

Okanagan College Board of Governors
Open Session Meeting Agenda
 May 23, 2023 at 9:45 AM

<i>Timing</i>		<i>Pages</i>
	4.1.1. Annual Board Calendar (N. Fassina) <u>Recommended Motion:</u> <i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2024 and 2025 Board meeting dates as recommended by the Executive Committee."</i>	20-23
	4.1.2. Executive Committee Terms of Reference (J. Cunningham / N. Fassina) <u>Recommended motion:</u> <i>"BE IT RESOLVED that the Okanagan College Board of Governors approve the Executive Committee Terms of Reference as recommended by the Executive Committee."</i>	24-26
10:05am	4.2. President's Report and Analysis (N. Fassina)	27-34
	4.2.1. Strategic and Operational Measures (N. Fassina) <u>Recommended Motion:</u> <i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Strategic Measures as presented."</i>	35-41
10:20am	4.3. Campus Planning Committee Report (T. Lee)	
	4.3.1. Campus Planning Committee Terms of Reference (T. Lee / N. Fassina) <u>Recommended Motion:</u> <i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Campus Planning Terms of Reference as recommended by the Campus Planning Committee."</i>	42-45
10:30am	4.4. Finance, Audit and Risk Review Committee Report (D. Safinuk)	
	4.4.1. Okanagan College Audited Financial Statements 2022/23 (C. Morcom) <u>Recommended Motion:</u> <i>"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Okanagan College financial statements for fiscal year ending March 31, 2023 as recommended by the Finance, Audit and Risk Committee."</i>	46-90

Okanagan College Board of Governors
Open Session Meeting Agenda
 May 23, 2023 at 9:45 AM

<i>Timing</i>		<i>Pages</i>
	4.4.2. Line of Credit (C. Morcom) <u>Recommended Motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve a short-term line of credit with TD Canada Trust in the amount of \$2.5 million as recommended by the Finance, Audit and Risk Review Committee.”</i>	91
	4.4.3. Finance, Audit and Risk Committee Terms of Reference (D. Safinuk / N. Fassina) <u>Recommended Motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Finance, Audit and Risk Committee Terms of Reference as recommended by the Finance, Audit and Risk Committee.”</i>	92-96
10:50am	4.5. Governance Committee Report (J. Cunningham) 4.5.1. Governance Committee Terms of Reference (K. Scott / N. Fassina) <u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Governance Committee Terms of Reference as recommended by the Governance Committee.”</i>	97-101
11:20am	4.6. Human Resource and Compensation Committee Report (A. Alexander) 4.6.1. Human Resource and Compensation Committee Terms of Reference (A. Alexander / N. Fassina) <u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Human Resource and Compensation Committee Terms of Reference as recommended by the Human Resource and Compensation Committee.”</i>	102-106
11:25am	4.7. Education Council Report (J. Garrett) 4.7.1. New Programs <u>Recommended motions:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Paralegal Diploma as recommended by Education Council.”</i>	107-110

Okanagan College Board of Governors

Open Session Meeting Agenda

May 23, 2023 at 9:45 AM

Timing	Pages
<p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Supportive Care Assistant Micro-credential as recommended by Education Council.”</i></p>	
<p>4.7.2. Program Revisions</p> <p><u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the programs revisions as recommended by Education Council:</i></p> <ul style="list-style-type: none"> • <i>Bookkeeping/Accounting Technician</i> • <i>Certified Dental Assistant Certificate</i> • <i>Early Childhood Education Certificate</i> • <i>Post-Baccalaureate Diploma in Health Analytics</i> • <i>Post Baccalaureate Diploma in Marketing and Data Analytics</i> • <i>Post Baccalaureate Diploma in Operations Management.”</i> 	111-114
<p>4.7.3. Program Deletion</p> <p><u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Advanced Skills Certificate program deletion as recommended by Education Council.”</i></p>	115-117
<p>11:35am 5. NEW BUSINESS</p> <p>5.1. CIGan Report (D. Rubadeau)</p> <p>6. OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA</p> <p>7. ADJOURNMENT</p>	

NEXT MEETING DATES

Tuesday, June 13, 2023*virtual*Finance, Audit and Risk Committee
Executive Committee**Tuesday, June 20, 2023***Penticton campus*

Strategy and Assessment

Tuesday, September 19, 2023*virtual*

Committees

Tuesday, September 26, 2023*Vernon campus*Regular Open Session
Regular Closed Session



Okanagan College Board of Governors Regular Open Session

Tuesday, March 21, 2023

Room HS107, Kelowna Campus

Draft Minutes for Approval May 23, 2023

IN ATTENDANCE

Board Members

- Juliette Cunningham, Board Chair
- Dale Safinuk, Vice Chair
- Neil Fassina, President and Ex-officio
- Andrea Alexander
- Dustyn Baulkham
- Marcel Beerkens
- JoAnn Fowler
- Annika Kirk
- Choi Leong
- Danny Marques

Administration

- Curtis Morcom, CFO and Vice President, Corporate Services
- Andrew Hay, Provost & Vice President Academic
- Meri Kim Oliver, Vice President Students
- Gill Henderson, Associate Vice President, People Services
- Jenn Goodwin, Associate Vice President, College Relations
- Joanna Campbell, Manager, Executive Office
- Kristen Wiebe, Recording Secretary

REGRETS

- Tina Lee
- Devin Rubadeau
- Karley Scott

Guests

- Helen Jackman, Executive Director, Okanagan College Foundation

ACTION

1. CALL TO ORDER AND CHAIR'S REMARKS

Quorum was established and the meeting was called to order at 12:27a.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.

2. APPROVAL OF AGENDA

Motion:

"BE IT RESOLVED THAT the Okanagan College Board of Governors approves the March 21, 2023 Open Session meeting agenda and thereby approves the consent agenda."

D. Baulkham
CARRIED

2.1. Consent Agenda

2.1.1. Open Session Minutes – December 13, 2022

2.1.2. Annual Programming Plan

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023/2024 Annual Programming Plan as presented.”

2.1.3. Industry Training Authority Training Plan

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023/2024 Skilled Trades BC Training Plan as presented.”

2.1.4. 2023/24 Student Association Fees Collection Request

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors agrees to collect student fees for Okanagan College for 2023/24 on behalf of the Okanagan College Students’ Union and the Vernon Students’ Association - Okanagan College as presented.”

3. DECLARATION OF CONFLICT

There were no conflicts declared.

4. REPORTS

4.1. Chair Report

The Board Chair provided a report and noted attendance at the Retiree Recognition Reception on February 22 and Sunflower Campaign launch on March 1.

The Board Chair indicated that the Executive Committee met on March 14. Andrea was welcomed as Chair of the HR Committee and the Chair thanked members for serving on the Board’s committees.

4.2. President’s Report and Analysis

The President gave his report and noted that Budget 2023 suggests increased funding in post-secondary over the next three years.

Student Housing projects were highlighted, and the President indicated that building is well underway in Kelowna, and Vernon will be breaking ground in the spring. Tendering is closed in Salmon Arm and groundwork will begin soon.

ACTION

4.2.1. Q3 Financial Statement

The President noted that the cyber incident increased the College's deficit budget to \$2M. Of institutions across the College sector, approximately half are anticipating a deficit budget this year and next year. The return of International students is contributing to those institutions who are not proposing deficit budgets.

4.2.1. Strategic and Operational (SOP) Measures

The President requested feedback on the SOP Measures as a way of progressing toward the Strategic Plan. It is anticipated that these will be reported annually however they are subject to change. The SOPs will return to the Board in May for final approval.

A member asked about ranking the key performance indicators (KPIs) and it was noted that a weighting system will be developed after KPIs are identified. A visual representation will be developed to reflect the different measure areas.

4.3. Finance, Audit and Risk Review Committee Report

The Committee Chair noted that the Finance Audit and Risk committee met twice in February and March. At the February 21 meeting the Third Quarter statement and preliminary Integrated Resource Plan were reviewed. The Committee reviewed and is recommending for approval a balanced budget, the Enterprise Risk Management Guidelines, and forgiveness of the foundation receivable.

4.3.1. Forgiveness of Foundation Receivable

The CFO and Vice President, Corporate Services noted that the College being between campaigns means the amount of forgiveness requested is less than last year. The funds for the receivable are normally returned to the College during a campaign.

The Executive Director, Okanagan College Foundation outlined the reciprocal support between the College and Foundation, and the current return on investment with the staff and funds raised. A member asked what is typical for administration fees and it was noted that many community foundations are 10-12%.

Motion:

"BE IT RESOLVED THAT the Okanagan College Board of Governors forgive the receivable to the Okanagan College Foundation for actual capital campaign expenses up to \$105,000 as recommended by the Finance, Audit and Risk Committee."

C. Leong
CARRIED

ACTION

4.3.2. Integrated Resource Plan (IRP)

The President outlined the IRP and how management strategy informs the plan which is based on a three-year cycle. He noted that revenue is primarily regulated, that expenses are people-driven, and that base funding covers either growth or inflation.

A member asked about savings from retirements and it was noted that those resources are redeployed. Leadership Council will identify where resources for Inspire will be allocated.

The CFO and Vice President, Corporate Services described the budget development process and assumptions. It was noted that the proposed budget includes an allocation from contingency funds to support projects within the Inspire plan. A member added that the College is required to produce a balanced budget.

A member asked about vacancy savings and it was noted that this number is an assumption based on a three-year rolling average.

The following motions were omnibussed:

"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023/2024 Integrated Resource Plan with an operating budget of \$131,466,000 as recommended by the Finance, Audit and Risk Committee and as presented."

D. Baulkham
CARRIED

"BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2023/2024 Integrated Resource Plan with a capital budget of \$50,491,000 as recommended by the Finance, Audit and Risk Committee and as presented."

4.3.3. Risk Report and Guidelines

The CFO and Vice President, Corporate Services presented the Enterprise Risk Management (ERM) Guidelines and noted that they are now aligned with the Integrated Resource Plan, Risk Management Guidance for the B.C. public sector and ISO 3100 international standards for risk management. The College's ERM process sees a subcommittee of Leadership Council identify and propose risks to the OC Executive Team for review.

Cyber risk is still noted as high but the additional measures implemented this year should reduce risk going forward.

Motions:

C. Leong
CARRIED

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Enterprise Risk Management Guidelines as recommended by the Finance, Audit and Risk Committee.”

ACTION

D. Baulkham
CARRIED

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Risk Register as recommended by the Finance, Audit and Risk Committee.”

4.4. Campus Planning Committee Report

The Board Chair gave the report for the Campus Planning Committee and noted that the Committee received updates on the student housing units at each campus and proposed completion dates. The Committee also received updates on the progress of repairs at the Vernon airport hangar, routine capital projects, and today's announcement.

4.5. Governance Committee Report

The Board Chair gave the report, noting that the Committee met in February and March and discussed committee assignments, potential board candidates, and reviewed the Privacy Policy which is being recommend for approval. The Committee also reviewed the Board Knowledge and Skills matrix which will be distributed to members for updates.

The Committee also reviewed and is proposing that the Board trial a Meeting Evaluation process at its next meeting if approved by the Board.

4.5.1. Privacy Policy

The Associate Vice President, People Services noted that the College's privacy framework was developed last year. The Privacy Policy was developed to reflect recent changes in legislation that require a privacy management program. Several procedures that support privacy management have also been approved and will be implemented with the Policy. The draft policy received a legal review and went through a consultation period. Training will be developed and rolled out following the policy's approval.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Privacy Policy, replacing the existing Protection of Privacy Policy as recommended by the Governance Committee.”

A. Kirk
CARRIED

4.6. Meeting Evaluation

The President described the meeting evaluation process as a formative and informal tool to evaluate meetings.

ACTION

Members discussed the value of the evaluation and suggested that the form be revised to better reflect the collective participation of the Board. The Board agreed to adopt the form as revised on a trial basis.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Board Meeting Evaluation as recommended by the Governance Committee.”

C. Leong
CARRIED

J. Fowler left the meeting at 2:24p.m.

4.7. Human Resources and Compensation Committee

4.7.1. Chair Report

The Committee Chair noted that they provided their report in the Closed Session.

4.7.2. Employee Experience Survey

The Associate Vice President, People Services (AVP, PS) outlined the survey results, noting that the survey was delayed due to COVID and the last survey was conducted in 2017. The following highlights were provided:

- The response rate was higher than expected.
- A positive trend was noted in questions that were mapped to 2017 results.
- Overall Inclusion and Respect results were positive.
- The College is currently working on some health and well-being strategies.
- The next survey will be conducted in November 2024.

The AVP, PS outlined next steps in response to the survey and that an action plan will return to the Board in May. It was noted that the reasons for answers to some response categories might come through departmental action plan responses.

In response to a member’s question about career advancement and whether a competency framework is being developed to support the action plan, it was noted that an Integrated People Plan and Leadership development framework are being developed. A member asked about safe reporting and it was noted there is a Safe Disclosure Policy where employees can report through a third party.

4.8. Education Council Report

4.8.1. New Programs

The Education Council Chair outlined the new Recreational Therapist Assistant program, noting that this program will meet the needs of industry while allowing students to complete a credential more quickly.

ACTION

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Recreation Therapist Assistant Certificate as recommended by Education Council.”

C. Leong
CARRIED

The Education Council Chair noted that this program was identified for students who wish to return for additional education in data analytics. In response to a member’s question, it was noted that there is industry demand for this program.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the new program: Post-Baccalaureate Diploma in Data Analytics and Economics as recommended by Education Council.”

C. Leong
CARRIED

4.8.1. Program Revision

The Education Council Chair indicated that the proposed program revision is a housekeeping change to align hours with Skilled Trades BC funding and Transport Canada requirements.

