [here](#). A verbal update will be provided during the meeting related to the continued and emergent risks associated with the cyber environment and the mitigation strategies undertaken by the College to lessen the risk.

**Community Fundraising Campaigns:** The [Sunflower Childcare Campaign](#) has secured \$1.1M to a \$1.25M goal since launch in November 2023. To help close the campaign, the Foundation team is planning a community fundraising event on [October 28: 'Glow'](#) is a Matinee Masquerade and Lantern Light-up for children in downtown Vernon. This event follows the success of Plant a Seed Day in May, which surpassed its goal to raise \$80,000 and was matched dollar for dollar by community donors for a total of \$160,000.

**Exempt employee performance-based increases:** In early August the framework for exempt employees performance based increases was finalized by the Executive Committee. Increases will be backdated to July 1, 2023. In addition, a number of benefit changes were made to align exempt employee benefits with the benefit improvements made through the Collective Bargaining process.

**Student Housing:** The window installation in the Kelowna project has been completed and the interior drywall is 75% complete. Landscaping is underway although the planting of some species of plants may be delayed to spring. A local Indigenous artist (Les Louis) will be carving story poles out of the structural exposed mass timber logs at the entrance. Another local Indigenous artist (Clint George) designed the feather pattern for the exterior sunshades that are now being installed.

The main floor has been erected and the second-floor framing is underway at the Vernon project. Framing of all four floors is expected to take another three to four weeks. The Sunflower campaign for the Vernon Childcare Centre continues.



The concrete foundations and forms are being constructed at the Salmon Arm project and will be completed within the next three weeks. Installation of the pre-manufactured wall panels will begin in approximately one month.

**Food, Wine, & Tourism building:** The Request for Proposal (RFP) for a development manager has been completed and Faction Projects is the successful firm. The RFP for the architect will be posted to BC Bid by mid-September. Once an architect is selected, stakeholder engagement and scope development meetings will begin and the RFP for the construction manager will be advertised.

**Collective Bargaining:** The three tentative OC Collective agreements were all fully ratified on July 24, 2023. Following ratification, we have worked with our benefit provider to make the changes and improvements to benefit provisions that was agreed, and most current staff have received retroactive payments for salary increases that are backdated to 2022.

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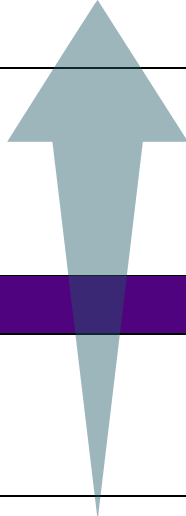
## Part 3: Communication and Advocacy Highlights

**Union of BC Municipalities:** I attended the UBCM conference in Vancouver from August 18 to 21. Beyond the opportunity to connect with regional mayors, council members, and MLAs, it provided the opportunity to meet directly with Ministers Kahlon (Housing), Robinson (Advanced Education), Kang (Municipal Affairs), Malcolmsen (Social Development and Poverty Reduction), and Parliamentary Secretary Russell (Rural Development).

**60<sup>th</sup> Anniversary celebrations and OC brand launch:** Fall 2023 marks the 60th anniversary of the opening of B.C. Vocational School in Kelowna, the institution that within a few years would become known as Okanagan College. Guided on the principles of elevating OC's profile and visibility, involvement of alumni and community, and community inspiration, pride and optimism, College-wide anniversary celebrations are planned throughout the month of October and include a storytelling campaign, a community celebration on October 18, and cake celebrations at each campus. The celebrations coincide with the launch of our OC brand and visual identity planned from October to December.

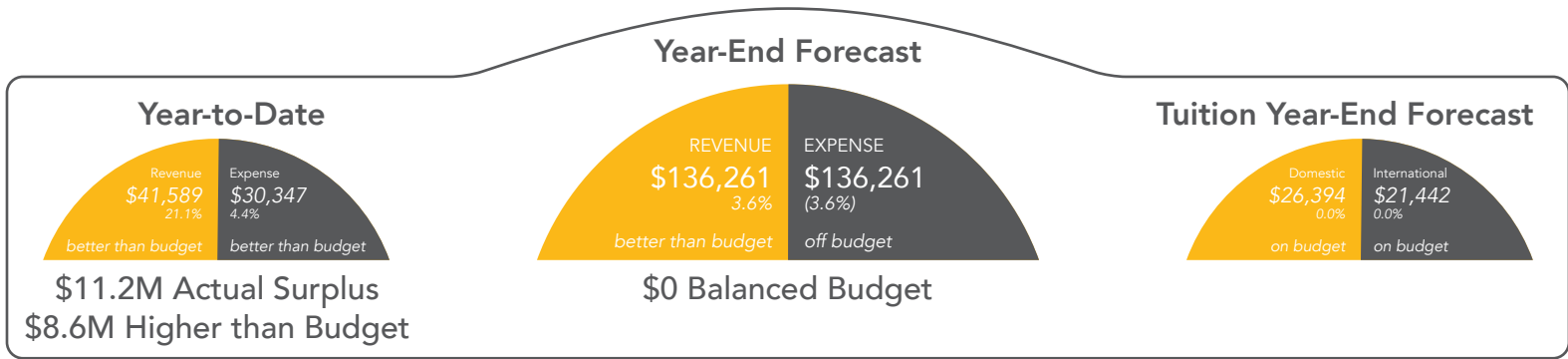
**Media and Public Relations:** Okanagan College continues to share stories about students, their achievements, and the impact of the College across our region. Since the end of June, the following news releases have been provided to media and have been covered by various/numerous outlets. OC's coverage is consistently more positive than negative, due to the volume and frequency of stories about OC students and employees.

- September 13: [OC welcomes more than 550 international students at fall orientation](#)
- September 5: [Celebrating 60: Welcome to the 2023/24 academic year at OC](#)
- August 25: [OC student chefs supporting community](#)
- August 24: [OC community steps up to support wildfire efforts](#)
- August 14: [Okanagan College welcomes new board member](#)
- June 27: [\\$40,000 gift creates lasting tribute to former OUC Professor Dr. Sylvia Janet Russell](#)

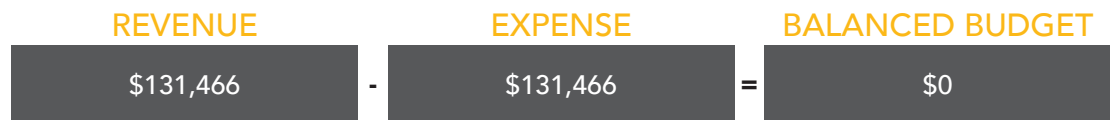
Our Responsibilities					Our Commitments				
Reconciliation	Equity, Diversity, Inclusion, & Social Justice	Sustainability	Employee Resilience	Effectiveness and Efficiency	Inclusive and Equitable Access	Individualized Lifelong Learning Partnerships	Integration and Focus		
<b>Our Results</b>	<ul style="list-style-type: none"> <li>Weave Indigenous world views into all aspects of college life.</li> </ul>	<ul style="list-style-type: none"> <li>Increase equitable and inclusive participation of all peoples representing diversity including historically and currently marginalized peoples</li> <li>Strengthen a culture of inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Exceed provincial standards for carbon reduction</li> <li>Be an active Partner in UN Sustainability Goals</li> <li>Complete our STARS Assessment</li> <li>Improve our financial health</li> </ul>	<ul style="list-style-type: none"> <li>Increase employee engagement</li> <li>Improve leadership actions</li> <li>Increase accountability of leaders</li> <li>Achieve BC Top 100 Employers status</li> <li>Develop and focus talent to support organizational excellence</li> <li>Strengthen employee resilience and adaptability</li> </ul>	<ul style="list-style-type: none"> <li>Optimize workflows</li> <li>Optimize policies and procedures</li> <li>Optimize online and physical infrastructure</li> <li>Introduce data and analytics driven decision making</li> <li>Increase organizational agility</li> <li>Strengthen a culture of continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation and success of historically and currently marginalized populations</li> </ul>	<ul style="list-style-type: none"> <li>Improve student and alumni engagement</li> </ul>	<ul style="list-style-type: none"> <li>Increase meaningful work and purposeful lives for college graduates and alumni</li> <li>Improve engagement with community stakeholders</li> <li>Improve social, economic, and environmental resiliency in the region</li> </ul>	
<b>2028/29 Achievements</b>						<ul style="list-style-type: none"> <li>An individualized learning ecosystem <a href="#">is in place and supports</a> that uses multiple modalities and delivery options to enable <a href="#">inclusive student learning</a> for individuals throughout the region and at all stages of their lives</li> </ul>	<ul style="list-style-type: none"> <li>Agile and sustainable student services ecosystems</li> </ul>		
<b>2027/28 Achievements</b>			<ul style="list-style-type: none"> <li>Integrated HR practices focused on strategic HR support</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive renewal of College processes</li> </ul>	<ul style="list-style-type: none"> <li>Agile and sustainable OC's program <a href="#">and credential mix is sustainable and agile</a>, and credential mix that leads to meaningful employment, and resilient lives</li> </ul>		<ul style="list-style-type: none"> <li>2024/25 through 2028/29 Focus Areas to be developed through 2023/24 prioritization work</li> </ul>		
<b>2026/27 Achievements</b>			<ul style="list-style-type: none"> <li>Renewed revenue and expense model for long-term sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Values-based culture</li> <li><a href="#">HR Policy review complete</a></li> </ul>	<ul style="list-style-type: none"> <li>Data informed real-time decision-making protocols and systems</li> </ul>	<ul style="list-style-type: none"> <li>Markedly increased <a href="#">Student population includes a high increase in</a> participation of historically and currently underrepresented and marginalized groups across OC programs and credentials</li> </ul>	<ul style="list-style-type: none"> <li>An active student culture that embraces inclusion, diversity, and equity</li> </ul>		
<b>2026/27 - STRATEGIC ROADMAP UPDATE</b>									
<b>2025/26 Achievements</b>				<ul style="list-style-type: none"> <li>Carbon neutral plan developed</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed employee wellness strategy</li> <li>HR processes review complete</li> <li>Employee recognition strategy that includes appreciation tools</li> </ul>		<ul style="list-style-type: none"> <li>Renewed student affordability model (<a href="#">incl. tuition</a>) <a href="#">is in place completed</a></li> </ul>	<ul style="list-style-type: none"> <li>Renewed learning assessment framework</li> </ul>	<ul style="list-style-type: none"> <li>College forecasting capabilities are developed</li> </ul>
<b>2024/25 Achievements</b>		<p>2023/24 through 2028/29 Achievements to be developed through 2022/23 Indigenous-OC Plan</p>	<ul style="list-style-type: none"> <li><a href="#">Complete update of accommodation policies</a></li> <li><a href="#">Update educational policies with lens of barrier reduction</a></li> <li><a href="#">Update administrative policy with lens of barrier reduction</a></li> <li><a href="#">Complete Accessibility Audit process (pending funding)</a></li> <li><a href="#">Develop an EDISJ Strategy and Action Plan</a></li> <li><a href="#">Introduce GBA+ methodology to the development of policies, procedures, programs, and initiatives.</a></li> <li><a href="#">Identify policies and procedures needed to support EDISJ and an action plan for development</a></li> <li>2023/24 through 2028/29 Achievements to be developed through 2022/23 cultural implementation plan</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Integrated resource planning and accountability system implemented</a></li> <li><a href="#">Alternative revenue source viability study complete</a></li> </ul>	<ul style="list-style-type: none"> <li>Instructional staff development program introduced</li> <li><a href="#">HR processes review complete</a></li> <li><a href="#">Employee recognition strategy that includes appreciation tools</a></li> <li><a href="#">Integrated People Strategy</a></li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive renewal of all OC policies</li> <li>Technology and physical infrastructure optimization plan <a href="#">drafted and ready for implementation</a></li> <li><a href="#">Comprehensive digital strategy to support optimized learning and work environments complete</a></li> <li><a href="#">Academic decision-making framework renewal complete</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Improved regional, Regional, national, and international partnerships in support of strategic enrolment goals and program needs are improved</a></li> <li><a href="#">Physical and digital learning environment to support the College's learning ecosystem is designed</a></li> <li><a href="#">Renewed Internationalization strategy to support enrolment and learning model goals</a></li> <li><a href="#">College student capacity (domestic and international) is established</a></li> <li><a href="#">Housing marketing and recruitment materials in market</a></li> <li><a href="#">OC online/web strategy complete, aligned to recruitment marketing and student experience strategies.</a></li> <li><a href="#">Housing policy and procedure gap analysis completed</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Physical and digital student experience environment design that fully integrates with learning environment</a></li> <li><a href="#">Program maps complete</a></li> <li><a href="#">Rolling 3 year program plan established</a></li> <li><a href="#">Learning resource plan (including Open Educational Resources) complete</a></li> </ul>	<ul style="list-style-type: none"> <li>Program and credential framework complete</li> </ul>

Our Responsibilities					Our Commitments			
Reconciliation	Equity, Diversity, Inclusion, & Social Justice	Sustainability	Employee Resilience	Effectiveness and Efficiency	Inclusive and Equitable Access	Individualized Lifelong Learning Partnerships	Integration and Focus	
<b>2023/24 Achievements</b>	<ul style="list-style-type: none"> <li>• <a href="#">Indigenous and Non-Indigenous Ally Assembly launched</a></li> <li>• <a href="#">Confirmation of Indigenous OC Plan with timelines and measures of success</a></li> <li>• <a href="#">President's Advisory Council created or refine role of Educational Advisory Committee</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Phase 1 of building standards (i.e., washrooms) and accessibility plan complete.</a></li> <li>• <a href="#">Conduct accessibility audit Review of accessibility services procedures and practices</a></li> <li>• <a href="#">Establish standards for EDISJ and Accessibility principles</a></li> <li>• <a href="#">Start the Accessibility Audit process</a></li> <li>• <a href="#">Review of Accessibility services, procedures, and practices</a></li> <li>• <a href="#">Create a clear internal governance structure for EDISJ to ensure and build broad participation</a></li> <li>• <a href="#">Launch and online series of EDISJ education for employees</a></li> </ul>	<ul style="list-style-type: none"> <li>• <del>Alternative revenue source viability study</del></li> <li>• Business continuity plan for OC education, research, operation, and technical environments</li> <li>• College process and procedure continuous improvement framework</li> <li>• STARS level aspiration to be set</li> <li>• <a href="#">Renewed Campus Master Vision</a></li> <li>• <a href="#">10 year financial sustainability model</a></li> <li>• <a href="#">Student housing administrative and capital policies, practices, and procedures complete.</a></li> <li>• <a href="#">Physical space utilization study</a></li> </ul>	<ul style="list-style-type: none"> <li>• Renewed accountability and decision support framework for employee effectiveness</li> <li>• <del>Integrated HR &amp; Talent Management Strategy</del></li> <li>• <a href="#">Leadership development and competency framework</a></li> <li>• <a href="#">Reestablish and engaged OC-wide Social Committee</a></li> <li>• <del>Learning and Development Framework introduced with career development workshops</del></li> <li>• <a href="#">Publish Inspire Foundational Plans</a></li> <li>• <a href="#">Talent Acquisition Strategy</a></li> </ul>	<ul style="list-style-type: none"> <li>• Data and analytics governance framework introduced</li> <li>• Physical and digital working environment to enable effective work environments <a href="#">designed.</a></li> <li>• <del>Academic decision-making framework renewal</del></li> <li>• <a href="#">Launch strategic &amp; operational dashboards</a></li> <li>• <a href="#">IRP improvements introduced</a></li> <li>• <a href="#">Portfolio realignment complete</a></li> <li>• <a href="#">Reimagined college course scheduling process complete</a></li> <li>• <a href="#">Educational Policies fit/gap analysis and development prioritization list complete and underway.</a></li> <li>• <a href="#">Renewed information management and cyber security policies.</a></li> </ul>	<p>Physical and digital learning environment to support the College's learning ecosystem</p> <ul style="list-style-type: none"> <li>• <a href="#">Defined sustainable regional, rural, and remote program delivery model &amp; overall framework for course delivery is developed</a></li> <li>• <a href="#">Student demographic targets are established for SEM</a></li> <li>• <a href="#">Student housing "student facing" programs, processes, policies, and resources complete.</a></li> <li>• <a href="#">Baseline assessment of past and current student body demographics is complete</a></li> </ul>	<ul style="list-style-type: none"> <li>• <del>Learning resource plan (including Open Educational Resources)</del></li> <li>• <a href="#">Multi-year OC Student experience strategy plan is developed and ready for implementation.</a></li> <li>• <a href="#">Program maps complete</a></li> </ul>	<ul style="list-style-type: none"> <li>• Agile course, program and credential identification, creation, renewal, and retirement process <a href="#">is complete</a></li> <li>• Interdisciplinary priorities set for community validated challenges, opportunities, and collaborations</li> <li>• <a href="#">College 60<sup>th</sup> Anniversary celebration implemented, including focus on Alumni engagement</a></li> <li>• <a href="#">Implement new OC Strategic Partners Council and coordinated approach to support community engagement.</a></li> <li>• <a href="#">Program mix principles determined</a></li> <li>• <a href="#">Program revision process improvements introduced</a></li> </ul>
<b>2022/23 Achievements</b>	<ul style="list-style-type: none"> <li>• <del>Confirmation of Indigenous OC Plan with timelines and measures of success</del></li> <li>• <del>President's Advisory Council created</del></li> </ul>	<ul style="list-style-type: none"> <li>• EDISJ cultural implementation plan and timelines</li> <li>• Baseline assessment of EDISJ culture among employees</li> </ul>	<ul style="list-style-type: none"> <li>• <del>Physical space utilization study</del></li> <li>• <del>Renewed Campus Master Plan</del></li> <li>• Change leadership framework with associated engagement continuum created</li> <li>• STARS Assessment submission</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline biannual employee engagement survey introduced</li> <li>• Holistic employee wellness strategy</li> <li>• Implementation of Flexible Work Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Digital infrastructure decision making framework introduced</li> <li>• Administrative decision-making framework renewal</li> <li>• Development of strategic and operational measures</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic enrolment plan</li> <li>• <del>Baseline assessment of past and current student body demographics</del></li> <li>• <a href="#">Renewed Internationalization strategy to support enrolment and learning model goals</a></li> </ul>	<ul style="list-style-type: none"> <li>• Learning framework created to achieve learning ecosystem consistent with the College's Aspirations (including Open Education Practices)</li> <li>• EDISJ cultural implementation plan and timelines</li> <li>• Student journey maps complete</li> <li>• Baseline assessment of student services offerings and engagement needs</li> <li>• Student holistic wellness strategy (incl. mental health)</li> <li>• Student housing strategy</li> <li>• Alumni engagement strategy</li> <li>• Baseline assessment of EDISJ culture among students</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of current program and credential mix and program health assessment</li> <li>• Applied research strategy created</li> <li>• Research data management plan complete</li> </ul>
<b>2021/22 Achievements</b>	<ul style="list-style-type: none"> <li>• <del>Indigenous and Non-Indigenous Ally Assembly launched</del></li> <li>• <del>Indigenous Community Engagement Team launched</del></li> </ul>		<ul style="list-style-type: none"> <li>• Accessibility Committee created with action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible Work Arrangement Pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Reimagined policy and procedure framework and policy and procedure renewal plan</li> </ul>			<ul style="list-style-type: none"> <li>• Food and Beverage strategy complete</li> </ul>