Motion:

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

J. Cunningham
CARRIED

- ***Aircraft maintenance Engineer Category ‘S’ (Structures).”***

4.8.1. Program and Academic Schedules

The Education Council Chair presented the proposed program and academic schedules, noting that at the time the schedules were developed, it was not known that the September 30th statutory would be recognized. That date has since been confirmed.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve revisions to 2023/24 program schedules for the following programs as recommended by Education Council:

D. Baulkham
CARRIED

1. ***Adult Special Education***
2. ***Adult Upgrading***
3. ***Certified Dental Assistant***
4. ***Early Childhood Education***
5. ***English Language***
6. ***Health Care Assistant Certificate***
7. ***Human Service Work Diploma***
8. ***Office Administration***

9. Pharmacy Technician Certificate
10. Practical Nursing Diploma
11. Therapist Assistant Diploma.”

The Education Council Chair outlined the proposed schedules for approval, noting that they were previously adjusted to allow students to pay tuition and register for classes during the cyber incident.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the adjustment to the 2022/23 Academic Schedule Key Dates as recommended by Education Council and as presented.”

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Board Terms of Reference as recommended by the Governance Committee and as presented.”

5. NEW BUSINESS

No new business was identified.

6. OTHER BUSINESS AND BUSINESS ARISING FROM CONSENT AGENDA

No other business was discussed, or items brought forward from the Consent Agenda

7. ADJOURNMENT

The meeting adjourned at 3:00p.m.

ACTION

C. Leong
CARRIED

CARRIED



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023
Consent Agenda #: 2.1.2

Title:	Revised OCSU Student Association Fees 2023/24
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors agrees to collect student fees for Okanagan College for 2023/24 on behalf of the Okanagan College Students’ Union as amended.”</i></p>

Background Information & Context:

According to Section 21 of the College & Institute Act, “... on annual notice from a student society, the board must direct the institution to collect student society fees from members of the student society and remit them to the student society ...”.

The Okanagan College Student Union’s (OCSU) 2023/24 request and Notice to Collect Fees was received and approved by the Board in March 2023 as part of its annual workplan.

In entering the updated fees for the upcoming academic year, a discrepancy between the media fee application was identified on the signed notice form and a separate letter provided by the OCSU with their submission. To confirm the correct application of the media fees, OCSU was provided with an opportunity to submit a corrected form.

An additional discrepancy was identified which resulted in clarification and correction to the BC Federation of Students fees. These fees are collected on a per credit/student/semester basis up to the stated maximum versus the previous submission which included only the maximum amount per student. Lastly, the date of the annual general meeting where the financial statements were provided to OCSU members was corrected on the form as this meeting was held on December 4, 2022.

A summary of the corrections from the March 2023 to May 2023 revised submission is provided below. No other changes to fees or their application were made to the previous submission approved by the Board in March 2023.

	OCSU Submission March 2023	OCSU Revised Submission May 2023
Media fees	\$0.69 per student <u>per semester</u>	\$0.69 per student <u>per month</u>
BCFS fees	<u>\$10.59</u> to a maximum of \$10.59 <u>per student</u>	<u>\$0.92 per credit</u> to a maximum of \$10.59 <u>per student per semester</u>
Date of AGM	<u>December 14, 2022</u>	<u>December 4, 2022</u>

The OCSU respectfully requests that the Board review and approve the amended form that contains the revised fee application for media fees and BCFS fees.

Additional Attachments:				
<ul style="list-style-type: none"> • OCSU Revised Fee Letter 2022/24 • Request to Amend 2023/24 Request to Collect Student Association Fees for OCSU 				
Analysis:				
<p>The Associate Registrar, Systems has provided advice and confirmed the corrected fee applications.</p> <p>Additional information will be provided to the Board in future submissions to support their approval of annual requests to collect fees on behalf of the Student Societies at Okanagan College.</p>				
Alignment to College Integrated Planning:				
Not an initiative driven by the Strategic Plan but necessary for operational purposes.				
Risk Implication & Mitigation Steps:				
N/A				
Proposed and Prepared by: <i>(include name and title)</i>		Kristen Wiebe, Governance and Privacy Coordinator		
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Lianna Lillies, Associate Registrar Systems	05/15/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	05/17/2023

Okanagan College Students' Union
 British Columbia Federation of Students Local 1
 A148-1000 KLO Rd.
 Kelowna, BC
 V1Y 4X8



To the Okanagan College Board of Governors,

In accordance with the *College & Institute Act*, please accept this notice regarding collection of Okanagan College Students' Union and British Columbia Federation of Students membership fees as revised.

As determined by a majority of members who voted in referenda to establish this fee structure, including the provision for Consumer Price Index increases as per our Bylaw 111, Section 3F, the fees for the 2023-2024 academic year are attached as per the Okanagan College 210330A Collection Notice 22-23 to OC Board - OCSU revision form and outlined below.

As noted on the revised Fee Collection notice and below, here are the appropriate fees for 2023/2024.

Students' Union membership fee	\$68.28 to a maximum of \$68.28 per semester \$6.74 per Adult Basic Education course
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Media fee	\$0.69 per student per month
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Registered Students enrolled in six credits or more:

Extended Dental Plan	\$135 per student per year (annual fee)
Extended Health Plan	\$115 per student per year (annual fee)

Dental and Health Plan fees are not currently available to Adult Basic Education students, continuing Studies students, Distance Education students, Co-op students while on a work term, Trades Apprenticeship students, Any student whose program is less than 16 weeks long

Please Remit fees to: Okanagan College Students' Union

British Columbia Federation of Students' Membership fee:

	\$0.92 per credit to a maximum of \$10.59 per semester
	\$0.78 per Adult Basic Education course to a maximum of \$10.59 per semester

Please Remit fees: British Columbia Federation of Students'

British Columbia Federation of Students'
 #207 - 245 Columbia Street East

Okanagan College Students' Union
British Columbia Federation of Students Local 1
A148-1000 KLO Rd.
Kelowna, BC
V1Y 4X8



New Westminster, BC V3L 3W4

As required by the Students' Union bylaws and the *College & Institute Act*, the audited financial statements have been made available & approved by our members at the Annual General Meeting, December 4, 2022. The Act does not require the statements to be shared to this Board. Members are able to access audited financial statements at the AGM, upon request and in each OCSU office.

Further, the Students' Union remains a society in good standing as recognized by the *Societies Act*.

Sincerely,

Okanagan College Students' Union

A handwritten signature in black ink that reads 'Jennifer Gullins'.

Jennifer Gullins

Okanagan College Students' Union Executive Chairperson

**REQUEST TO AMEND 2023/24
NOTICE TO OKANAGAN COLLEGE BOARD OF GOVERNORS
TO COLLECT STUDENT SOCIETY FEES**

Okanagan College Student Union is a duly elected organization operating as a Student Society and representing students at the Salmon Arm, Kelowna, and Penticton campuses of Okanagan College.

Pursuant to Section 21 of the *College and Institute Act*, if a Student Society has met its obligations, the Board of Governors must direct Okanagan College ("OC") to collect student society fees on behalf of the student society, or on behalf of a provincial or national student organization as the case may be, and remit the fees to the Student Society or the provincial or national student organization as may be agreed by the Board and the Student Society.

The Student Society must complete this form and submit it to the Board Office or their delegate annually with all certification requirements met, no later than **February 28th**, for OC to propose that the Board accept the Student Society's proposal for collection of the fees for the 2023/24 **academic year**. Any costs or expenses incurred by OC due to late notice or an incomplete or erroneous submission will be the responsibility of the Student Society. OC may deduct these expenses from the fees collected.

Student Society Name:	<u>Okanagan College Students' Union (OCSU)</u>
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With this Notice the OCSU requests that the Board of Governors direct Okanagan College to collect the following fees for the 2023/24 **academic year**.

Student Society Fees and Health and Dental Fees

All Registered Students:

Students' Union Fee	<u>\$68.28</u> to a maximum of <u>\$68.28</u> per student per semester
	<u>\$6.74</u> per Adult Basic Education course
Media Fee	<u>\$.69</u> per student per month

Registered Students enrolled in six credits or more:

Extended Dental Plan	<u>\$135.00</u> per student per year (annual fee)
Extended Health Plan	<u>\$115.00</u> per student per year (annual fee)

Dental and Health Plan through OCSU are not available to:

- Adult Basic Education students
- Distance Education students
- Trades Apprenticeship students
- Co-op students while on a work term
- Any student whose program is less than 16 weeks long
- Continuing Studies students

Please remit fees to: Okanagan College Students' Union

British Columbia Federation of Students' Membership Fee	
BCFS Membership Fees	\$0.92 per credit <input checked="" type="radio"/> to a maximum of \$10.59 per student per semester \$0.78 per Adult Basic Education course to a maximum \$10.59 per semester
<i>Please remit fees to:</i>	British Columbia Federation of Students #207 – 245 Columbia Street New Westminster, British Columbia V3L 3W4

Certification by Student Society	
<i>Certification that duties, responsibilities and obligations under the BC College & Institute Act and the BC Societies Act have been met:</i>	
Consultation	The Okanagan College Students' Union consulted with the Associate Registrar, Systems or their delegate on proposed changes to the fees on: <u>No 22/23 referendums</u> (date)
	The Okanagan College Students' Union consulted with all other Okanagan College Student Societies in advance of the notice of referendum on: <u>No 22/23 referendums</u> (date)
Notice and Referendum	<i>As required by the College and Institute Act, the OCSU certifies that they have obtained the necessary approvals, via referendum, from its members for any change to the fees to be collected.</i>
	Notice of referendum was provided by the Student Society to students by means of: <small>The fees have been set with allowance for CPI increases annually as per Bylaw III, Section 3FI and no referendum occurred in the 2022/2023 academic year as no fee changes were proposed.</small> on <u>No 22/23 referendums</u> (methods) (dates) <i>Notice must occur 14 calendar days prior to referendum</i>
	The Student Society held its voting period (from): <u>No 22/23 referendums</u> to <u>No 22/23 referendums</u> (start date) (end date)
	Number of eligible voters: <u>No 22/23 referendums</u> <i>(Eligible voters may include non-members for changes to capital, program, or service fees. Refer to Section 21 (2.1) of the College and Institute Act).</i> (total number of eligible voters)
	Per cent of eligible voters who voted: <u>0%</u> (percentage)

Certification by Student Society

Financial Statements and Auditor's Report *As required by the College and Institute Act and under the requirements of the Societies Act, OCSU made available to its members its annual audited financial statements and the auditor's report on those financial statements.*

Reports were made available to the members by means of:

At our AGM, available by email, and in
all three OCSU offices

December 4, 2022

_____ (methods)

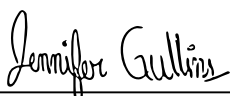
on

_____ (date)

Certification I attest to the accuracy of the statements above:

Print Name: Jennifer Gullins _____

Okanagan College Students' Union Executive Chairperson

Signature:  _____

Date: May 8, 2023 _____



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.1.1

Title:	Annual Board Calendar										
Action Required:	For Approval										
Draft Motion/ Recommendation:	<u>Recommended Motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the 2024 and 2025 Board meeting dates as recommended by the Executive Committee.”</i>										
Background Information & Context:											
<p>Per its Terms of Reference, the Executive Committee recommends to the Board approval of the annual schedule of Board meetings.</p> <p>In September 2022, the Board reviewed and approved a recommended meeting cycle for Board and Committee meeting dates through the end of the 2023/24 fiscal year. Although the Board’s workplan has review of the schedule annually in September, Administration committed to returning to the Board with its next two-year meeting cycle earlier than the September meeting to enable members greater ability to plan well in advance of Board and Committee meetings.</p> <p>The attached calendar outlines the meeting dates previously approved by the Board and proposed changes for the 2023/24 and 2024/25 fiscal years. Proposed changes include moving the March Committee and Board meetings one week earlier for 2024 and 2025 to allow Members greater ability to participate around planned spring break activities, and moving the May meeting to the Kelowna campus since this date normally falls on the Tuesday following a long weekend. Networking activities previously included on the schedule will be scheduled separate from the Board meeting calendar.</p> <p>During its last review in September 2022, the Board agreed to hold a placeholder for February meetings to be reviewed during the next meeting planning cycle and approval. As such, a placeholder for the February regular meeting was included on the schedule for February 2023 and February 2024. A February meeting was not held in 2023. The Board is asked to identify if they would like to continue to hold this time in their calendars. For the Board’s reference, the February meeting has been scheduled and occurred in previous years as follows:</p>											
	<table border="1"> <thead> <tr> <th>Year</th> <th>Included on regular meeting schedule</th> <th>Meeting held</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>2017-2023</td> <td>If required</td> <td>No</td> </tr> </tbody> </table>		Year	Included on regular meeting schedule	Meeting held	2016	Yes	Yes	2017-2023	If required	No
Year	Included on regular meeting schedule	Meeting held									
2016	Yes	Yes									
2017-2023	If required	No									
Additional Attachments:											
<ul style="list-style-type: none"> Board Meeting Calendar 2023-2025 (draft) 											

Analysis:

The schedule reflects the Board’s annual workplan and the quarterly cycle first proposed in November 2021 that 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. The June session is focused primarily on Strategy and Assessment. The schedule also includes the Board’s Professional Development Sessions which take place in October. Networking opportunities with the OC Foundation will be planned separately as they develop their annual calendar for next year.

Alignment to College Integrated Planning:

Effective and Efficient. The proposed schedule allows Board members to plan their schedules well in advance and complete the Board’s work in its annual workplan.

Risk Implication & Mitigation Steps:

Operational. The proposed schedule allows the Board to conduct the business outlined in its committee and Board workplans.