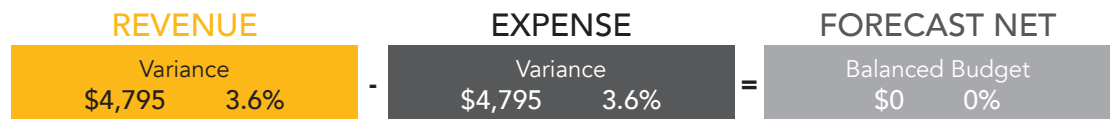
(amounts in \$000s)



## Approved Budget



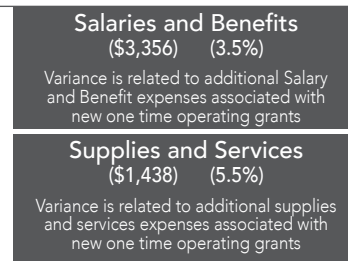
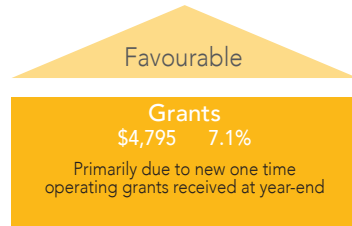
## Q3 Year End Forecast Variance to Approved Budget



Budget line items with a material variance forecast for year end are explained in detail. A material variance is \$400K and 2% of the budget line object or the components within the line item are above the \$400K and 2% threshold.

Note: the size of boxes is for illustrative purposes only and are not to scale

LEGEND	Material	<Material
Favourable		
Unfavourable		



# Statement of Consolidated Operations 2023-24

## as at Quarter 1, June 30, 2023

### (Amounts in \$000s)

	A	B	Variance Favourable (Unfavourable) [A vs B]	Variance as a % of Budget	C	Variance Favourable (Unfavourable) [C vs D]	Variance as a % of Budget	Note
	Actual Q1	Budget Q1			Q1 Forecast Year End 2023-24			
<b>REVENUE</b>								
Grants	26,446	20,098	6,348	31.6%	72,401	4,795	7.1%	1
Domestic tuition and mandatory fees	5,327	6,319	(992)	-15.7%	26,394	0	0.0%	
International tuition and mandatory fees	4,943	4,001	942	23.5%	21,442	0	0.0%	
Contract services	1,719	1,057	662	62.7%	4,390	0	0.0%	
Ancillary service sales	752	974	(222)	-22.8%	4,073	0	0.0%	
Investment income	521	241	280	116.2%	1,050	0	0.0%	
Other	467	228	239	104.7%	851	0	0.0%	
Post construction contributions for tangible capital assets	0	0	0	0.0%	0	0	0.0%	
Amortization of deferred contributions for tangible capital assets	1,415	1,414	1	0.0%	5,660	0	0.0%	
<b>TOTAL REVENUE</b>	<b>41,589</b>	<b>34,332</b>	<b>7,258</b>	<b>21.1%</b>	<b>136,261</b>	<b>4,795</b>	<b>3.6%</b>	
<b>EXPENSE</b>								
Salaries and benefits	23,158	23,936	777	3.2%	100,593	(3,356)	-3.5%	2
Supplies and services	5,121	5,735	615	10.7%	27,361	(1,438)	-5.5%	3
Interest on debt	26	26	0	0.0%	139	0	0.0%	
Amortization of tangible capital assets	2,042	2,041	(1)	0.0%	8,167	0	0.0%	
<b>TOTAL EXPENSE</b>	<b>30,347</b>	<b>31,738</b>	<b>1,391</b>	<b>4.4%</b>	<b>136,261</b>	<b>(4,795)</b>	<b>-3.6%</b>	
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>11,242</b>	<b>2,593</b>	<b>8,649</b>	<b>25.5%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	

**Year End Forecast Variance to Budget Material Notes: > \$400K and 2% of the budget line or the components within the line item are above the \$400 K and 2% threshold**

1. Grants: received year end operating grants, that were not included in the budget
2. Salaries and benefits: Salary Expense associated with onetime operating grants
3. Supplies and services: Supply costs associated with onetime operating grants



## BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 4.3.1

<b>Title:</b>	Domestic Tuition Rates for 2024-25			
<b>Action Required:</b>	For Approval			
<b>Draft Motion/ Recommendation:</b>	<p><u>Recommended motion:</u></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve an increase in domestic tuition and mandatory fees of two per cent, effective September 2024 as recommended by the Finance, Audit and Risk Committee, pending no change in limit in accordance with the BC Tuition Limit Policy.”</i></b></p>			
<b>Background Information &amp; Context:</b>				
<p>The BC government has a tuition limit policy for domestic tuition and mandatory fees as noted on the <a href="#">Ministry of Post-Secondary Education and Future Skills website</a>.</p> <p>The maximum annual increase allowable since September 2005 has been 2%.</p>				
<b>Additional Attachments:</b>				
<ul style="list-style-type: none"> <li>N/A</li> </ul>				
<b>Analysis:</b>				
<p>The 2024-25 tuition limit has not yet been publicized by government but it is expected that the Ministry will maintain the 2% increase maximum. Administration is recommending a domestic tuition fee increase of 2% effective September 2024. This assists with partially offsetting some of the inflationary costs of the College and keeps the College on par with other BC post-secondary institution’s domestic tuition rates.</p> <p>Over the past two years, general inflation rates have been at historic highs and reached in excess of 7%. This has significantly impacted OC’s ability to keep pace in purchasing goods and supplies used in academic programming (i.e trades material such as lumber, welding supplies, electrical, etc.).</p> <p>A 2% increase in domestic tuition will result in approximately \$280,000 increased tuition revenue for 2024-25.</p>				
<b>Alignment to College Integrated Planning:</b>				
<i>Financial Sustainability.</i>				
<b>Risk Implication &amp; Mitigation Steps:</b>				
<b>Financial.</b> If domestic tuition is not increased by 2%, the College loses the associated revenue this year as well as the compounded revenue going forward. Over a 4-year period this would amount to approximately \$1.1M.				
<b>Proposed and Prepared by:</b> <i>(include name and title)</i>	Curtis Morcom, CFO & VP Corporate Services			
<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Team	8/23/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/12/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit & Risk Committee	9/19/2023





## BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 4.3.2

<b>Title:</b>	International Tuition Rates for 2024-25
<b>Action Required:</b>	For Approval
<b>Draft Motion/ Recommendation:</b>	<p><u>Recommended motion:</u></p> <p><b><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve an international tuition increase from \$1,600 per three-credit course to \$1,696 per three-credit course (6%), effective September 2024, as recommended by the Finance, Audit and Risk Committee.”</i></b></p>
<b>Background Information &amp; Context:</b>	
<p>International tuition rates are reviewed annually for the following fall. Unlike domestic tuition where the government has set a tuition cap (2% increase maximum), International tuition is market-based and ultimately at the purview of the Board to approve. Increasing the international tuition rate assists the College in meeting a number of distinct goals:</p> <ul style="list-style-type: none"> <li>• To provide adequate services and support for international and domestic students</li> <li>• To establish tuition at levels that will maintain Okanagan College’s position as an institution of choice for international students</li> <li>• To maintain Okanagan College’s tuition fees at a competitive rate with comparable BC colleges</li> <li>• To maintain a complete, consistent and transparent approach in setting tuition for international students in all of our programs</li> <li>• To ensure institutional sustainability by contributing to balancing the budget</li> </ul>	
<b>Additional Attachments:</b>	
<ul style="list-style-type: none"> <li>• International Tuition Rate – Comparison of BC Colleges</li> </ul>	
<b>Analysis:</b>	
<p>Historically, Okanagan College aimed to be in approximately the middle of the other BC College post-secondary institutions (PSI) for international tuition rates. BC PSIs were surveyed to determine how institutions are planning for increases to their international tuition rates for fall 2024. Most institutions that responded indicated a planned increase of 2% with the minority planning for either larger increases or still determining a rate.</p> <p>In Fall 2022, administration proposed the addition of a second approach for setting international student tuition – cost recovery.</p> <p>Administration is proposing two-fold criteria for setting international tuition rates for Fall 2024: 1) cost recovery and 2) maintaining a competitive position relative to other BC PSIs.</p> <p>Not surprisingly, the costs of offering a wide variety of courses increases annually. To maintain course availability for students and ensure cost recovery, international tuition rates need to increase. Increasing the international tuition rate by 6% will enable the college to retain a cost recovery base and add approximately \$869,000 in additional funding for the College.</p>	

By increasing tuition by 6% or \$96 per three-credit course, the College will stay competitive to other BC PSIs and will still be 13% below the BC college that charges the most for international tuition (Langara College).

The attached rate comparison includes international student tuition rates at teaching and research universities for additional information. The OC international tuition rates for fall 2023 are 16% below the top of the list (Langara College).

### Alignment to College Integrated Planning:

*Financial sustainability.*

### Risk Implication & Mitigation Steps:

**Financial and Operational.** If international tuition is not increased, the College loses the associated revenue this year as well as the compounded revenue going forward.

### Proposed and Prepared by:

*(include name and title)*

Curtis Morcom, CFO & Vice President, Corporate Services

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC Executive Team	8/23/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/12/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit & Risk Committee	9/19/2023
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
<input type="checkbox"/>	<input type="checkbox"/>		Select a date.	

*This document is intended to be a cover sheet only (e.g. two pages)*

*If supporting documents are required, please attach them*



### International Tuition Comparison of BC Colleges- Fall 2023

\*Tuition noted is per academic course (typically 3 credits)

	INSTITUTION	TUITION		RESEARCH UNIVERSITIES	TUITION
1.	Langara College	\$1,914		University of British Columbia (UBC)	\$4,681
2.	Douglas College	\$1,910		University of Victoria (UVIC)	\$3,715
3.	Vancouver Community College	\$1,769		Thompson-Rivers University (TRU)	\$3,671
4.	Camosun College	\$1,607		Simon Fraser University (SFU)	\$3,305
5.	Okanagan College	\$1,600		University of Northern BC (UNBC)	\$2,477
6.	College of the Rockies	\$1,556			
7.	North Island College	\$1,462		<b>TEACHING UNIVERSITIES</b>	<b>TUITION</b>
8.	College of New Caledonia	\$1,432		Vancouver Island University (VIU)	\$2,174
9.	Coast Mountain College	\$1,311		Kwantlen Polytechnic University (KPU)	\$2,137
10.	Selkirk College	\$1,302		University of Fraser Valley (UFV)	\$2,046
11.	Northern Lights College	\$1,120		Capilano University (CAPU)	\$1,932

### International Tuition Comparison of BC Colleges- Fall 2024

	INSTITUTION	TUITION PER ACADEMIC COURSE (3 credits)	NOTES (all increases by other institutions that are planned & not yet confirmed)
1.	Langara College	\$1,952	2%
2.	Douglas College	\$1,948	2%
3.	Vancouver Community College	\$1,804	Have not yet decided (info noted as if increase is 2%)
4.	Okanagan College	\$1,696	6% With a 6% increase, OC's international tuition rate is 87% of Langara College's international tuition rate
5.	Camosun College	\$1,667	3.4% (for the next 5 years)
6.	College of the Rockies	\$1,587	2% (no response but info noted as if increase is 2%)
7.	North Island College	\$1,462	Have not yet decided (info noted as if increase is 2%)
8.	College of New Caledonia	\$1,432	Will decide in January 2024 (info noted as if increase is 2%)
9.	Coast Mountain College	\$1,337	Have not yet decided (info noted as if increase is 2%)
10.	Selkirk College	\$1,328	2%
11.	Northern Lights College	\$1,230	6.2%



## BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 4.3.3

<b>Title:</b>	Borrowing Policy			
<b>Action Required:</b>	For Approval			
<b>Draft Motion/ Recommendation:</b>	<u>Recommended motion:</u> <b><i>“BE IT RESOLVED THAT Okanagan College Board of Governors approve the Borrowing Policy as recommended by the Finance, Audit and Risk Committee.”</i></b>			
<b>Background Information &amp; Context:</b>				
<p>Okanagan College holds an operating line of credit of \$2.5 million with TD Canada Trust at an interest rate of prime minus 0.5%. As of September 6, 2023, Canada’s prime rate of interest is 7.2%. The College has never drawn on this line of credit but maintains it to ensure the funds to bridge a payroll run are available.</p> <p>The Board of Governors annually reviews and approves continuing this short-term line of credit. During the March 2023 Finance, Audit and Risk Committee meeting, the Committee suggested that Administration develop a policy that would allow the Board’s annual approval of this line of credit up to the amount to cover a payroll run to be approved in the Board’s consent agenda.</p>				
<b>Additional Attachments:</b>				
<ul style="list-style-type: none"> <li>Borrowing Policy - draft</li> </ul>				
<b>Analysis:</b>				
<p>There is no current Okanagan College policy that addresses borrowing. The draft Borrowing Policy improves administrative efficiency by enabling the Board of Governors to annually approve the line of credit in a consent agenda instead of having it as a separate agenda item. The policy also outlines the obligations of the College in order to access long-term borrowing.</p> <p>Under the policy, any use of or change to the line of credit will be reported to the Board through the Finance, Audit and Risk Committee.</p>				
<b>Alignment to College Integrated Planning:</b>				
<p><b>Financial sustainability.</b> The line of credit ensures College operations will not be disrupted if there are cash flow issues.</p> <p><b>Effective and Efficient.</b> A policy allowing the Line of Credit to be approved in the Board’s consent agenda makes effective use of the Board’s time for the Line of Credit which is approved on an annual basis and has never been drawn upon.</p>				
<b>Risk Implication &amp; Mitigation Steps:</b>				
<p>The line of credit reduces financial and reputational risk if there were circumstances that the College was not able to fund a payroll run. The policy ensures there is a continuation of line of credit funds available.</p>				
<b>Proposed and Prepared by:</b> <i>(include name and title)</i>	Curtis Morcom, CFO & VP Corporate Services			
<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	☒	☒	Neil Fassina, President	9/11/2023
	☒	☒	Finance, Audit & Risk Committee	9/19/2023



## BORROWING POLICY

Policy Area:	Board		
Policy Number:	To be assigned by Office of Policy Coordination		
Policy Sponsor:	CFO & Vice President, Corporate Services		
Policy Contact:	CFO & Vice President, Corporate Services		
Stakeholders:	Board of Governors, Employees		
Authority:	<i>College and Institute Act</i>		
Approval Authority:	Board of Governors		
Approval Date:			
Effective Date:			
Replaces or New:	New		
Last reviewed:	September 2023	Scheduled review date:	September 2028
Procedures:	<i>None.</i>		

### 1. Policy Statement

Okanagan College (the "College") requires funds to be available to meet the expenditures of the institution. The College manages its financial borrowing to minimize risk and exposure, and in accordance with the Public Sector Accounting Standards.