Proposed and Prepared by:

(include name and title)

Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	4/28/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Executive Committee	5/17/2023

Okanagan College Board of Governors

Meeting Schedule (draft)

May 2023 – December 2025

	Month	Regular Meeting	Strategy and Assessment / Professional Development	Committee Meetings					
				Campus Planning	Executive	Finance, Audit & Risk	Governance	HR & Compensation	
<i>(virtual)</i>									
Previously approved to March 2024	2023								
	May	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Tuesday, 05/23/2023 (Revelstoke)			Wednesday, 05/17/2023*				
	June			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
				Strategy & Assessment Tuesday, 06/20/2023 (Penticton)		Tuesday, 06/13/2023			
	September	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Tuesday, 09/26/2023 (Vernon)			Tuesday, 09/19/2023				
	October			<input checked="" type="checkbox"/>					
				Professional Development Tuesday, 10/24/2023 & Wednesday, 10/23/2024	No committees				
	December	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tuesday, 12/12/2023 (Kelowna)				Tuesday, 12/05/2023					
2024									
For approval to March 2025	February	No meeting				<input checked="" type="checkbox"/>			
		(Previously 2/27/2024)			Tuesday, 02/13/2024 (Previously 2/21/2024)				
	March	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Tuesday, 03/12/2024 (Vernon) (Previously 3/19/2024)			Tuesday, 03/05/2024 (Previously 3/12/2024)				
	May	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tuesday, 05/21/2024 (Kelowna)				Tuesday, 05/14/2024					
June			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
			Strategy & Assessment Tuesday, 06/18/2024 (Salmon Arm or Revelstoke)	Tuesday, 06/11/2024					

	Month	Regular Meeting	Strategy and Assessment / Professional Development	Committee Meetings						
				Campus Planning	Executive	Finance, Audit & Risk	Governance	HR & Compensation		
				<i>(virtual)</i>						
For approval to March 2025 (2024/25 Fiscal Year)	September	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
		Tuesday, 09/24/2024 (Penticton)		Tuesday, 09/17/2024						
	October	No meeting	<input checked="" type="checkbox"/>							
			Professional Development Tuesday, 10/22/2024 & Wednesday, 10/23/2024	No committees						
	December	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
		Tuesday, 12/10/2024 (Kelowna)		Tuesday, 12/03/2024						
	2025									
	February	No meeting				<input checked="" type="checkbox"/>				
				Tuesday, 02/11/2025						
	March	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tuesday, 03/11/2025 (Penticton)			Tuesday, 03/04/2025							
May	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Tuesday, 05/20/2025 (Kelowna)		Tuesday, 05/13/2025							
June	No meeting	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
		Strategy & Assessment Tuesday, 06/17/2025 (Vernon)	Tuesday, 06/10/2025							
September	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Tuesday, 09/23/2025 (Revelstoke or Salmon Arm)		Tuesday, 09/16/2025							
October	No meeting	<input checked="" type="checkbox"/>								
		Professional Development Tuesday, 10/21/2025 & Wednesday, 10/22/2025	No committees							
December	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Tuesday, 12/09/2025 (Kelowna)		Tuesday, 12/02/2025							

Proposed future meeting dates



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda#: 4.1.2

Title:	Review of Terms of Reference – Executive Committee			
Action Required:	For Approval			
Draft Motion/ Recommendation:	<u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve of the Executive Committee Terms of Reference as recommended by the Executive Committee.”</i>			
Background Information & Context:				
<p>The Executive Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in May 2022. Due to the significant number of governing documents being reviewed at the same time, the Board suggested a review of each Committee’s Terms of Reference after one year before reverting to the three-year review cycle outlined in each Committees’ Terms of Reference.</p>				
Additional Attachments:				
<ul style="list-style-type: none"> Executive Committee Terms of Reference - draft 				
Analysis:				
<p>A summary of proposed additions to the Terms of Reference are as follows:</p> <ul style="list-style-type: none"> The Executive Committee’s Terms of Reference have been revised to better align them with the College’s Strategic Plan. The roles of resource staff have been added to the Committee Terms of Reference. Clarification of how a meeting may be called. <p>After a year of use and with minor changes made by the Executive Committee, the Board is asked to review and approve the Executive Committee Terms of Reference. The next review will be scheduled in 2026 as per the Terms of Reference.</p>				
Alignment to College Integrated Planning:				
<p><i>Inspire Plan.</i> The Terms of Reference align the work of the Committee to the Strategic Plan.</p>				
Risk Implication & Mitigation Steps:				
<p><i>Effectiveness and Efficiency. Integration and Focus.</i> This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively.</p>				
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President			
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	☒	☒	Juliette Cunningham, Board Chair	4/18/2023
	☒	☒	Executive Committee	5/17/2023

Executive Committee

Terms of Reference



Okanagan College Board of Governors

May 2023 - draft

A. PURPOSE

The purpose of the Executive Committee (the "Committee") is to review and advance the work of the Board of Governors (the "Board") and the Board's committees. In doing so, the Committee will act on behalf of and with the full authority of the Board on matters that require immediate attention.

B. MEMBERSHIP

The membership of the Committee shall include:

- Board Chair who shall serve as chair of the Committee
- Board Vice-Chair
- President (*ex-officio*)
- Chair, Finance, Audit, and Risk Committee
- Chair, Human Resource and Compensation Committee

C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by the Governance and Privacy Coordinator.

~~C.D.~~ MEETINGS

The Committee shall meet at least four (4) times each year. Additional meetings may be held as deemed necessary by the Board Chair.

~~D.E.~~ VOTING AT COMMITTEE MEETINGS

Each member of the Committee has one vote on the Committee.

~~E.F.~~ DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- Recommend to the Board for approval an annual schedule of Board meetings.
- Approve agendas for Board meetings.
- As necessary, address and report to the Board on matters not assigned to other Board committees.

- Act on behalf of the Board in situations that require immediate action or attention, and where it is not possible to convene the whole Board. The Committee Chair will report on such actions to the next Closed meeting of the Board.
- Act as a consultative body to the President.

F.G. ACCOUNTABILITY

The Executive Committee will report its discussions to the Closed meetings of the Board by maintaining minutes of its meetings and providing a verbal report at the next Closed meeting of the Board.

G.H. REVIEW

The Terms of Reference for the Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

H.I. REVIEW HISTORY

Date	Review
2022-05-24	Revision approved by Okanagan College Board of Governors

Okanagan College Board of Governors President's Report May 2023

INTRODUCTION

My May report addresses matters that have taken place between April 2023 and May 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.

Part 1: Strategic Highlights and Questions

Future Ready: In May, the BC Government released the [Future Ready: Skills for the Jobs of Tomorrow](#). The plan is directed at creating the talent needed in BC to achieve [BC's Economic Plan: A plan for today, a vision for tomorrow](#) and meet the talent gaps identified in the [2022 Labour Market Outlook](#). The plan proposes to inject \$480 million into the post-secondary environment over the next three years. Supports are targeted at five specific areas: people seeking post-secondary education, people looking to reskill for in-demand jobs, people facing barriers, Indigenous Peoples, and people new to BC. Below is a brief description of areas that may benefit OC. Unless otherwise noted, all will require further clarity on parameters of eligibility.

- For people seeking post-secondary education
 - \$74.7M toward 3,000 new tech-relevant spaces.
 - \$6.2M toward Increasing K-12 career life connections and dual credit programs.
 - \$2.9M toward Care economy workforce strategy.
- People Facing Barriers
 - \$12.1M toward More early childhood educator training spaces.

The following are channels that may support OC Learners directly

- People looking to reskill for in-demand jobs
 - \$39M toward New future skills grant. OC had 36 programs approved for this channel over the next two years.
- People Facing Barriers
 - \$19.2M toward Tuition waived for former youth in care for all ages.

Members will note that support for OC, if available, will come in the form of dedicated expansion funding. All other supports for OC will come directly through the learner. Further details will be discussed at the meeting.

Student Housing: On April 21, the College celebrated the start of construction on student housing projects at both the Salmon Arm and Vernon campuses. First Nations and Metis leaders, municipal leaders, school district partners, College employees, alumni and donors joined with members of the provincial legislature in both events, with about 40 attendees at each event. The [Sunflower Campaign](#) in support of the daycare embedded in the Vernon student housing building held a public engagement celebration on May 10 at the Salmon Arm Campus.

Part 2: Operational Highlights

2022/23 Achievements

Foundational Plans: Leadership Council has made significant progress in developing the foundational plans outlined in Inspire. Plans that are complete include: a) Accessibility, b) Alumni Engagement, c) EDISJ Cultural Implementation, d) Internationalization, e) Learning Framework, and f) Student Housing, g) Wellness, and h) food and beverage. Foundational plans that have experienced project slip but remain low risk for completion include: a) Applied research and b) Strategic Enrolment Management, and c) student journey maps. The foundational plan that has experienced project slip and is at high risk for completion is the Campus Master Plan.

Confirmation of Indigenous OC Plan: Progress continues toward confirming the plan. The first draft is complete. Next steps include additional drafts and validation. 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.

Assessment of Current Program and Credential Mix and Program Health Assessment: The preliminary program and credential mix assessment is complete. Recommendations stemming from the assessment will go before Leadership Council for consideration. Program Health Assessments are nearing completion. The cyber incident in January prevented access to specific data, thereby delaying the delivery of the second portion of this achievement.

Digital infrastructure decision making framework: The digital infrastructure decision making framework is complete and has been reviewed by Leadership Council.

Strategic and Operational Measures: Details can be found in Agenda Item 4.2.1. As noted in March, this initiative is key to understanding whether OC is making progress towards the desired outcomes of Inspire. A pen-ultimate version of strategic measures are presented for approval.

Baseline Assessments: The baseline assessments for a) past and current student body demographics and b) student services have been delayed because of the January 2023 cyber incident. The delay on both initiatives is currently being worked on.

2023/24 Achievements

Leadership Development and Competency Framework: The competency framework that is the foundational phase in developing a leadership development framework has been finalized and is being implemented through inclusion in job descriptions and competencies has been embedded in a new performance review process for exempt employees and BCGEU employees called "Performance Partnership Planning".

Other Operational Highlights

Cyber Incident: Progress continues toward resolution of the January 9 2023 cyber incident. Primary efforts remain focused on investigation into potential compromise of personal information as well as restoration of digital systems. If the investigation determines information belonging to other individuals may have been affected, we will take immediate steps to provide those individuals with appropriate notification and support. The College regularly posts updates that can be found [here](#).

Financial Position: As detailed in Agenda Item 4.4.1, OC ended the 2022/23 fiscal year with a negative variance of approximately \$951,000. This represents approximately \$200,000 worse than the budget established in March 2022. It is, however, a much more positive fiscal outcome than was anticipated at the end of Q3. Had the expenses related to the January cyber incident not been incurred, OC would have finished this year with a \$125,000 surplus.

BSN Program Change: The Post Secondary and Future Skills (PSFS) Ministry has removed targeted funding for the Year 1 and 2 Bachelor of Science in Nursing (BSN) program. This program provides spaces for up to 24 students to complete the first two years of the degree at Okanagan College before transferring to UBC Okanagan. UBC Okanagan will be expanding their program to accommodate 24 additional first year students. Okanagan College is now engaged in the process, as per the OC/OCFA Local Collective agreement, to bring a recommendation forward to the Board for consideration. This recommendation, along with advice from Education Council, will likely come to the Board in June 2023. PSFS has redirected funding to other in-demand health programs at Okanagan College and will likely be further expanding Okanagan College health programs soon in order to meet the needs of the health sector in the southern interior of BC.

In response to the College's announcement to the change in the BSN program, the Okanagan College Student's Union (OCSU), the First-Year Students in the BSN program, and the Okanagan College Faculty Association issued letters to the College in protest of the decision. The letters from the OCSU and First-Year BSN students are attached to my report. I welcome any questions from Members regarding the change in program and/or the OCSU submission.

Okanagan College Students Union (OCSU) and BC Federation of Students (BCFS) submission regarding International Student Tuition: The OCSU organized two campaign drives associated with the BCFS as part of the BCFS "[Fairness for International Students](#)" campaign. Through the campaign, the OCSU delivered to my office (on behalf of the Board of Governors), two collections of prewritten postcard messages. Postcard format #1 notes the BCFS as the creator. Postcard format #2 notes the OCSU as the creator.

Postcard Campaign #1. The preprinted message on the first format of postcards reads:

To the Board of Governors,

International students are an important part of our campus community. Not only do they enhance the diversity of our institution, they are also an important part of the broader community both socially and economically.

Since 2006 average tuition fees for international students have increased by 64%, making British Columbia less and less affordable as an education destination. Worse, because fee increases are unpredictable, international students aren't able to effectively budget for the full cost of their education.

It is time that our institution regulate increases to international student fees to ensure there is predictability over the term of students' programs.

Sincerely,

[blank space available for individuals to sign, identify their program of study, and provide an email address]

The College received 201 copies of postcard campaign #1.

Postcard Campaign #2. The Preprinted message on the second format of postcards reads:

To: Okanagan College Board of Governors

International Students deserve equity, fairness, and predictability at my institution!

[blank space available to sign and provide a personalized message entitled "this is my story"]

The College received 53 copies of postcard campaign #2.

As has been noted in discussions regarding tuition, international student tuition currently does not fall under the provincial [tuition limit policy](#). I have spoken to OCSU about the predictability of international tuition before and have indicated it will be among the many considerations included in the Inspire Achievement of "Renewed Student Affordability Model" in 2025/26. Any direction provided by the province on International Student Tuition predictability will be followed if issued.

Staff Appreciation Pancake Breakfasts / Ask Me Anything sessions: Following the challenges of the first few months of the year at OC, the Executive Team made plans to host staff appreciation pancake breakfasts at each campus. After each breakfast, President Fassina hosted 'Ask Me Anything Sessions' where employees were encouraged to attend for discussion about their concerns, questions.

- Penticton – April 12
- Vernon – April 13
- Salmon Arm – April 14 (two sessions: one in person, one via Zoom)
- Kelowna – April 19

Portfolio realignment: As a follow-up to the verbal briefing I provided at the March Board meeting, I have formally launched the portfolio realignment initiative to redistribute vice president portfolios upon Meri Kim's departure. This initiative will take place over the coming months and will involve direct engagement with impacted leaders on implementation details.

Community Fundraising Campaigns: Following the community launch of the Sunflower Childcare Campaign for a 44-seat childcare on the Vernon campus in March, a community fundraising event, Plant a Seed Day, took place on May 10. To date, \$2.2M has been raised towards the \$2.75M project goal. Together in 2022-23, the College and the Foundation dispersed \$1.44M in student awards and emergency funding, exceeding the total for the previous year of \$1.37M.

Part 3: Communication and Advocacy Highlights

BC Economic Summit – April 17: The [2023 BC Economic Summit](#) was held in Penticton on Apr. 17, and brought together Economic Developers, Indigenous Leaders, Local Government Leaders, Administration, Community Futures, Chambers and Boards of Trade, the Private Sector, and experts to discuss current trends, challenges and opportunities throughout BC. I presented a feature talk on the first day of the summit, focusing on how colleges are best positioned to address current labour market needs and contribute to healthy, thriving communities.