### 2. Purpose

The purpose of this policy is to establish under which circumstances the College may borrow funds, the guidelines governing these funds, and the authority required to borrow these funds.

### 3. Scope and Application

This policy applies to any operational funds that are borrowed by the College.

### 4. Definitions

#### Line of Credit

Means a loan from a financial institution that has a pre-set amount and pre-set terms and is available to be borrowed and re-paid at any time.

<b>Short-Term Borrowing</b>	Means any debt borrowed for up to a one-year term or within the fiscal year, whichever is sooner.
<b>Long-Term Borrowing</b>	Means any debt that extends over a fiscal year or longer than one year.
<b>Payroll Run</b>	Means the act of disbursing wages to individual employees on a specific date. The College has a payroll run on bi-weekly Fridays.

## 5. Short-Term Borrowing of Funds

- 5.1 The College will hold a short-term Line of Credit for operational needs in the amount required to cover a Payroll Run.
- 5.2 The Line of Credit will be authorized annually by the Board of Governors by way of consent agenda at a Board meeting.
- 5.3 The Board Chair and the Finance, Audit and Risk Committee Chair must be notified when a Line of Credit is used, and a report will be prepared for the following Board meeting. The report will include why the funds were required and the repayment plan.
- 5.4 A Line of Credit including accrued interest must be paid back out of current revenues and may not extend over the fiscal year.

## 6. Long-Term Borrowing of Funds (land or buildings)

- 6.1 Long-Term borrowing is restricted only to the purposes outlined in *Section 34* of the *College and Institute Act* as follows:
  - a) purchasing or the acquisition of land for institutional use, or;
  - b) erecting, repairing, adding to, furnishing or equipping a building or structure for the use of the institution.
- 6.2 Long-term Borrowing is not otherwise permitted under the *College and Institute Act* without the prior approval of the Minister of Post Secondary Education and Future Skills and the Minister of Finance.
- 6.3 Prior to entering into a Long-Term Borrowing agreement, the Board of Governors will be asked to approve a business plan including details of loan repayment prior to seeking permission from the Minister of Post Secondary Education and Future Skills and the Minister of Finance.

## 7. Related Acts and Regulations

*College and Institute Act*  
*Financial Administration Act*  
 Public Sector Accounting Standards

## 8. Supporting References, Policies, Procedures and Forms

None.

### History / Revisions

Date	Action
YYYY-MM-DD	Approved by Board of Governors: <i>Borrowing Policy</i>



# BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 4.5.1

<b>Title:</b>	Program Revision
<b>Action Required:</b>	For Approval
<b>Draft Motion/ Recommendation:</b>	<p><u>Recommended Motions:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the program revision to the Pastry Arts Certificate as recommended by Education Council.”</i></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the program revision to the Associate of Science: Physics and Mathematics Emphasis as recommended by Education Council.”</i></p>
<b>Background Information &amp; Context:</b>	
<p>The College and Institute Act states in section 23(1) that “An education council must advise the board, and the board must seek advice from the education council, on the development of educational policy for the following matters:</p> <ul style="list-style-type: none"> <li>(e) cancellation of programs or courses offered by the institution or changes in the length of or hours for courses or programs offered by the institution;</li> <li>(f) evaluation of programs and educational services; and</li> <li>(m) qualifications for admission policies;</li> <li>(n) criteria for awarding certificates, diplomas and degrees”</li> </ul> <p>In alignment with its advisory role to the Board, Education Council has reviewed and is recommending Board approval of the following program revision, approved on September 14, 2023:</p> <ul style="list-style-type: none"> <li>• Pastry Arts Certificate</li> </ul> <p>In alignment with its advisory role to the Board, Education Council has reviewed and is recommending Board approval of the following program revision, approved on March 2, 2023:</p> <ul style="list-style-type: none"> <li>• Associate of Science Degree: Physics and Mathematics Emphasis</li> </ul>	
<b>Additional Attachments:</b>	
<ul style="list-style-type: none"> <li>• Rationale for proposed revisions of: <ul style="list-style-type: none"> <li>○ Pastry Arts Certificate</li> <li>○ Associate of Science Degree: Physics and Mathematics Emphasis</li> </ul> </li> </ul>	
<b>Analysis:</b>	
See attached rationale for the proposed program revisions.	

**Alignment to College Integrated Planning:**

***Student Success and Individualized life-long learning partnerships.*** The proposed revisions support student learning and success by updating program content and admission requirements for currency and relevance, applicability to industry and career pathways, and education requirements for students who wish to pursue further education.

**Risk Implication & Mitigation Steps:**

***Content quality.*** Mitigated through the use of subject matter experts who are currently working in the industry and are knowledgeable of the current trends, competencies and skills required.

**Proposed and Prepared by:**

*(include name and title)*

Jillian Garrett, Education Council Chair

<b>Consultation History:</b>	<b>Reviewed</b>	<b>Recommended</b>	<b>Group/Individual</b>	<b>Date</b>
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Council	9/14/2023 3/2/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Curriculum Proposal Review Committee – Trades & Apprenticeship	6/21/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Curriculum Proposal Review Committee – Science & Technology	2/15/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Post-Secondary Institution Proposal System	7/24/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/19/2023

## Okanagan College

Education Council Report  
September 2023

### Program Revisions

Recommended Motions:

***“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the following program revision as recommended by Education Council:***

- ***Pastry Arts Certificate***
- ***Associate of Science Degree: Physics and Mathematics Emphasis”***

Education Council met on September 14, 2023 and approved the following program revision:

- Pastry Arts Certificate

Education Council met on March 2, 2023 and approved the following program revision:

- Associate of Science Degree: Physics and Mathematics Emphasis

### Revision Rationale

#### Pastry Arts Certificate

- To bring the Admission Requirements for the Pastry Arts program in line with the Culinary Arts program, as well as with the vast majority of post secondary institutions in British Columbia, the College would require students to submit a valid FOODSAFE Level 1 certificate to be granted admission to the program.

#### Summary of Proposed Program Revisions

Existing Program	Proposed Revisions
<p><b>Program Description</b></p> <ul style="list-style-type: none"> <li>• This 50-week (1,600 hour) certificate program includes all the craft skills needed to work as a professional Baker/Patisserie, as outlined in the National Occupation Analysis for Baker Level 1. The program also includes a Co-op, providing an opportunity to experience and learn in a dynamic industry based environment.</li> <li>• The initial term focuses on workplace safety and organization, ingredient and finished product knowledge. This is followed by the making of breads, cakes and pastries in all their various forms from cookies to wedding cakes, pies to artisan sourdough bread, and chocolate souffle to pieces montees.</li> <li>• This program focuses on the wealth of farm-to-table opportunities afforded by the Okanagan region, <u>emphasizing</u> the use of local</li> </ul>	<p><b>Program Description</b></p> <ul style="list-style-type: none"> <li>• This 50-week (1,600 hour) certificate program includes all the craft skills needed to work as a professional Baker/Patisserie, as outlined in the National Occupation Analysis for Baker Level 1. The program also includes a Co-op, providing an opportunity to experience and learn in a dynamic industry based environment.</li> <li>• The initial term focuses on workplace safety and organization, ingredient and finished product knowledge. This is followed by the making of breads, cakes and pastries in all their various forms from cookies to wedding cakes, pies to artisan sourdough bread, and chocolate souffle to pieces montees.</li> <li>• This program focuses on the wealth of farm-to-table opportunities afforded by the Okanagan region, <u>emphasizing</u> the use of local</li> </ul>

<p>products including premium wines, beers and spirits, both as ingredients and as beverages paired with the finished dessert or baked good. Locally-grown herbs, fruits and vegetables are featured, organically-grown grains and in-house milling are also regional features of the program.</p> <ul style="list-style-type: none"> <li>• Successful graduates will be ready for employment in any of the various settings where baked goods are required, from care homes and camps, to specialty bakeries, fine dining restaurants, hotels, resorts and cruise ships. Self-employment is also a popular option.</li> </ul>	<p>products including premium wines, beers and spirits, both as ingredients and as beverages paired with the finished dessert or baked good. Locally-grown herbs, fruits and vegetables are featured, organically-grown grains and in-house milling are also regional features of the program.</p> <ul style="list-style-type: none"> <li>• Successful graduates will be ready for employment in any of the various settings where baked goods are required, from care homes and camps, to specialty bakeries, fine dining restaurants, hotels, resorts and cruise ships. Self-employment is also a popular option.</li> </ul>
<p><b>Admission requirements</b></p> <ul style="list-style-type: none"> <li>• B.C. secondary school graduation or equivalent or 19 years of age and out of secondary school for a minimum of one year as of the first day of class.</li> <li>• English 10 with minimum 50% or alternatives.</li> <li>• Math requirement:             <ul style="list-style-type: none"> <li><del>Students graduating from secondary school in or prior to 2012:</del></li> <li>• <del>50% in one of:</del> <ul style="list-style-type: none"> <li>○ <del>Mathematics 10</del></li> <li>○ <del>Or an equivalent Intermediate Level Adult Basic Education Mathematics course</del></li> <li>○ <del>Or a Trades Entrance Assessment (TEA) mathematics score</del></li> </ul> </li> <li><del>Students entering Grade 10 in or after 2010 and/or completing the new mathematics curriculum:</del></li> <li>• <del>50% in one of:</del> <ul style="list-style-type: none"> <li>○ <del>Apprenticeship and Workplace Mathematics 10,</del></li> <li>○ <del>Workplace Mathematics 10,</del></li> <li>○ <del>Foundations of Mathematics and Pre-Calculus 10,</del></li> <li>○ <del>Or an equivalent Intermediate Level Adult Basic Education Mathematics course,</del></li> </ul> </li> <li>• Or a TEA mathematics test.</li> </ul> </li> </ul>	<p><b>Admission requirements</b></p> <ul style="list-style-type: none"> <li>• B.C. secondary school graduation or equivalent or 19 years of age and out of secondary school for a minimum of one year as of the first day of class.</li> <li>• English 10 with minimum 50% or alternatives.</li> <li>• Math requirement:             <ul style="list-style-type: none"> <li><u>A minimum of 50% in any of:</u> <ul style="list-style-type: none"> <li>○ <u>Mathematics 10</u></li> <li>○ <u>Foundations of Mathematics and Pre-Calculus 10</u></li> <li>○ <u>Adult Basic Education MATH 071 and MATH 072</u></li> <li>○ <u>Trades Entrance Assessment (TEA) Mathematics Test (scores are only good for two (2) years).</u></li> <li>○ <u>Applicants who have not satisfied the Math requirement within the last seven (7) years must write the Trades Entrance Assessment (TEA) Mathematics test and must receive a minimum of 50%.</u></li> </ul> </li> <li>• <u>Submission of a valid (non-expired) FOODSAFE Level 1 certificate.</u></li> </ul> </li> </ul>



## Associate of Science Degree Program Physics and Mathematics Emphasis

### Summary of Proposed Program Revisions

- We propose a combined Physics (PHYS) and Mathematics (MATH) Emphasis for the Associate of Science degree. Such an Emphasis will serve students intending to pursue a degree in Physics, which currently has no such specialization. This combined emphasis reinforces the strong link between Physics and Mathematics in a physical science degree.
- The proposed program revisions were reviewed and approved through the Post-Secondary Institution Proposal System and approved on July 24, 2023.
- As a means of satisfying all of the requirements for an Associate of Science Degree with an emphasis in Physics and Mathematics, the student must complete certain courses.

### Admission Requirements

See [Associate of Science Degree admission requirements](#).

### Program Outline

To complete the Associate of Science Degree with an emphasis in Mathematics and Physics, students must complete the following courses as part of their program:

- MATH122 - Calculus II (3)
- PHYS111 - Calculus-Based Physics I (3)
  - In place of PHYS 111, a student can complete (with a minimum grade of 68%):
  - PHYS112 - Introductory Physics I (3)
- PHYS121 - Calculus-Based Physics II (3)
  - In place of PHYS 121, a student can complete (with a minimum grade of 68%):
  - PHYS122 - Introductory Physics II (3)

Six second-year MATH and PHYS courses, including at least two MATH (excluding MATH 257) and two PHYS (excluding PHYS 202)



# BOARD OF GOVERNORS – BRIEFING NOTE

September 26, 2023

Agenda #: 5.1

<b>Title:</b>	Okanagan College Foundation Annual Report 2022-23
<b>Action Required:</b>	For Information
<b>Draft Motion/ Recommendation</b>	<u>Not required</u>
<b>Background Information &amp; Context:</b>	
<p>Okanagan College Foundation leads community fundraising for Okanagan College. It exists only to advance the mission and priorities of Okanagan College and its students.</p> <p>The mission of the Foundation is to <b><i>“Inspire Giving to Transform Lives and Communities.”</i></b> The Foundation engages community to invest in Okanagan College’s campuses, learning spaces, equipment, and programs, and creates opportunities for donors to help students fulfill their potential through education.</p> <p>The Foundation is a charitable public foundation registered with the CRA and the BC Society Registry. As a separate legal entity from Okanagan College, the Foundation holds funds from donors in trust for designated projects, programs and student awards.</p> <p>Helen Jackman is the Executive Director of Okanagan College Foundation and Director of Advancement for Okanagan College. The staff dedicated to delivering the mission of the Foundation are employees of the College, within the Advancement Department.</p> <p>At the end of each fiscal year (March 31), an independent audit of the Okanagan College Foundation is conducted. Grant Thornton LLP conducted the audit for 2022-23. A copy of the audited financial statements is attached with this submission.</p> <p>After completion of the audit, the Foundation produces and distributes its annual Gratitude Report. The report is distributed to all donors and to key stakeholders. This year, to preserve the confidentiality of major gifts, the 2022-23 Gratitude Report will be published in late October (usually September) to coincide with the launch of <i>Thrive Here</i> campaign for a new Recreation and Wellness Centre at the Kelowna Campus. A copy of the 2023 Gratitude Report will be provided to the Board of Governors when published.</p>	
<b>Additional Attachments:</b>	
<ul style="list-style-type: none"> <li>• 2022/23 Okanagan College Foundation Audited Financial Statements</li> </ul>	
<b>Analysis:</b>	
<p>The 2022-23 audited financial statements show:</p> <ul style="list-style-type: none"> <li>• Total assets of \$26,124,762 compared to \$24,067,051 in 2021-22. Of this: <ul style="list-style-type: none"> <li>○ \$8,569,018 is designated for capital projects</li> <li>○ \$3,013,959 is designated for program support</li> <li>○ \$14,452,923 is endowed, the returns from which support student awards.</li> </ul> </li> <li>• Revenue for the year totalled \$3,747,638 compared to \$3,473,608 in 2021-22.</li> <li>• Disbursement of \$1,074,664 in student awards, compared to \$1,063,257 in 2021-22.</li> </ul>	

### Alignment to College Integrated Planning:

**Community.** By developing reciprocal relationships with community, the Foundation advances and supports the Inspire Plan and helps community donors fulfill their philanthropic goals.

**Effective and Efficient.** The Foundation's revenues support the priorities of the College set out in the *Inspire* Plan and the Capital Plan.

**Inclusive and equitable access.** The Foundation's revenues also directly support student success and equitable access by providing financial awards, scholarships and bursaries.

### Risk Implication & Mitigation Steps:

**Financial.** If the Foundation fails to effectively steward existing donors and cultivate new relationships which inspire the community to give, there is a risk that campaign goals will not be achieved. Mitigation strategies focus on feasibility studies, community awareness campaigns, and effective staffing.

**Financial.** If the culture of philanthropy is not enhanced within the College, opportunities to maximise philanthropic revenues will be reduced. Mitigation strategies seek to enhance the culture of philanthropy over the next 5 years. This includes leveraging the ambassadorial role of the OC Leadership, OC Board of Governors as well as the OCF Board.