Elected Officials engagement: The last couple of months have involved focused engagement with elected officials. These include:

- City Council – Penticton (Mar. 7)
- City Council – Kelowna (Mar. 20)
- Westbank First Nation Chief & Council (Apr. 3)
- Union of B.C. Municipalities, Housing conference (Apr. 4-5), Vancouver
- Randy Bouisssonault, federal Minister, Tourism (Apr. 6) at Kelowna Chamber of Commerce
- Greg Kylo, MLA, Shuswap (Apr. 11), at Kelowna campus
- Grace Lore, B.C. Minister of State, Child Care (Apr. 11), virtual meeting (with Dean, Health & Social Development, and ECE student and instructor in Vernon)
- Katrine Conroy, B.C. Minister, Finance (Apr. 13), at Kelowna Chamber of Commerce
- Mayor and CAO, Penticton (Apr. 17)
- Harwinder Sandhu, MLA Vernon Monashee and Parliamentary Secretary, Seniors and Long-Term Care (Apr. 21), at Salmon Arm campus and Vernon campus for student housing events
- Mabel Elmore, B.C. Parliamentary Secretary Anti-Racism Initiatives (May 12)

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 March, 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.

- May 5: [Nominations open for OC alumni recognition](#)
- May 3: Media advisory – [Vernon campus open house for high school students](#)
- May 3: [OC Moosehide campaign recognized nationally](#)
- May 1: [Enactus OC back to Nationals](#)
- April 28: [Plant a Seed Day – Vernon student housing and daycare fundraiser](#)
- April 27: [OC Arts and Foundations - Community showcase](#)
- April 26: [OC students represent Spain and UK in model NATO](#)
- April 25: [OC professor receives Tanabe Prize](#)
- April 24: [OC professors share their talents](#)
- April 21: [New OC student housing and childcare centre on target to open in 2024 in Vernon](#)
- April 21: [New OC student housing on target to open in 2024 in Salmon Arm](#)
- April 17: [OC alum finds golden opportunity in jewelry business](#)
- April 17: [Bridging the way to success – Emil Anderson Construction gives \\$75,000 to modernize Okanagan College](#)
- April 14 : [OC Enactus student business expands to 19 cities](#)
- April 12 : [OC English professor's book on Dickens receives critical acclaim](#)
- April 11 : [Applied research expo at OC unites innovators](#)
- April 4: [OC student enriched by study abroad](#)
- April 4 : [Bachelor of Science in Nursing program moves to UBCO](#)
- April 3: [Award-winning OC prof launches new book](#)
- March 27: [OC Foundation Chair's book supports students in need](#)
- March 21: [Province announces funding for new Centre for Food, Wine and Tourism at Okanagan College](#)

Fellow Certified Professional in Human Resources: On a personal note, I was awarded the title of Fellow Certified Profession in Human Resources (FCPHR) by the Certified Professionals in Human Resources for BC and Yukon. This is an accomplishment that I am very proud of having been engaged in the progression of the human resources field for over 20 years.

Okanagan College Students' Union
British Columbia Federation of Students Local 1
A148-1000 KLO Rd.
Kelowna, BC
V1Y 4X8



April 11, 2023

The Okanagan College Students' Union is writing to Minister Selina Robinson, the Okanagan College Board of Governors, Okanagan College Education Council, Carly Hall, Dean of Health and Social Development, the University of British Columbia-Okanagan Senate, the Kelowna MLA's, and our OC Community in solidarity and support of our Bachelor of Nursing students and faculty.

We are deeply concerned and disheartened about the recent announcement of the intended consolidation of OC's 1st and 2nd year BSN program with UBC Okanagan. Our first year BSN students are being put in an unfair and nonconsensual situation and they have yet to hear of how they will be supported through this transition, aside from their seats in the program. A final decision may not be rendered until mid-summer by the OC Board of Governors and Education Council, plus the UBC-O Senate. The timing of the decision-making bodies will have serious financial, transitory, and housing planning impacts for these students as they have outlined in their letter to you.

It is deeply unsettling to see that, once again, Okanagan College students are not being considered or consulted on decisions which directly affect them, and that Okanagan College leadership is once again declining to communicate with the community and public.

We are furthermore shocked that the dedicated long-term faculty will be without employment and their instructional skills are not being utilized in continuing to help address the province's nursing shortages.

We are questioning how all of our community members who donated to the new Health and Science building in support of the BSN program, including ourselves, will be informed that their generous contributions are no longer going where they intended. Their funds are vital to this institution.

OCSU is calling on the stakeholders of this consolidation to take into consideration the asks and concerns of the year one BSN students of Okanagan College, and to recognize the unfair predicament they are being forced into. We also ask you to support the nursing faculty who will be without secure employment this fall in a time when the province has committed to supporting nurses in BC in the face of our healthcare system crisis. Okanagan College leadership *must address* the concerns and predicaments these students are now in and guide them in how they are to proceed from here as soon as possible. It is unacceptable for OC's leadership to once again leave students in the dark over a decision that directly affects them.

In Solidarity,
Okanagan College Students' Union Board of Directors

First-Year Students, Bachelor of Science in Nursing Program
Okanagan College
Student Contact: Brydie Todd
brydie.todd@myokanagan.bc.ca

6 April 2023

Dear Okanagan College Community Members,

Please accept this letter on behalf of the undersigned first-year Bachelor of Science in Nursing students who will be impacted by the decision to consolidate the Okanagan College and UBC Okanagan Bachelor of Science in Nursing programs.

We wish to formally submit our opposition to the decision to deliver the program exclusively at UBCO beginning in September. We are dismayed by the lack of consultation with students or faculty and wish to voice our concerns regarding the short notice of the changes and the implications for the quality of our education and would like to offer suggestions for how to proceed equitably for all those affected by this decision.

The Bachelor of Science in Nursing students were notified of the impending changes only hours before an article appeared on Castanet informing the wider public of the program consolidation. After being told to expect a finalized decision in July or August, as students we lack confidence in the possibility of a smooth transition to UBCO when it comes to registering for classes, securing housing, and applying for student loans. Some will lose education funding that is tied directly to OC. We will be responsible for unexpected tuition, textbook, uniform, commuting, and other costs that will run into the thousands of dollars for many students. Heading into the final exam period, these unforeseen stressors feel untimely and unnecessary.

Many of the students in our program who were also accepted to UBCO or other institutions made the conscious decision to attend Okanagan College. We believed the quality of our education would benefit from smaller class sizes, a tight-knit cohort, and close relationships with our instructors. We were not wrong. Our talented and committed instructors know us each by name, are familiar with our individual strengths and weaknesses, and support our learning in ways not possible in an auditorium of 150 students. For those of us with previous university experience, we truly understand how this privilege leads to a depth of engagement and learning unique to a setting like Okanagan College. We want nothing more than to build on these relationships for another year to best develop ourselves as future nurses.

We strongly urge you to consider facilitating the current first-year Bachelor of Science in Nursing students to complete our second year at Okanagan College before fully consolidating the program with UBCO. This will allow time for the schools, students, faculty, and staff to adequately plan and prepare for this transition. Finally, we ask that you fairly consider our highly valued instructors, whose dedication to building and strengthening this program has enabled our success as learners, and whose lives will be most affected by these proposed changes.

Thank you for your time and consideration.

Sincerely,

First-Year Students, Bachelor of Science in Nursing Program
Okanagan College



Shelbi-Anne Arnold



Harleen Aujla



Isabelle Cloutier



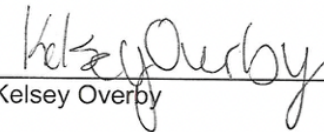
Jagdeesh Duggal



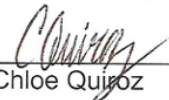
Makyla Hnatiw



Haneet Mahal



Kelsey Overby



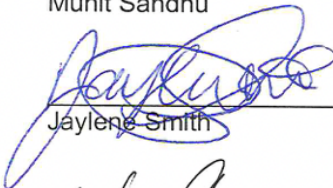
Chloe Quiroz



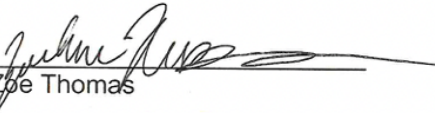
Celeste Roosdahl



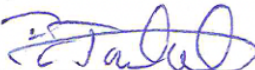
Munit Sandhu



Jaylene Smith



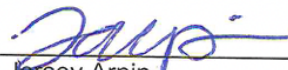
Zoe Thomas



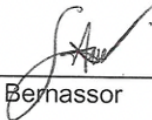
Brydie Todd



Rhyse Widing



Jersey Arpin



Lettice Bernassor



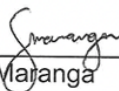
Madelaine Cloutier



Emily Girard



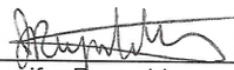
Taylor Hubick



Alexis Majanga



Flora Quirk



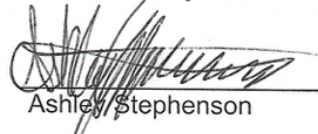
Jennifer Reynolds



Julia Roth



Raven Simonyi-Hill



Ashley Stephenson



Olivia Thompson



Jessie Turcotte



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.2.1

Title:	Inspire Strategic Measures
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Strategic Measures as presented.”</i></p>
Background Information & Context:	
<p>The Board was provided with a list of strategic and operational measures at its March 2023 meeting and was asked to discuss and provide feedback around two questions related to the strategic and operational measures presented. Those questions were:</p> <ol style="list-style-type: none"> 1. What do we need to measure (or know) to comfortably state that we are making progress toward Inspire? What strategic measures are missing, need to be removed, or need to be adapted? 2. What additional strategic measures are needed to understand the context we are operating in? What are variables that are related to the strategic outcomes in Inspire? That is, what do we need to know to put our strategic measures in context? <p>Based on that discussion and feedback, a penultimate version of the strategic measures has been developed and is proposed for approval by the Board of Governors. Note that for the purpose of the Board of Governors, operational measures are not included.</p> <p>The additional context under which the proposed strategic measures were developed is provided below for the Board’s reference.</p>	
Additional Attachments:	
<ul style="list-style-type: none"> • Attachment #1 – Inspire Strategic Measures – DRAFT 	
Analysis:	
<p>A 2022/23 Roadmap Achievement is the development of strategic and operational measures. This achievement is a precursor to the 2023/24 Achievement of Strategic and Operational Dashboards.</p> <p>The primary purpose of this initiative is to demonstrate that OC is making progress toward the goals outlined in Inspire. To this end, two levels of measures were developed: strategic and operational.</p> <ul style="list-style-type: none"> • Strategic measures are those primarily reviewed at the Board of Governors and are available to the public. These measures would demonstrate that we are making progress toward achieving Inspire. • Operational measures are those key performance indicators that are more likely to be used by Leadership Council. Operational measures should be directly tied to strategic measures. The goal is not to be exhaustive of all operational measures available, only those primary drivers for the strategic measures. <p>For each measure, the following information has been included:</p> <p>Column A: Responsibility/Commitment. The relevant Inspire Responsibility or Commitment for which</p>	

the measure is proposed.

Column B: Measure Name. The title of the measure to be presented on the eventual dashboards.

Column C: Definition. The definition of the measure.

Column D: Implementation Year. The year the measure can be implemented. Members of the Board will note that not all measures are currently available to OC. Following review by the Board on the proposed measures, a prioritization activity will take place to determine when currently unavailable measures will come “online” to be included in the Strategic and Operational dashboards for OC.

Column E: Frequency. The frequency by which the measure will be updated. If less often than annual, it is because the data source is scheduled to take place less than annually.

Column F: Data Source. If the data source is known to OC, it is listed in this column.

Column G: Baseline Data Available. An indication of whether OC currently has access to the data.

Column H: Comments & Next Steps. A description of next steps and any contextual comments relevant to the measure.

The following additional contexts are provided for the Board’s reference:

Data for purpose beyond interest. Okanagan College collects a great deal of information. In many cases, this information is needed for reporting purposes. For non-reporting data, it will become increasingly important to only collect data this can be used for purpose. That is, data should only be collected with the intention of making a decision based on that data. While additional data points may be inherently interesting, interest should not be the primary driver for collecting data.

Differentiating between and goal/target and a benchmark. Governors will note that the attachment only includes measure categories, definitions, implementation and publication targets, data sources and markers, and next steps. The attachment does not include any detail related to goals and/or targets nor does it include any indication of benchmarks. Although it is important to differentiate and define both benchmarks as well as goals/targets, this step will follow the development and refinement of the measures themselves.

Currently available versus future development. In some cases, the College already assesses the data that would be used for the measures attached. In other cases, the College will need to establish how to collect certain data points and from where. Now that the measures have been identified and defined, work will move forward with respect to identifying how to measure those items for which the College does not already have data. An important part of this lens is to recognize that the College should not define its strategic and operational measures by what it already has, but rather by what it needs.

Data & Analytics Framework. The attached series of proposed measures is not intended to set or pre-empt an overall data and analytics framework at the College. Rather, once a data and analytics framework is created, these measures will need to integrate into that overall framework.

Data retention strategy and/or policy. The College’s recent cyber incident has drawn attention to the need for a renewed data retention strategy and/or policy. The attached proposed measures are not intended to pre-empt this policy.

Alignment to College Integrated Planning:

Effective and Efficient. Relevant to the Inspire responsibility of effective and efficient, a 2022/23 Achievement is the development of strategic and operational measures.

Risk Implication & Mitigation Steps:

Strategic. In the absence of measures that assess the College’s progress toward Inspire, the College risks the strategic process being a “paper exercise.” The goal is to ensure that the strategic process is engaging, participatory, and purposeful. Through adding strategic and operational measures, the College supports the purposeful element of strategy.

Proposed and Prepared by:*(include name and title)*

Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina	5/8/2023
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Board of Governors	3/21/2023
	<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.