#### Proposed and Prepared by:

(include name and title)

Helen Jackman, Director, Advancement / Executive Director,  
Okanagan College Foundation

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	9/19/2023
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

*This document is intended to be a cover sheet only (e.g. two pages)  
If supporting documents are required, please attach them and list above*

# OKANAGAN COLLEGE FOUNDATION



OKANAGAN COLLEGE FOUNDATION

## FINANCIAL STATEMENTS

MARCH 31, 2023

# Okanagan College Foundation

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# Independent Auditor's Report

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**Grant Thornton LLP**  
 200-1633 Ellis Street  
 Kelowna, BC  
 V1Y 2A8  
 T +1 250 712 6800  
 F +1 250 712 6850

To the Directors of  
 Okanagan College Foundation

## Opinion

We have audited the financial statements of Okanagan College Foundation ("the Foundation"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Report on other legal and regulatory requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, these financial statements were prepared on a basis consistent with that applied in preparing the financial statements of the preceding year.

Kelowna, Canada  
May 31, 2023

*Grant Thornton LLP*  
Chartered Professional Accountants

**Okanagan College Foundation**  
**Statement of Financial Position**  
**For the Year Ended March 31**

**2023****2022****Assets**

## Current assets

Cash and cash equivalents	\$ 10,596,444	\$ 13,783,685
Receivables	13,281	17,036
Investment portfolio (Note 3)	<u>15,370,553</u>	<u>10,131,181</u>
	<b>25,980,278</b>	<b>23,931,902</b>

## Life insurance policies (Note 4)

144,484	135,626
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<u>\$ 26,124,762</u>	<u>\$ 24,067,528</u>
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## Current liabilities

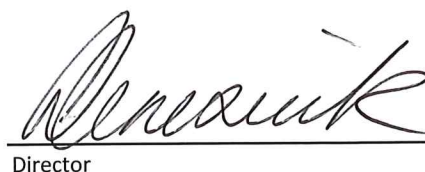
Payables and accruals	\$ 400	\$ 477
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**Net Assets**

Unrestricted	88,462	89,484
Restricted		
Capital campaign	8,569,018	7,336,029
Scholarship and program support	3,013,959	2,176,091
Endowment	<u>14,452,923</u>	<u>14,465,447</u>
	<b>26,124,362</b>	<b>24,067,051</b>
	<u>\$ 26,124,762</u>	<u>\$ 24,067,528</u>

Approved on behalf of the Board:

  
 \_\_\_\_\_  
 Director

  
 \_\_\_\_\_  
 Director



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**Okanagan College Foundation**  
**Statement of Changes in Net Assets**  
**For the year ended March 31**

---

	Unrestricted		Restricted		2023	2022
	Operating	Capital campaign	Scholarship and program support	Endowment	Total	Total
<b>Balance, beginning of year</b>	\$ 89,484	\$ 7,301,628	\$ 2,210,492	\$ 14,465,447	<b>\$ 24,067,051</b>	\$ 22,381,570
Net revenue	7,045	1,267,480	476,299	306,487	<b>2,057,311</b>	1,685,481
Interfund transfers	(8,067)	(90)	327,168	(319,011)	-	-
<b>Balance, end of year</b>	<b>\$ 88,462</b>	<b>\$ 8,569,018</b>	<b>\$ 3,013,959</b>	<b>\$ 14,452,923</b>	<b>\$ 26,124,362</b>	<b>\$ 24,067,051</b>

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## Okanagan College Foundation

### Statement of Operations

For the year ended March 31

	Unrestricted		Restricted		2023	2022
	Operating	Capital campaign	Scholarship and program support	Endowment		
					Total	Total
<b>Revenue</b>						
Donations						
Capital campaign	\$ -	\$ 1,151,096	\$ -	\$ -	\$ 1,151,096	\$ 958,281
Annual awards	8,545	-	628,594	-	637,139	519,399
Program Support		240,928	506,879	-	747,807	399,705
Endowment contributions	-	-	9,829	644,333	654,162	701,623
Investment income	-	-	731,070	207,158	938,228	846,707
Unrealized loss	-	-	(651)	(553,862)	(554,513)	(142,923)
Forgiveness of line of credit payable	-	93,712	-	-	93,712	125,000
Gaming event revenues	-	-	65,810	-	65,810	53,510
Other revenues	-	2,839	2,500	-	5,339	3,850
Increase in cash surrender value of life insurance policies	-	-	-	8,858	8,858	8,456
	<u>8,545</u>	<u>1,488,575</u>	<u>1,944,031</u>	<u>306,487</u>	<u>3,747,638</u>	<u>3,473,608</u>
<b>Expenses</b>						
Scholarships and bursaries	1,500	-	1,073,164	-	1,074,664	1,063,257
Okanagan College						
program support and other	-	127,383	304,808	-	432,191	508,371
Fundraising expenses	-	93,712	-	-	93,712	128,176
Gaming event expenses	-	-	28,023	-	28,023	27,005
Investment management fees	-	-	53,753	-	53,753	54,506
Other expenses	-	-	7,984	-	7,984	6,812
	<u>1,500</u>	<u>221,095</u>	<u>1,467,732</u>	<u>-</u>	<u>1,690,327</u>	<u>1,788,127</u>
<b>Net revenue</b>	<u>\$ 7,045</u>	<u>\$ 1,267,480</u>	<u>\$ 476,299</u>	<u>\$ 306,487</u>	<u>\$ 2,057,311</u>	<u>\$ 1,685,481</u>

See accompanying notes to the financial statements.

## Okanagan College Foundation

### Statement of Cash Flows

For the year ended March 31

	2023	2022
<b>Cash provided by (used in) operating activities</b>		
Net revenue	\$ 2,057,311	\$ 1,685,481
Items not affecting cash		
Increase in cash surrender value of life insurance policies	(8,858)	(8,456)
Gain on disposal of investments	(96,656)	(277,007)
Unrealized loss on investments	554,513	142,923
Forgiveness of line of credit payable	(93,712)	(125,000)
	<u>2,412,598</u>	<u>1,417,941</u>
Changes in non-cash working capital		
Increase in receivables	3,755	(750)
Decrease in payables and accruals	(77)	(53,553)
Net advances of line of credit	93,712	125,000
	<u>2,509,988</u>	<u>1,488,638</u>
<b>Cash provided by (used in) investing activities</b>		
Purchase of investments	(7,119,416)	(705,437)
Proceeds from disposal of investments	1,422,187	702,125
	<u>(5,697,229)</u>	<u>(3,312)</u>
Increase in cash and cash equivalents during the year	(3,187,241)	1,485,326
Cash and cash equivalents, beginning of the year	<u>13,783,685</u>	<u>12,298,358</u>
Cash and cash equivalents, end of the year	<u>\$ 10,596,444</u>	<u>\$ 13,783,685</u>

See accompanying notes to the financial statements.

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# Okanagan College Foundation

## Notes to the Financial Statements

### March 31, 2023

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#### 1. Nature of organization

The Okanagan College Foundation (the "Foundation") raises funds from Okanagan College's alumni and from the community. The Foundation's purpose is to further the goals, objectives, and strategic interests of Okanagan College; stimulate and provide financial support for the development and expansion of educational programs, services, capital projects, and other initiatives as recommended by Okanagan College that support the mission and goals of Okanagan College; and provide financial support to enable students to participate in learning at Okanagan College and other institutions providing post-secondary education in Canada. The Foundation is a registered charity with the Canada Revenue Agency and accordingly is not subject to income tax. In accordance with its constitution and bylaws, the Foundation's operations are exclusively for charitable purposes.

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#### 2. Summary of significant accounting policies

##### Basis of presentation

The Foundation has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

##### Fund accounting

The Foundation follows the restricted fund method of accounting for contributions. Accordingly, the resources and operations of the Foundation are segregated into various funds for accounting and financial reporting purposes, each with responsibility for the stewardship of the assets allocated to it.

Capital campaign fund – The fund includes contributions restricted by the donor for the purpose of funding Okanagan College capital projects and other programs.

Scholarship and program support fund – The fund includes contributions restricted by the donor for scholarships, bursaries, and student awards; earnings on the Endowment Fund allocated to fund annual awards; and program support donations.

Endowment fund – The fund includes those amounts relating to endowments, bequests and trust funds made available to the Foundation under trust agreements specified by donors and independent trustees for the purpose of providing scholarships, bursaries and assets for Okanagan College, the University of British Columbia, or any other educational institution in Canada.

Operating fund – The fund includes undesignated contributions and earnings that are available for use at the discretion of the Foundation.

##### Donations and donated property

Donations are recorded as received. Donated property is recorded at fair value, which is determined by appraisal. Donations pledged but not received and volunteered time have not been recorded.

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# Okanagan College Foundation

## Notes to the Financial Statements

### March 31, 2023

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## 2. Summary of significant accounting policies (continued)

### Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

### Investments

The Foundation has invested in marketable securities for revenue generation. Investments are recorded at fair value with unrealized and realized gains recognized in the statement of operations. Interest and dividend income is recognized when earned.