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



Okanagan College
Inspire Dashboard: Strategic Measures

May 2023

Responsibility / Commitment	Measure Name	Definition	Implementation Year	Frequency of Publication	Data Source(s)	Baseline Data Available	Comments, Questions, & Next Steps
EDISJ	Employee Perception of inclusion	The extent to which employees perceive Okanagan College to be and inclusive, diverse, and respectful work environment.	2023	Biennial	Employee Experience Survey	Yes	Next Steps 1. Determine internal reliability of eight (8) relevant questions on 2022 Employee Experience Survey.
	Participation of persons from under represented and marginalized communities overall.	The percentage of active employees whose demographics or identity are consistent with segments of the population who are under represented in the college community or who are traditionally or currently marginalized in society overall.	TBD	Annual	Human Resource Management System (HRMS)	No	Next Steps 1. Establish which demographic characteristics are considered "under represented" or "marginalized." 2. Create mechanism in HRMS to capture data with view to provincial collection permission and self-declaration of status.
	Participation of persons from under represented and marginalized communities in leadership roles.	The percentage of active <u>employees in college leadership roles</u> relative to the percentage of active <u>employees overall</u> whose demographics or identity are consistent with segments of the population who are under represented in the college community or who are traditionally or currently marginalized in society.	TBD	Annual	HRMS	No	Next Steps: 1. Establish which demographic characteristics are considered "under represented" or "marginalized." 2. Establish what roles are considered "Leadership." 3. Create mechanism in HRMS to capture data with view to provincial collection permission and self-declaration of status
Effectiveness and Efficiency	Student Satisfaction with Facilities & Infrastructure	Students' overall rating of College facilities and infrastructure as measured through the biennial student satisfaction survey.	TBD	Annually	Student Survey	No	Next Steps: 1. Will need to determine list of facilities and infrastructure to be included in measure.
	Administrative Costs	Percentage of overall operational expense allocated to administration	TBD	Annually	Financial Statements	Yes	Next Steps: 1. Will need to define what expenses are included in the term "administration."
Employee Resilience	Employee Engagement	Employees' overall involvement with, commitment to, and satisfaction with employment at OC.	2023	Biennial	Employee Experience Survey	Yes	Next Steps: 1. Determination of which of the 12 relevant items in 2022 Employee Experience Survey are to be included and the internal reliability of the combined measure.
	Senior Leadership	Employees' overall assessment of senior leaders vision, contribution, communications and actions.	2023	Biennial	Employee Experience Survey	Yes	Next Steps: 1. Determination of which of the six relevant items in the 2022 Employee Experience Survey are to be included and the internal reliability of the combined measure.

Responsibility / Commitment	Measure Name	Definition	Implementation Year	Frequency of Publication	Data Source(s)	Baseline Data Available	Comments, Questions, & Next Steps
Employee Resilience	BC Top Employers	BC's Top Employer as established through Canada's Top 100 Employers.	TBD	TBD	TBD	No	Next Steps: 1. Need to determine timing of participation and whether this ranking system is the most appropriate to be part of. In the event this system is deemed to be inappropriate, will need to identify an alternative public or pseudo-public assessment tool. Will need to establish participation criteria in a relevant ranking survey.
Inclusive and Equitable Access	Participation of learners from under represented and marginalized communities overall.	The percentage of active students whose demographics or identity are consistent with segments of the population who are under represented in the college community or who are traditionally or currently marginalized in society overall.	TBD	Annually	Multiple	Partially available	Next Steps: 1. As this information is only partially available, steps will need to be identified to determine how best to assess this data. 2. Need to determine the variables that are included and excluded in "under represented" and "marginalized" populations. Comments: Student headcount data is available on indigenous learners via Institutional Research (CDW Standard Reports), and former youth in care via Student Services. Upon creation of Indigenous Strategic Measures, will need to determine the application of an Indigenous category separate from marginalized and under represented.
	Student perception of inclusion	The extent to which students perceive Okanagan College to be and inclusive, diverse, and respectful work environment.	2023	Annually	EDISJ Student Survey	Yes	Next Steps: 1. There are 7 items related to this measure in the 2022 EDISJ survey. Will need to determine which questions are included in this assessment.
	Graduation rate of students from under represented and marginalized communities	The percentage of active students who achieve their educational goal at the college relative to the percentage of active students overall whose demographics or identity are consistent with segments of the population who are under represented in the college community or who are traditionally or currently marginalized in society.	TBD	Annually	Student Records	Partially available	Next Steps: Beyond establishing inclusions, exclusions, and data availability, work will be required to establish how best to assess educational goal setting and achievement for this measure.
	Market Share	The percentage of people of adult learning age from the college's geographic region who are an active OC student annually.	2023	Annually	Student data and regional population data	Yes	Comments: May also want to create a measure of people interacting with OC (e.g., Infusions).
	Conversion Rate	The rate at which prospects are converted to applicants and applicants are converted into registrants.	2023	Annually	Student data	Yes	

Responsibility / Commitment	Measure Name	Definition	Implementation Year	Frequency of Publication	Data Source(s)	Baseline Data Available	Comments, Questions, & Next Steps
Individualized Lifelong Learning Partnerships	Student Net Promotor Score	Percentage of students would recommend Okanagan College to others minus percentage of students who would not recommend Okanagan College to others.	TBD	Biennial	Student Satisfaction Survey	Yes	Next Steps: 1. Need to determine most recent survey year to set baseline value.
	Student satisfaction with learning experience	The overall rating of Okanagan College learning experience as assessed through student satisfaction surveys.	TBD	Biennial	Student Satisfaction Survey	Yes	Next Steps: 1. Need to determine most recent survey year to set baseline value. 2. Need to identify questions to be included and excluded in the overall rating calculation.
	Educational Goal Attainment	The percentage of students who successfully achieve their stated educational goal at Okanagan College annually.	TBD	TBD	Institutional Research, Program Review Dashboards, Banner, Convocation records	TBD - possibly available	Next Steps: 1. Development work is required to establish how best to capture student educational goals and achievement values. Measure needs to move beyond overall graduation rate or time to completion as these two measures assume that the credential is the overall educational goal of the student.
	Returning Students	The percentage of registrants who have previously completed an OC program (credit or non-credit).	TBD	Annually	Student Records	Yes	Next Steps: 1. Determine feasibility of available data including CampOC.
Integration and Focus	Meaningful employment for grads: Employed in related jobs	The percentage of students who are employed in a job that is related to their field of study at Okanagan College.	2023	Annually	BC Student Outcomes Surveys	Yes	Next Steps: 1. Confirm item(s) that are to be reported under this measure as OC participates in four potential surveys that identify a question related to this measure.
	Meaningful employment for grads: Earning potential	The difference in earning potential for Okanagan College graduates relative to high school graduates upon completion.	2023	Annually	BC Student Outcomes Surveys	Yes	Next Steps: 1. Confirm item(s) that are to be reported under this measure.
	Percentage of student who stay in region	The percentage of OC graduates that stay in the region for work or lifestyle one year beyond graduation.	TBD	TBD	TBD, Alumni database	TBD	Next Steps: 1. Will require development to determine how to assess and track this information.
Sustainability	STARS Rating (Environmental Sustainability)	The College's STARS rating as assessed by AASHE.	2023	Triennial	AASHE - STARS Report	No	Next Steps: 1. Submit OC 2023 STARS application to set baseline 2. Establish OC's STARS ambition to set target
	Carbon emissions (Environmental Sustainability)	The College's annual carbon emissions as assessed by Okanagan College GHG Emissions and Offsets.	2023	Annually	Okanagan College Carbon reporting system	Yes	Next Steps: 1. Review Government of BC carbon reduction standards to establish target

Responsibility / Commitment	Measure Name	Definition	Implementation Year	Frequency of Publication	Data Source(s)	Baseline Data Available	Comments, Questions, & Next Steps
Sustainability	Financial sustainability - Short Term	The College's ability to meet annual financial requirements to deliver on its core mission of instruction. Measured by a three-year rolling average of year over year ratio of revenue per student / expense per student.	2023	Annually	Financial Statements	Yes	<p>Next Steps:</p> <ol style="list-style-type: none"> 1. Need to determine single "source of truth" for number of students attending OC. <p>Comments:</p> <p>This measure assesses the short term financial health of the organization. The ability to have sufficient cash flow annually to cover budgeted costs. Needs to be determined over time with a year over year comparison to establish any trend issues. Measured as a three year rolling average. Indexed to the number of students based on the premise that teaching is our core line of business as a college. Enables two dimensions of understanding: ability to cash flow net zero or positive over time and \$ per student to index against growth. Need to establish "source of truth" for student count.</p>
	Financial Sustainability - Long Term	The College's ability to meet the long term financial requirements to remain solvent (cover all liabilities) and delivery on its core mission of instruction. Measured by a three-year rolling average of year over year ratio of assets per unit of index / liabilities per unit of index.	2023	Annually	Financial Statements	Yes	<p>Next Steps:</p> <ol style="list-style-type: none"> 1. Need to identify unit of index to create meaning to this measure beyond simple asset to liability ratio.



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda#: 4.3.1

Title:	Review of Terms of Reference – Campus Planning Committee
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Campus Planning Committee Terms of Reference as recommended by the Campus Planning Committee.”</i></p>
Background Information & Context:	
<p>The Campus Planning Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in May 2022. Due to the significant number of governing documents being reviewed at the same time, the Board suggested a review of each Committee’s Terms of Reference after one year before reverting to the three-year review cycle outlined in each Committees’ Terms of Reference.</p>	
Additional Attachments:	
<ul style="list-style-type: none"> • Campus Planning Committee Terms of Reference - draft 	
Analysis:	
<p>A summary of proposed additions to the Terms of Reference are as follows:</p> <ul style="list-style-type: none"> • The Campus Planning Committee Terms of Reference have been revised to better align them with the College’s Strategic Plan. • The roles of resource staff have been added to the Committee Terms of Reference. • Clarification of how a meeting may be called. • The addition of “off-campus property initiatives” to the list of recommendations made by the Committee to the Finance, Audit and Risk Committee. • The Committee’s role in receiving reports related to environmental sustainability on behalf of the Board. <p>After a year of use and with minor changes made by the Campus Planning Committee, the Board is asked to review and approve the Campus Planning Committee Terms of Reference. The next review will be scheduled in 2026 as per the Terms of Reference.</p>	
Alignment to College Integrated Planning:	
<p><i>Inspire Plan.</i> The Terms of Reference align the work of the Committee to the Strategic Plan.</p>	
Risk Implication & Mitigation Steps:	
<p><i>Effectiveness and Efficiency. Integration and Focus.</i> This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively.</p>	
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Tina Lee, Campus Planning Committee Chair	4/28/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Campus Planning Committee	5/17/2023

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If supporting documents are required, please attach them*

Campus Planning Committee

Terms of Reference



Okanagan College Board of Governors

May 2023 - draft

A. PURPOSE

The purpose of the Campus Planning Committee (the "Committee") is to assist the Board of Governors (the "Board") in fulfilling its responsibility for the oversight of long-range campus development in alignment to the College's Mission, Vision, and Inspire Strategy. This includes, but is not limited to, reviewing and recommending to the Board for approval, master plans for its campuses, major capital projects, long-term maintenance of facilities, and land development.

B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the Committee's membership.
- Board Chair (*ex officio*)
- President (*ex officio*)

The Chair of the Committee will be appointed by the Chair of the Board from the Committee membership.

C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by the:

- Governance and Privacy Coordinator
- CFO and Vice President Corporate Services

~~C.D.~~ MEETINGS

The Committee shall meet at least four (4) times each year. Additional meetings may be held as deemed necessary as determined by the Committee Chair or the Board Chair.

~~D.E.~~ VOTING AT COMMITTEE MEETINGS

Each member of the Committee has one vote on the Committee.

~~E.F.~~ DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- Recommend to the Board approval of long-range plans for the development of physical assets and infrastructure.
- Review the capital planning processes, specific project scope, long-term maintenance plans, land acquisitions and land disposal.

- Review and recommend for approval to the Board, where appropriate, the construction and/or renovation of major capital projects.
- Notify the Board of any concerns arising from its review of ongoing status reports on new capital projects.
- Recommend to the Finance, Audit and Risk Committee approval of land and real estate transactions including acquisition or sale, and licenses to use, leases, and commitments of real property, facilities or resources of the College [and off-campus property initiatives](#).
- Receives, on behalf of the Board of Governors, College reports related to environmental sustainability initiatives.

F.G. ACCOUNTABILITY

The Committee will report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next Board meeting.

G.H. REVIEW

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

H.I. REVIEW HISTORY

Date	Review
2022-05-24	Revision approved by Okanagan College Board of Governors



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023
Agenda #: 4.4.1

Title:	Okanagan College 2022/23 Audited Financial Statements
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT Okanagan College Board of Governors approve the audited Okanagan College financial statements for the fiscal year ending March 31, 2023 as recommended by the Finance, Audit and Risk Committee.”</i></p>
Background Information & Context:	
<p>Okanagan College is required to prepare annual audited financial statements to satisfy financial reporting requirements of the various Acts governing post-secondary institutions. These financial statements are prepared in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of British Columbia. Grant Thornton provides the independent audit of the financial statements for Okanagan College.</p> <p>In the current year there is also oversight provided by the Office of the Auditor General (OAG). Starting for the 2023-24 year, the OAG will be conducting the audit for Okanagan College for five years. Following that five-year period, the College will release a Request for Proposals (RFP) to hire a new auditor.</p> <p>The Report provides information on the following areas:</p> <ol style="list-style-type: none"> 1. Audit Results 2. Independent Auditors’ Report 3. Management Representation Letter 4. Audited Financial Statements 	
Additional Attachments:	
<ul style="list-style-type: none"> • Audit Results from Grant Thornton • Audited Okanagan College Financial Statements – March 31, 2023 	
Analysis:	
<p>Okanagan College received a clean audit opinion for the statements ending March 31, 2023. The Board had approved an overall budgeted deficit position of \$742k for the current fiscal year. At Q3, management forecasted a deficit position in the range of \$1.27M considering the uncertainty of tuition at the time. This was increased by an additional \$750k in January to include costs related to the cyber event for a total forecasted deficit of \$2.02M. The College finished the year with a deficit of \$951k resulting in \$1.07M favourable variance from the final forecast. The College was able to reduce the deficit primarily due to the receipt of an ongoing operating grant of \$719K for exempt compensation, a \$457k increase in investment income due to higher interest rates and dividends, \$254k higher contract revenue, an increase of \$269k in international tuition and onetime payroll benefit savings of \$419k. This offset the 2023 costs of the cyber event which totaled \$1.077M.</p> <p><u>Balance Sheet</u></p> <p>Financial Assets of the College grew from \$42.0M to \$48.6M, a change of 15.7% over the prior year. The primary driver was an increase in cash and accounts receivable positions. The increased cash position was</p>	

largely due to increased deferred revenues, tuition and grants, and timing around the payment of payables. Receivables increased due to higher grant and tuition receivables. Higher tuition receivables are a result of the system interruption caused by the cyber event.

Liabilities grew from \$166M to \$187M, a change of 12.7% over the prior year. The system outage caused a larger backlog of invoices processed during the latter part of March, additional accruals, and higher student payables. The holdbacks on construction also increased on the housing projects as have deferred capital contributions.

Non-Financial Assets grew from \$149M to \$162M, a change of 8.7%. The increase in both prepaids and capital assets is attributable to the student housing projects, additional work in progress and a security deposit that was required on the Kelowna housing project related to landscape works.

Accumulated surplus decreased from \$25.4M to \$23.8M, a change of -6.2% over the prior year. The change is represented by our overall annual deficit of \$951k and a remeasurement loss on investments of \$629k. Changes to the accumulated surplus are detailed in Note 13 of the financial statements. It should be noted that the annual deficit was made up of an operating surplus of \$1.7M that was offset by \$124k for unfunded employee future benefit obligations and \$2.5M in amortization of capital assets.

Income Statement

Total revenue was approximately \$4.3M lower than budgeted. OC experienced \$4.5M lower in domestic tuition and \$1.6M lower in international tuition. Tuition numbers continue to increase after the decline in COVID; however, they have not fully recovered, and it continues to be difficult for international students to obtain visas. Other significant items included lower than budgeted revenue of \$799k in ancillary services and \$1.2M less in contract revenue. These unfavourable variances were offset with favourable grant variances of \$2.2M, investment income of \$1.0M and miscellaneous revenue variances.

Total expenses were approximately \$4.1M lower than the original budget which offset the negative revenue variance. Salary and benefits were \$3M lower than budget as the College experienced a high level of vacant positions resulting from retirements and turnover. Supplies and services were \$1.1M lower than budget due primarily to a slower recovery of travel and training after COVID and a reduction in fees and services and general supplies resulting from a shift in priorities for purchasing during the cyber event.

The cyber event costs for 2023 totaled \$1,076,620. This amount is made up of \$238k in additional salary and benefit costs with \$210k attributable to the IT department. The balance of the expenses \$839k were related to supplies and services with \$452k used for IT purposes, primarily for consulting. Outside of IT, the following costs were incurred: \$162k in legal fees, \$138k in identity theft protection for staff and students, and \$42k was expended to purchase a server to recover building security systems. Other departments incurred additional costs to maintain business continuity.

Alignment to College Integrated Planning:

Financial Sustainability. Year-end financial results provide an indication of the financial health of the organization.

Risk Implication & Mitigation Steps:

Financial statements are a summary of past results (independently audited) and form an important part of our governance and oversight by the Board. As part of our integrated planning framework, management closely monitors quarterly financial results and regularly updates Board to raise concerns or issues.

Proposed and Prepared by: <i>(include name and title)</i>	Curtis Morcom, CFO & Vice President, Corporate Services Jackie Dueck, Director, Financial Services
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Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	5/8/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit and Risk Committee	5/17/2023



Okanagan College

For the year ended March 31, 2023

Report to Finance, Audit and Risk Review Committee
Audit results

May 17, 2023

Tyler Neels, CPA, CA
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Appendices

Appendix A – Draft independent auditor’s report
Appendix B – Draft Management representation letter

Executive summary

Purpose of report and scope

The purpose of this report is to engage in an open dialogue with you regarding our audit of the financial statements of Okanagan College (the "College") for the year ended March 31, 2023. This communication will assist Finance, Audit and Risk Review Committee in understanding the results of audit procedures and includes comments on misstatements, significant accounting policies, sensitive estimates and other matters.

The information in this document is intended solely for the information and use of the Finance, Audit and Risk Review Committee, the Board of Governors, and Management. It is not intended to be distributed or used by anyone other than these specified parties.

We were engaged to provide the following deliverables:

Deliverable	Timing/Status
Independent Auditor's Report of the March 31, 2023 financial statements	Finalized after approval of the financial statements by the Board of Governors
Communication of audit strategy	Completed on December 6 th , 2022
Communication of audit results	Within this report

Status of our audit

We have substantially completed our audit of the financial statements of the College and the results of that audit are included in this report.

We will finalize our report upon resolution of the following items that were outstanding as at May 17, 2023:

- Receipt of signed management representation letter (a draft has been attached in the appendices)
- Approval of the financial statements
- Final documentation of audit work
- Procedures regarding subsequent events

We have successfully executed our audit strategy in accordance with the plan presented to Finance, Audit and Risk Review Committee on December 6, 2022.

Independence

We confirm that there have been no changes to our status with respect to independence since we confirmed our independence to you on December 6, 2022.

Matters we would like to discuss

The following is a summary of matters that we would like to bring to your attention. These items are discussed further in our report as referenced.

- Uncorrected misstatement – Page 6

Audit risks and results

Impact of broader economic factors

Area of focus	Matter	Our response and findings
<p>Challenges and uncertainties related to the current economic environment</p>	<p>The economy is currently going through a period of high uncertainty. Factors such as inflation, labour shortages, supply constraints, fluctuations in demand, the ongoing conflict in Ukraine and other economic factors are creating a highly volatile landscape for businesses and other organizations. These factors may increase the risk of errors occurring in financial reporting. For example, an organization could fail to properly consider the impact of rising interest rates on the measurement of certain assets and liabilities. The risk of fraud is also increased. For example, in a challenging economic environment, there may be stronger incentives for management to present results that appear to comply with debt covenants or for individual staff to attempt to misappropriate resources. As a result, determining how entities are being affected by broader economic factors is an area of focus in our audits.</p>	<p>As we completed our risk assessment and audit procedures and analyzed the College's current year financial statements, we considered how the College had been impacted by changes to the economy. We also considered how management had responded to these changes (e.g. whether management had attempted to modify internal controls to respond to challenges such as staff shortages). Based on the work we performed, we concur with management's assessment that the ongoing effect is limited and thus no specific adjustments or disclosures needed to be included in the financial statements. For example, the College's debt has a fixed rate of interest and so is unaffected by rising interest rates.</p>

Areas of focus

The following is a summary of areas of focus, and the related matters and findings we would like to communicate to Finance, Audit and Risk Review Committee.

Area of focus	Matter	Our response and findings
Deferral of tuition revenue	<p>There is a presumed risk of fraud in revenue.</p> <p>This significant risk primarily relates to revenue recognized from tuition fee revenues.</p>	<ul style="list-style-type: none"> Revenue from tuition is recognized over the course of the program, any portion of the tuition fee revenue relating to the period subsequent to year end is deferred to the next fiscal year. Audit procedures performed included recalculating the tuition deferral based on management's policy and testing details of individual tuition transactions. Our audit procedures did not uncover any significant findings to report.
Fraud risk from management override	<p>This is a presumed fraud risk.</p> <p>This significant risk relates to management's ability to override the controls surrounding financial reporting in order to report improved financial results, manipulate particular financial statement areas, or perpetrate other financial fraud.</p>	<ul style="list-style-type: none"> Tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements. Tested and analysed significant accounting estimates. Examined records for significant transactions that appeared to be outside the normal course of operations. Our audit procedures did not uncover any significant findings to report.
Cybersecurity	<p>The January 2023 cybersecurity incident disrupted the College's operations in many ways and the lack of access to certain systems and reports also affected the finance department. This had the potential to affect the risk of errors occurring.</p>	<ul style="list-style-type: none"> We held in-depth discussions with management to determine how finance systems and processes had been affected. Where processes had had to be changed as a result of the disruption (e.g. journal entries, accounts receivable), we performed additional testing. Our audit procedures did not uncover any significant findings to report.
Deferred capital contributions	<p>The conditions attached to the contributions determine the appropriate accounting. It is possible that a condition could be missed or misinterpreted, resulting in accounting that is not consistent with Public Sector Accounting Standards ("PSAS").</p>	<ul style="list-style-type: none"> Audit procedures performed included evaluating stipulations on existing deferred capital contributions, agreeing significant contributions to agreements and confirmations, and reviewing disclosure of differences between PSAS and accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. Our audit procedures did not uncover any significant findings to report.
Grants and contract revenue	<p>The conditions attached to grants and contract revenue determine the appropriate accounting. It is possible that a condition could be missed or misinterpreted, resulting in accounting that is not consistent with PSAS.</p>	<ul style="list-style-type: none"> Audit procedures performed included identifying and selecting a sample of grants and contracts for testing and obtaining confirmation from the Ministry of Advanced Education and Industry Training Authority of grants received and receivable and reconciling to accounts. Our audit procedures did not uncover any significant findings to report.

Area of focus	Matter	Our response and findings
Investments	Changes in investment values could be incorrectly recorded or the fair values themselves could be determined inappropriately.	<ul style="list-style-type: none"> Audit procedures performed included confirming the fair value and cost of investments with the investment custodian and recalculating certain financial statement amounts based on the underlying records. Our audit procedures did not uncover any significant findings to report.
Tangible capital assets	The amount and volume of capital asset purchases increase the risk of a material misstatement occurring.	<ul style="list-style-type: none"> Audit procedures performed included testing significant capital expenditures and reviewing applicable leasing and funding agreements. Our audit procedures did not uncover any significant findings to report.
Purchases and payables	With there being significant purchasing activity, there is a risk that payables could be understated, omitted or recorded in the incorrect period.	<ul style="list-style-type: none"> Audit procedures performed included a review of controls around the purchasing cycle, performing analytical review of variances in accounts, test of details in relation to operating expense accounts, and performing substantive procedures on cut off testing. As in prior years, some purchase invoices arrived after the year-end and were not accrued, but the amount was concluded to be immaterial. Management totalled the amount of late invoices received and we agree with their assessment that the misstatement is not material either individually or in conjunction with other misstatements.
Employee compensation	The amount and volume of employee compensation expenses, together with the need to value and accrue certain elements of the expense, increase the risk of a material misstatement occurring.	<ul style="list-style-type: none"> Audit procedures performed included a review of controls around maintenance of employee Masterfile and related payroll, test of details in relation to employee compensation accounts, analytical review for accrued salaries, contributions and benefits plan, and review of assumptions used by actuary in valuation of employee future benefits. Our audit procedures did not uncover any significant findings to report.

Accounting practices

Area of focus	Matter	Our response and findings
Allowance for doubtful accounts	This account is a significant estimate due to the subjectivity of the allowance and vulnerability to management manipulation.	<ul style="list-style-type: none"> The estimate for the reserve for bad debts is made by management on an individual by customer basis, considering payment history and how many days the account has been outstanding. Our audit procedures included a review of management's process and testing the aged accounts receivable listing. We noted that the allowance for doubtful accounts was higher this year due to the fact that receivables, as a whole, increased (because of difficulties in performing collection activities as a result of the cybersecurity incident). We recognized that the allowance percentages used in the model had not been changed, however as a result of our audit work related to this estimate, nothing came to our attention that would lead us to believe that the estimate was materially misstated.

Area of focus	Matter	Our response and findings
Unfunded accrued payroll benefits	This account is a significant estimate due to the subjectivity of the inputs used: interest, inflation and escalation rate range.	<ul style="list-style-type: none"> • Accrued payroll benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans is accrued based on projected benefits as the employees render services necessary to earn future benefits. • Audit procedures performed include reviewing the actuarial report for appropriateness of inputs used and assumptions used in the report. • Management communicated to us last year that they had decided not to adjust the employee future benefit obligation to match the actuary's projections due to the fact that the reduction would reverse in the following year's financial statements. Therefore, this year the adjustments related to both the prior year and the current year were recorded and the closing balance now agrees to that per the actuary's report. We have included a passed adjustment in the uncorrected misstatements section of our report due to the fact that the 2022 adjustment was made in the 2023 fiscal year.
Estimation of useful life of tangible capital assets and the related amortization of tangible capital assets and deferred capital contributions	This account is a significant estimate due to the magnitude of the estimate and opportunity for manipulation.	<ul style="list-style-type: none"> • The estimate for the useful life and related amortization of capital assets is made by management on an asset by asset basis, considering the historical useful life and rates of similar assets. • Our audit procedures included testing management's assessment of useful lives and amortization rates on property and equipment purchased in the year and completing a reasonability calculation on related amortization. • As a result of our audit work related to this estimate, nothing came to our attention that would lead us to believe that the estimate was materially misstated.
Asset retirement obligation	This year, the College adopted PS 3280 Asset retirement obligations. The College was required to use the modified retroactive method in transitioning to the standard, which requires the comparative balances to be restated.	<ul style="list-style-type: none"> • We traced abatement costs to original building inspection reports to ensure accuracy of the gross obligation amounts and present value calculation. • We compared the financial statement adjustments and disclosures against the requirements of the accounting standards. • As a result of our work, we determined that management's calculation of the obligation was reasonable. However, certain updates needed to be made to the comparative figures and disclosures to comply with the requirements of the standards and we assisted management in making these updates.

Adjustments and uncorrected misstatements

Adjustments

We have no adjusted misstatements to report.

Uncorrected misstatements

Our audit identified the unadjusted non-trivial misstatements noted below.

Description	Increase (Decrease)						Income effect	
	Statement of Financial Position							
	Assets	Liabilities	Non-financial assets	Opening accumulated surplus	Earnings			
To reflect the reversing effect of prior year uncorrected misstatement on the employee future benefit liability	\$ -	\$ -	\$ -	\$ 534,400	\$ (534,400)			
Total	\$ -	\$ -	\$ -	\$ 534,400	\$ (534,400)			

We have discussed the unadjusted misstatements with management and requested that the identified amounts be adjusted. The amounts have not been adjusted for as management does not consider the uncorrected misstatement to be qualitatively or quantitatively material to the financial statements.

Summary of disclosure matters

Our audit did not identify any unadjusted non-trivial misstatements of disclosure matters.