### Life insurance policies

Life insurance policies owned by the Foundation, which are non-cancellable and whose premiums are fully funded, are included in assets to the extent of their cash surrender value.

### Contributed services and supplies

Okanagan College provides administrative staff and necessary supplies for the Foundation's operations. Because of the difficulty in tracking and determining their fair value, contributed services and supplies are not recognized in these financial statements.

### Financial instruments

The Foundation considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. A financial asset or liability is recognized when the Foundation becomes party to the contractual provisions of the instrument.

Initial measurement - The Foundation's financial instruments are measured at fair value when issued or acquired. For financial instruments subsequently measured at cost or amortized cost, fair value is adjusted by the amount of the related financing fees and transaction costs, if applicable. Transaction costs and financing fees relating to financial instruments that are measured subsequently at fair value are recognized in operations in the year in which they are incurred.

Financial assets and financial liabilities in related party transactions are initially measured at cost, with the exception of certain instruments which are initially measured at fair value. The Foundation does not have any assets or financial liabilities in related party transactions which are initially measured at fair value. Gains or losses arising on initial measurement differences are generally recognized in net income when the transaction is in the normal course of operations, and in equity when the transaction is not in the normal course of operations, subject to certain exceptions.

Subsequent measurement - At each reporting date, the Foundation measures its financial assets and liabilities at cost or amortized cost (less impairment in the case of financial assets), except for equities quoted in an active market, which are measured at fair value. The Foundation has also irrevocably elected to measure its investments in bonds at fair value. All changes in fair value of the Foundation's investments in equities quoted in an active market and in bonds are recorded in the statement of operations.

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# Okanagan College Foundation

## Notes to the Financial Statements

### March 31, 2023

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## 2. Summary of significant accounting policies (continued)

### Financial instruments (continued)

The Foundation uses the effective interest rate method to amortize any premiums, discounts, transaction fees and financing fees to the statement of operations. The financial instruments measured at amortized cost (which approximates fair value for cash and cash equivalents) are cash and cash equivalents, receivables, payables and accruals. Unless otherwise noted, it is management's opinion that the Foundation is not exposed to significant credit, liquidity or market risks arising from these financial instruments.

**Impairment** – Financial assets and financial liabilities recognized in related party transactions are subsequently measured based on how the Foundation initially measured the instrument. Financial instruments initially measured at cost are subsequently measured at cost, less any impairment for financial assets. Financial instruments initially measured at fair value, of which the Foundation has none, would be subsequently measured at amortized cost or fair value based on certain conditions.

For financial assets measured at cost or amortized cost, the Foundation regularly assesses whether there are any indications of impairment. If there is an indication of impairment, and the Foundation determines that there is a significant adverse change in the expected timing or amount of future cash flows from the financial asset, it recognizes an impairment loss in the statement of operations. Any reversals of previously recognized impairment losses are recognized in the statement of operations in the year the reversal occurs to the extent that the reversal of the impairment loss does not exceed the carrying value of the asset.

### Use of estimates

Management reviews the carrying amounts of items in the financial statements at each balance sheet date to assess the need for revision or any possibility of impairment. Certain items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action. These estimates are reviewed periodically and adjustments are made to the Statement of Operations as appropriate in the year they become known.

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## 3. Investment portfolio

Current marketable securities are managed by RBC Phillips Hager & North. Two term deposit are invested at TD, the first \$2,500,000 matures April 25, 2023, and the second, 3,000,000 on October 27, 2023. On May 30, 2022 a student investment fund was established with CIBC Wood Gundy. The purpose of this fund is to provide students with work integrated learning opportunities.

	<u>2023</u>	<u>2022</u>
RBC - Fixed income	\$ 2,317,485	\$ 3,222,604
RBC - Equities	6,401,530	6,908,577
RBC - Other	1,051,216	-
TD – Term Deposits	5,500,000	-
CIBC - Student investment fund	<u>100,322</u>	<u>-</u>
	<u>\$ 15,370,553</u>	<u>\$ 10,131,181</u>

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# Okanagan College Foundation

## Notes to the Financial Statements

### March 31, 2023

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#### 4. Life insurance policies

The Foundation has been given life insurance policies under which it is the owner and beneficiary. The policies are treated as an investment and shown as an asset to the extent of the cash surrender values. The total coverage provided under the policies owned by the Foundation is approximately \$290,000 (2022 - \$290,000).

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#### 5. Line of credit payable

Under the Capital Campaign Line of Credit Agreement between the Foundation and Okanagan College, the College may provide funds to the Foundation, up to a maximum of \$1,250,000, by way of a line of credit so as to cover the costs to be incurred by the Foundation in operating and running the Capital Campaign(s).

The line of credit payable shall be made free of interest provided that the Foundation shall comply strictly with the terms of the agreement.

The Foundation shall repay amounts owed on the line of credit payable pursuant to the terms of this Agreement on the following basis:

- On March 31 in each year, repayment of a minimum of 20% of the pledge payments that are received, to a maximum amount of all outstanding credit; and
- At any time forthwith upon demand from the College.

The balance outstanding of the line of credit payable under the Capital Campaign Line of Credit Agreement as at March 31, 2023 was \$nil (2022 - \$nil).

Okanagan College forgave approximately 8% (2022 – 12%) of the pledges received in the amount of \$93,712 for the fiscal year ending March 31, 2023 (2022 – \$125,000).

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## Okanagan College Foundation

### Notes to the Financial Statements

March 31, 2023

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#### 6. Endowment funds

The Foundation has invested with various community foundations funds donated for scholarship and bursary purposes. These investments are held in perpetuity by the respective community foundations and interest will be paid annually to the Foundation to fund the respective scholarships and bursaries.

The following table lists the foundations holding endowment funds for the benefit of the Foundation, the fund balances as at March 31 and the investment income amounts received by the Foundation during the fiscal year.

	<u>2023</u>		<u>2022</u>	
	Fund balance	Investment income	Fund balance	Investment income
The Vancouver Foundation	\$ 500,000	\$ 35,624	\$ 500,000	\$ 29,044
The Community Foundation of the South Okanagan	160,000	6,860	160,000	6,570
The Central Okanagan Foundation	103,000	4,376	103,000	7,725
The Community Foundation of the North Okanagan	100,000	5,250	100,000	6,179
The Shuswap Community Foundation	100,000	7,232	100,000	8,388
The Revelstoke Community Foundation	5,000	250	5,000	250
	<u>\$ 968,000</u>	<u>\$ 59,592</u>	<u>\$ 968,000</u>	<u>\$ 58,156</u>

As the investments in community foundations are not controlled by the Foundation, these investments have not been recognized in the financial statements.

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#### 7. Related party transactions

Included in donations revenue is \$366,608 (2022 - \$84,707) received from Okanagan College to be used towards annual awards and other program support.

During the year, Okanagan College approved \$93,712 (2022 - \$125,000) for forgiveness of the line of credit.

During the year, the Foundation awarded to Okanagan College grants in the amount of \$282,894 (2022 - \$372,425) to fund specific programs and transferred \$127,383 (2022 - \$105,577) raised in the capital campaign and other to support the Kelowna Health Sciences Building, and other program support.

Transactions with related parties are recorded at the exchange amount, the amount of consideration agreed to between the related parties.

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# Okanagan College Foundation

## Notes to the Financial Statements

### March 31, 2023

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#### 8. Financial instruments risks

The Foundation's main financial instrument risk exposure is market risk. Market risk is the risk that the fair value or expected future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Currency risk – Currency risk is the risk that the fair value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Foundation is exposed to this risk on its investments in U.S. and international equities quoted in an active market. There was no significant change in exposure from the prior year.

Interest rate risk - Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Foundation is exposed to interest rate risk with respect to investment in fixed income instruments. Interest rate risk was impacted in the 2023 fiscal year by fluctuations in market prices for fixed income investments and by increases in Canadian interest rates, including prime lending rates for financial institutions.

Other price risk – Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of the changes in market prices (other than those arising from interest rate risk), whether these changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Foundation is exposed to other price risk on its investment in equities quoted in an active market. There was no significant change in exposure from the prior year.

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#### 9. British Columbia Societies Act

The British Columbia Societies Act includes a requirement to disclose the remuneration paid to all directors, the ten highest paid employees, and all contractors who are paid at least \$75,000 annually. There are no items to disclose in the current year.

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#### 10. Comparative Figures

Certain comparative figures from the prior year have been reclassified to conform to the presentation format adopted for the current year.

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