Other reportable matters

Internal control

The audit is designed to express an opinion on the financial statements. We obtain an understanding of internal control over financial reporting to the extent necessary to plan the audit and to determine the nature, timing and extent of our work. Accordingly, we do not express an opinion on the effectiveness of internal control.

If we become aware of a deficiency in your internal control over financial reporting, the auditing standards require us to communicate to Finance, Audit and Risk Review Committee those deficiencies we consider significant. However, a financial statement audit is not designed to provide assurance on internal control.

Cooperation during the audit

We report that we received full cooperation during the performance of our audit (given that majority of the audit was performed using a hybrid of onsite and remote this was again especially relevant this year). To our knowledge, we were provided access to all necessary records and other documentation and any issues that arose as a result of our audit were discussed with management and have been resolved to our satisfaction.

Regulatory matters

The Office of the Auditor General (“OAG”) audits the Summary Financial Statements of the Province of British Columbia which include the financial information of the College. As part of their audit of the Province’s Summary Financial Statements they require us as the auditors of the College to perform certain audit procedures, provide copies of certain documents, and confirm certain matters to them by early June 2023. Consistent with prior years we will make arrangements with the College management in order to ensure that the required reporting is completed within the specified deadlines.

Since the OAG will be relying on the financial statements and those financial statements will have departures from PSAS with respect to the restricted contribution regulation, the OAG will need to be able to determine the amount, if any, by which the financial statements would have been different in relation to non-Provincial contributions had they been prepared in accordance with PSAS. Therefore, the OAG will require additional information such that the impact of any departure from PSAS in the reporting of non-Provincial contributions can be assessed. We will compile this information and provide it to the OAG in their prescribed format.

Technical updates – highlights


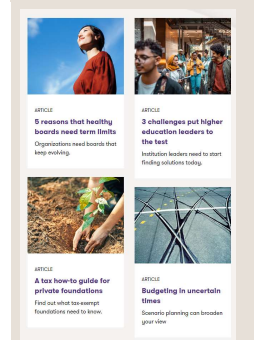
Accounting and assurance

There are no relevant new accounting or auditing standards issued that have not already been previously communicated to you. Please refer to our report on the audit strategy issued on December 6, 2022 for information about upcoming standards.

Thought Leadership

We are leaders in the not-for-profit and education sectors, and we pass our knowledge on to our clients through numerous “Thought Leadership” publications, including the following. If you would like to receive any of the following documents, please reach out to Tyler.Neels@ca.gt.com or John.Calder@ca.gt.com.

 <p>ESG</p> <p>What are corporate value chain (scope 3) emissions?</p> <p>18 Apr 2023</p>	<p>Environmental, Social and Governance Considerations</p> <p>What are corporate value chain (scope 3) emissions? (grantthornton.ca)</p>
 <p>FEDERAL BUDGET 2023</p> <p>Summary: Federal Budget 2023</p> <p>2 min read 28 Mar 2023</p>	<p>Federal Budget 2023</p> <p>Federal Budget 2023 (grantthornton.ca)</p>

 <p>BUDGET 2023</p> <p>Summary: British Columbia Budget 2023</p> <p>2 min read 01 Mar 2023</p>	<p>BC Budget 2023</p> <p>Summary: British Columbia Budget 2023 Grant Thornton (grantthornton.ca)</p>
 <p>ARTICLE</p> <p>5 reasons that healthy boards need term limits. Organizations need boards that keep evolving.</p> <p>ARTICLE</p> <p>3 challenges put higher education leaders to the test. Institution leaders need to start finding solutions today.</p> <p>ARTICLE</p> <p>A tax how-to guide for private foundations. Find out what tax-exempt foundations need to know.</p> <p>ARTICLE</p> <p>Budgeting in uncertain times. Scenario planning can broaden your view.</p>	<p>Not-for-profit and Higher Education Insights</p> <p>Not-for-profit and higher education Grant Thornton (grantthornton.com)</p>

Appendix A – Draft Independent auditor's report



Independent auditor's report

Grant Thornton LLP
200-1633 Ellis Street
Kelowna, BC
V1Y 2A8

T +1 250 712 6800
F +1 250 712 6850

To the Board of Governors of
Okanagan College and the Ministry of Post-Secondary Education and Future Skills:

Opinion

We have audited the financial statements of Okanagan College ("the College"), which comprise the statement of financial position as at March 31, 2023, and the statement of operations and accumulated surplus, statement of remeasurement gains and losses, statement of changes in net debt, and statement of cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying financial statements of Okanagan College as at and for the year ended March 31, 2023 are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia ("Section 23.1").

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 College 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.

Emphasis of Matter – Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

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

Management is responsible for the preparation of these financial statements in accordance with Section 23.1, 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 College's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the College'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 College'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 College'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 College to cease to continue as a going concern.

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.

Kelowna, Canada
May 17, 2023

Chartered Professional Accountants

Appendix B – Draft Management representation letter

DRAFT

OKANAGAN COLLEGE

1000 K.L.O. Road
Kelowna, BC V1Y 4X8

May 17, 2023

Grant Thornton LLP
Chartered Professional Accountants
200 - 1633 Ellis Street
Kelowna, BC V1Y 2A8

Dear Sirs/Mesdames:

We are providing this letter in connection with your audit of the financial statements of Okanagan College ("the College") as of March 31, 2023, and for the year then ended, for the purpose of expressing an opinion as to whether the financial statements of the College are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia ("Section 23.1").

We acknowledge that we have fulfilled our responsibilities for the preparation of the financial statements in accordance with Section 23.1 and for the design and implementation of internal controls to prevent and detect fraud and error. We have assessed the risk that the financial statements may be materially misstated as a result of fraud, and have determined such risk to be low. Further, we acknowledge that your examination was planned and conducted in accordance with Canadian generally accepted auditing standards (GAAS) so as to enable you to express an opinion on the financial statements. We understand that while your work includes an examination of the accounting system, internal controls and related data to the extent you considered necessary in the circumstances, it is not designed to identify, nor can it necessarily be expected to disclose, fraud, shortages, errors and other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We confirm, to the best of our knowledge and belief, as of May 17, 2023, the following representations made to you during your audit.

Financial statements

1. The financial statements referred to above are prepared, in all material respects, in accordance with Section 23.1, as agreed to in the terms of the audit engagement.

Completeness of information

2. We have made available to you all financial records and related data and all minutes of the meetings of directors and committees of directors, as agreed in the terms of the audit engagement. Summaries of actions of recent meetings for which minutes have not yet been prepared have been provided to you. All significant board and committee actions are included in the summaries.
3. We have provided you with unrestricted access to persons within the College from whom you determined it necessary to obtain audit evidence.
4. There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
5. There were no restatements made to correct a material misstatement in the prior period financial statements that affect the comparative information.

6. We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
7. We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
8. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting of which we are aware.
9. We have identified to you all known related parties and related party transactions, including sales, purchases, loans, transfers of assets, liabilities and services, leasing arrangements, guarantees, non-monetary transactions and transactions for no consideration.
10. You provided a non-audit service by reviewing and assisting us with drafting the financial statements and related notes. In connection with this non-audit service, we confirm that we have made all management decisions and performed all management functions, have the knowledge to evaluate the accuracy and completeness of the financial statements, and accept responsibility for such financial statements.

Fraud and error

11. We have no knowledge of fraud or suspected fraud affecting the College involving management; employees who have significant roles in internal control; or others, where the fraud could have a non-trivial effect on the financial statements.
12. We have no knowledge of any allegations of fraud or suspected fraud affecting the College's financial statements communicated by employees, former employees, analysts, regulators or others.
13. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
14. We believe that the effects of the uncorrected financial statement misstatements summarized in the accompanying schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Recognition, measurement and disclosure

15. We believe that the methods, significant assumptions and data used by us in making accounting estimates and related disclosures are appropriate to achieve recognition, measurement and disclosure that is in accordance with Section 23.1.
16. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities, both financial and non-financial, reflected in the financial statements.
17. All related party transactions have been appropriately measured and disclosed in the financial statements. Key management personnel have not identified related party transactions, that may have occurred at a value different from which would have been arrived at if the parties were unrelated.
18. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
19. All outstanding and possible claims, whether or not they have been discussed with legal counsel, have been disclosed to you and are appropriately reflected in the financial statements.
20. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.

21. With respect to environmental matters:
- a) at year end, there were no liabilities or contingencies that have not already been disclosed to you;
 - b) liabilities or contingencies have been recognized, measured and disclosed, as appropriate, in the financial statements; and
 - c) commitments have been measured and disclosed, as appropriate, in the financial statements.
22. The College has satisfactory title to (or lease interest in) all assets, and there are no liens or encumbrances on the College's assets nor have any been pledged as collateral.
23. We have disclosed to you, and the College has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
24. The Goods and Services Tax (GST) transactions recorded by the College are in accordance with the federal and provincial regulations. The GST liability/receivable amounts recorded by the College are considered complete.
25. Employee future benefit costs, assets, and obligations have been determined, accounted for and disclosed in accordance with the requirements of PS 3255 *Post-Employment benefits, Compensated absences and Termination benefits* of the Chartered Professional Accountants (CPA) Public Sector Accounting Handbook.
26. There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements. Further, there have been no events subsequent to the date of the comparative financial statements that would require adjustment of those financial statements and related notes.
27. Transition adjustments and related required disclosures made as part of our transition to PS 3280 Asset retirement obligations using the modified retroactive method in transitioning are complete, they have been appropriately recognized, measured and presented in accordance with Public Sector Accounting Standards.

Other

28. We have considered whether or not events have occurred or conditions exist that may cast significant doubt on the College's ability to continue as a going concern and have concluded that no such events or conditions are evident.

Yours very truly,

Curtis Morcom
Vice President, Employee and Corporate Services

Jackie Dueck
Director, Financial Services

Okanagan College					
Summary of Passed Adjusting Journal Entries					
March 31, 2023					
	Increase (decrease) of:				
	Assets	Liabilities	Opening accumulated surplus	Annual surplus	
To reflect the reversing effect of prior year uncorrected misstatement on the employee future benefit liability	\$ -	\$ -	\$ 534,400	\$ (534,400)	
Total	\$ -	\$ -	\$ 534,400	\$ (534,400)	

DRAFT

Independent auditor's report

Grant Thornton LLP
200-1633 Ellis Street
Kelowna, BC
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To the Board of Governors of
Okanagan College and the Ministry of Post-Secondary Education and Future Skills:

Opinion

We have audited the financial statements of Okanagan College ("the College"), which comprise the statement of financial position as at March 31, 2023, and the statement of operations and accumulated surplus, statement of remeasurement gains and losses, statement of changes in net debt, and statement of cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying financial statements of Okanagan College as at and for the year ended March 31, 2023 are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia ("Section 23.1").

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 College 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.

Emphasis of Matter – Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

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

Management is responsible for the preparation of these financial statements in accordance with Section 23.1, 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 College's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the College'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 College'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 College'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 College to cease to continue as a going concern.

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.

Kelowna, Canada
May 17, 2023

Chartered Professional Accountants

STATEMENT 1

OKANAGAN COLLEGE
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2023

	March 31 2023	March 31 2022 Restated
Financial assets		
Cash and cash equivalents	\$ 31,022,319	\$ 27,765,101
Investments (note 3)	11,959,044	11,673,385
Accounts receivable (note 4)	5,197,236	2,104,030
Inventory for resale (note 5)	443,139	456,045
	48,621,738	41,998,561
Liabilities		
Accounts payable and accrued liabilities (note 7)	20,063,151	14,139,917
Long term debt (note 8)	2,535,824	2,742,946
Deferred revenues (note 9)	18,487,779	16,289,211
Asset retirement obligation (note 10)	532,825	516,628
Employee future benefit obligations (note 11)	12,015,000	11,891,000
Deferred contributions for tangible capital assets (note 12)	133,698,346	120,602,809
	187,332,925	166,182,511
Net debt	(138,711,187)	(124,183,950)
Non-financial assets		
Prepaid expenses and deposits	1,219,770	658,952
Tangible capital assets (note 6)	161,311,462	148,925,572
	162,531,232	149,584,524
Accumulated surplus (note 13)	\$ 23,820,045	\$ 25,400,574
Accumulated surplus is comprised of:		
Accumulated surplus	\$ 22,259,589	\$ 23,211,061
Accumulated remeasurement gains	1,560,456	2,189,513
	\$ 23,820,045	\$ 25,400,574
Commitments and contingencies (note 15)		

Approved on behalf of the Board:

Chair, Board of Governors

President

OKANAGAN COLLEGE
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEAR ENDED MARCH 31, 2023

	Budget		
	2023	2023	2022 Restated
Revenue			
Government grants	\$ 66,125,595	\$ 68,294,167	\$ 67,176,108
Tuition and other fees	48,090,334	41,914,135	38,779,742
Ancillary service sales	4,600,284	3,801,772	3,419,727
Contract services	3,979,656	2,825,286	2,266,791
Other administration fees and sundry	753,792	1,312,475	907,147
Investment income	450,000	1,487,696	899,985
Amortization of deferred contributions for tangible capital assets	5,677,692	5,701,612	5,763,437
	<u>129,677,353</u>	<u>125,337,143</u>	<u>119,212,937</u>
Expense (note 17)			
Instruction and academic support	75,179,021	70,360,819	68,187,813
Facility and institutional support	23,258,645	24,633,409	21,844,667
Enrolment management and student support	20,180,819	20,241,643	17,831,115
Ancillary operations	3,463,390	2,699,992	3,502,492
Amortization of tangible capital assets	8,198,156	8,213,325	8,211,719
Interest on long term debt	139,427	139,427	139,427
	<u>130,419,458</u>	<u>126,288,615</u>	<u>119,717,233</u>
Annual deficit	(742,105)	(951,472)	(504,296)
Accumulated surplus, as previously stated	23,727,689	23,211,061	24,216,280
Adoption of new accounting policy (note 2)	-	-	(500,923)
Restated accumulated surplus, beginning of year	<u>23,727,689</u>	<u>23,211,061</u>	<u>23,715,357</u>
Accumulated surplus, end of year	<u>\$ 22,985,584</u>	<u>\$ 22,259,589</u>	<u>\$ 23,211,061</u>

STATEMENT 3

OKANAGAN COLLEGE
STATEMENT OF REMEASUREMENT GAINS AND LOSSES
FOR THE YEAR ENDED MARCH 31, 2023

	2023	2022
Accumulated remeasurement gains, beginning of year	<u>\$ 2,189,513</u>	<u>\$ 2,367,821</u>
Unrealized (loss) gain on investments	(523,478)	202,776
Realized gain on investments, reclassified to statement of operations	<u>(105,579)</u>	<u>(381,084)</u>
Net remeasurement losses for the year	<u>(629,057)</u>	<u>(178,308)</u>
Accumulated remeasurement gains, end of year	<u>\$ 1,560,456</u>	<u>\$ 2,189,513</u>

OKANAGAN COLLEGE
STATEMENT OF CHANGES IN NET DEBT
FOR THE YEAR ENDED MARCH 31, 2023

	Budget		
	2023	2023	2022
			Restated
Annual deficit	\$ (742,105)	\$ (951,472)	\$ (504,296)
Acquisition of tangible capital assets	(37,703,000)	(20,599,215)	(10,428,554)
Amortization of tangible capital assets	8,198,156	8,213,325	8,211,719
	<u>(30,246,949)</u>	<u>(13,337,362)</u>	<u>(2,721,131)</u>
Acquisition of prepaid expenses and deposits	-	(1,219,770)	(658,952)
Use of prepaid expenses and deposits	-	658,952	601,068
	<u>-</u>	<u>(560,818)</u>	<u>(57,884)</u>
Net remeasurement losses	-	(629,057)	(178,308)
Increase in net debt	(30,246,949)	(14,527,237)	(2,957,323)
Net debt, as previously stated	(123,667,322)	(124,183,950)	(120,725,704)
Adoption of new accounting policy (note 2)	-	-	(500,923)
Restated net debt, beginning of year	<u>(123,667,322)</u>	<u>(124,183,950)</u>	<u>(121,226,627)</u>
Net debt, end of year	<u>\$ (153,914,271)</u>	<u>\$ (138,711,187)</u>	<u>\$ (124,183,950)</u>

OKANAGAN COLLEGE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2023

	2023	2022
		Restated
Net cash inflow (outflow) related to the following activities		
Operating activities		
Annual deficit	\$ (951,472)	\$ (504,296)
Adjust for non-cash items:		
Realized gain on disposal of investments	(105,579)	(381,084)
Actuarial adjustment on long term debt	(14,237)	79,526
Accretion expense	16,197	15,705
Amortization of deferred contributions for tangible capital assets	(5,701,612)	(5,763,437)
Amortization of tangible capital assets	8,213,325	8,211,719
	<u>1,456,622</u>	<u>1,658,133</u>
Changes in non-cash working capital		
Accounts receivable	(3,093,206)	(442,357)
Prepaid expenses and deposits	(560,818)	(57,884)
Inventory for resale	12,906	294,407
Accounts payable and accrued liabilities	5,923,234	2,484,612
Deferred revenues	2,198,568	3,416,691
Employee future benefit obligations	124,000	-
	<u>6,061,306</u>	<u>7,353,602</u>
Capital activities		
Acquisition of tangible capital assets	(20,599,215)	(10,428,554)
Investing activities		
Purchase of investments	(1,109,137)	(358,013)
Proceeds from disposal of investments	300,000	927,500
	<u>(809,137)</u>	<u>569,487</u>
Financing activities		
Deferred contributions for tangible capital assets	18,797,149	7,352,622
Repayment of long term debt	(192,885)	(192,885)
	<u>18,604,264</u>	<u>7,159,737</u>
Increase in cash and cash equivalents	3,257,218	4,654,272
Cash and cash equivalents at beginning of year	<u>27,765,101</u>	<u>23,110,829</u>
Cash and cash equivalents at end of year	<u>\$ 31,022,319</u>	<u>\$ 27,765,101</u>

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

Okanagan College (the College) was designated by Order in Council on November 26, 2004, and began operations July 1, 2005. The College operates under the authority of the College and Institute Act of British Columbia. The College is a not-for-profit entity and is exempt from income tax under Section 149 of the Income Tax Act.

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of accounting

These financial statements are the responsibility of, and have been prepared by, management in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This Section requires that the financial statements be prepared in accordance with Canadian public sector accounting standards (PSAS) except regarding the accounting for government transfers as set out below.

In September 2010, the Province of British Columbia Treasury Board ("Treasury Board") provided directive through Government Organization Accounting Standards Regulation 257/2010 requiring all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sector to adopt Canadian public sector accounting standards of the Chartered Professional Accountants of Canada (CPA Canada) without not-for-profit provisions in their first fiscal year commencing on or after January 1, 2012. In March 2011, the Public Sector Accounting Board released a new *Section PS 3410 Government Transfers*. In November 2011, the Treasury Board provided a directive through Restricted Contributions Regulation 198/2011 providing direction for the reporting of restricted contributions whether they are received or receivable by the College before or after this regulation was in effect. The Treasury Board direction on the accounting treatment of restricted contributions is as described in Note 1(d).

Section 23.1 of the Budget Transparency and Accountability Act and its related regulations require the College to recognize government transfers for tangible capital assets into revenue on the same basis as the related amortization expense. As these transfers do not contain stipulations that create a liability, Canadian public sector accounting standards would require these transfers to be fully recognized as revenue in the year received. If these amounts were recognized as revenue in the year received, the financial statements of the College would be adjusted as follows:

- Year ended March 31, 2022 – increase in revenue and annual surplus of \$1,810,966.
- March 31, 2022 – increase in accumulated surplus and decrease in deferred contributions for tangible capital assets of \$116,428,106.
- Year ended March 31, 2023 – increase in revenue and annual surplus of \$13,523,753.
- March 31, 2023 – increase in accumulated surplus and decrease in deferred contributions for tangible capital assets of \$129,951,859.

(b) 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.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Financial instruments

A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The financial assets and liabilities portray these rights and obligations in the financial statements. The College recognizes a financial instrument when it becomes a party to a financial instrument contract.

Financial instruments consist of cash and cash equivalents, investments, accounts receivable, accounts payable and accrued liabilities, and long-term debt.

All financial instruments are initially recorded at fair value. All financial assets and liabilities are subsequently recorded at cost or amortized cost except for investments, which are recorded at fair value. The associated transaction costs for financial instruments that are subsequently measured at cost or amortized cost are added to their carrying value upon initial recognition. Transaction costs associated with financial instruments subsequently measured at fair value are expensed as incurred. Transaction costs are incremental costs directly attributable to the acquisition or issue of a financial asset or a liability.

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations. Interest and dividends attributable to financial instruments are reported in the statement of operations. All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded 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 original carrying value of the asset.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

(d) Revenue recognition

Revenue from tuition fees is recognized as revenue over the course of the program. Any portion of the tuition fee revenue relating to the period after March 31 is deferred to the next fiscal year.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the College or the transfer of property is completed.

The accounting treatment for restricted contributions is not consistent with the requirements of Canadian public sector accounting standards which require that government transfers be recognized as revenue when approved by the transferor and eligibility criteria have been met unless the transfer contains a stipulation that meets the criteria for liability recognition in which case the transfer is recognized as revenue over the period that the liability is extinguished. See Note 1 (a) for the impact of this policy on these financial statements.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Revenue recognition (continued)

Restricted donations and grants are reported as revenue depending on the nature of the restrictions placed on the use of the funds by the contributors as follows:

- I. Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services, are recorded and referred to as deferred contributions for tangible capital assets and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred contributions for tangible capital assets and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- II. Contributions restricted for specific purposes other than those to be held in perpetuity or for the acquisition or development of a depreciable tangible capital asset are recorded as deferred revenues and recognized in revenue in the year in which the stipulation or restriction on the contribution has been met.
- III. Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent, are recorded as direct increases to accumulated surplus for the portion to be held in perpetuity and as deferred contributions for the investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

Externally restricted non-capital contributions are deferred and recognized as revenue in the period in which the related expenses are incurred. Externally restricted amounts can only be used for purposes designated by external parties.

Donations and post construction contributions for tangible capital assets that are not externally restricted are recognized as revenue when they are received. Post construction capital contributions are contributions received after the completion of a tangible capital asset.

Ancillary sales are recognized when the product or service is provided to the consumer.

Contributed goods and services received and used in operations of the College are recognized as revenues and expenses only to the extent that their fair values can be reasonably determined or estimated.

(e) Inventory for resale

Inventories held for resale are recorded at the lower of cost and net realizable value. Costs are assigned using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less any applicable selling expenses.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(g) Prepaid expenses

Prepaid expenses include licences and contract payments. Prepaid expenses are recognized as an expense in the future periods expected to benefit from them.

(h) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to the acquisition, construction, development, or betterment of the asset as well as the cost of the asset retirement obligations. Interest is not capitalized when external debt is issued to finance the construction of tangible capital assets. The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value.

Category	Years
Site improvements	10
Buildings	40
Furniture and equipment	5
Computer equipment	5
Leasehold improvements	3

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value.

(i) Employee future benefits

The College and its employees make contributions to the College Pension Plan and the Municipal Pension Plan which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service, and highest earnings averaged over five years. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any College contributions to the plans are expensed as incurred.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Employee future benefits (continued)

Sick leave benefits and retirement severance benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected average remaining service life of the employees.

(j) Asset retirement obligations

Liabilities are recognized for statutory, contractual, or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development, or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs are capitalized into the carrying amount of the related tangible capital asset. In subsequent periods, the liability is adjusted for accretion and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and the accretion expense is included in the Statement of Operations.

(k) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the annual budget approved by the Board of Governors of the College on March 22, 2022. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

(l) Use of estimates

The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the useful life of tangible capital assets and amortization of deferred contributions for tangible capital assets, the amount of allowance for doubtful accounts, deferral of tuition revenue, asset retirement obligation, and the valuation of employee future benefit obligations. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) Liability for contaminated sites

Contaminated sites are a result of a chemical, organic or radioactive materials or a live organism being introduced into air, soil, water, or sediment in concentrations that exceed the maximum acceptable amounts under an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the College
 - is directly responsible; or
 - accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

2. CHANGE IN ACCOUNTING POLICY

On April 1, 2022, the College adopted Public Sector Accounting Standard PS 3280, Asset Retirement Obligations. This new standard establishes standards for recognition, measurement, presentation, and disclosure of legal obligations associated with the retirement of tangible capital assets and replaces PS 3270 Solid Waste Landfill Closure and Post-closure Liability.

The College has chosen the modified retroactive application of the standard. This method requires a liability to be recognized for existing asset retirement obligations, adjusted for accretion to date, based on the present value of the obligation as at the date it arose, the asset acquisition date. The discount rate and assumptions used in calculating these amounts are those that applied on April 1, 2022. The standard also requires the comparative information to be restated. Adoption of the standard resulted in the recognition of a \$500,923 asset retirement obligation on transition, which required the opening accumulated surplus to be restated from \$24,216,280 to \$23,715,357.

3. INVESTMENTS

Investments are invested through RBC Phillips Hager & North:

	<u>2023</u>	<u>2022</u>
Investments held at fair value:		
Fixed income	\$ 5,452,922	\$ 5,306,176
Equity investments	5,994,194	6,367,209
Alternative investments	<u>511,928</u>	<u>-</u>
	<u>\$ 11,959,044</u>	<u>\$ 11,673,385</u>

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

4. ACCOUNTS RECEIVABLE

The following table shows the categories of accounts receivable and the related provision for doubtful accounts:

	<u>2023</u>	<u>2022</u>
Student receivables	\$ 949,269	\$ 397,956
Trade and other receivables	<u>4,862,521</u>	<u>1,927,027</u>
	5,811,790	2,324,983
Less: Allowance for doubtful accounts	<u>(614,554)</u>	<u>(220,953)</u>
	<u>\$ 5,197,236</u>	<u>\$ 2,104,030</u>

5. INVENTORY FOR RESALE

Inventories recognized in the statement of financial position can be analyzed as follows:

	<u>2023</u>	<u>2022</u>
Bookstore	\$ 441,933	\$ 444,686
Other	<u>1,206</u>	<u>11,359</u>
	<u>\$ 443,139</u>	<u>\$ 456,045</u>

In 2023, a total of \$1,579,127 (2022 - \$1,929,290) of inventories were included in the Statement of Operations and Accumulated Surplus as an expense. This includes an amount of \$27,011 (2022 - \$214,816) resulting from write-down of inventories.

None of the inventories are pledged as security for liabilities.

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

6. TANGIBLE CAPITAL ASSETS

The following tables show the cost, additions, transfers, disposals, accumulated amortization, and net book value of the College's tangible capital assets:

As at March 31, 2023						
	Land and site improvements	Buildings	Furniture and equipment	Computer equipment	Assets under construction	2023 Total
Cost						
Opening balance	\$ 19,778,644	\$ 203,384,343	\$ 63,371,299	\$ 17,579,364	\$ 783,374	\$ 304,897,024
Additions/ transfers	79,512	3,512,329	1,307,070	1,008,358	14,691,946	20,599,215
Closing Balance	19,858,156	206,896,672	64,678,369	18,587,722	15,475,320	325,496,239
Accumulated Amortization						
Opening balance	11,722,080	69,549,422	59,335,578	15,364,372	-	155,971,452
Amortization	1,064,270	4,665,556	1,576,932	906,567	-	8,213,325
Closing balance	12,786,350	74,214,978	60,912,510	16,270,939	-	164,184,777
Net book value	\$ 7,071,806	\$ 132,681,694	\$ 3,765,859	\$ 2,316,783	\$ 15,475,320	\$ 161,311,462
As at March 31, 2022						
	Land and site improvements	Buildings	Furniture and equipment	Computer equipment	Assets under construction	2022 Total
Cost						
Opening balance	\$ 17,167,177	\$ 198,661,596	\$ 62,012,922	\$ 16,549,905	\$ 76,870	\$ 294,468,470
Additions/ transfers	2,611,467	4,722,747	1,358,377	1,029,459	706,504	10,428,554
Closing Balance	19,778,644	203,384,343	63,371,299	17,579,364	783,374	304,897,024
Accumulated Amortization						
Opening balance	10,657,420	64,890,375	57,720,845	14,491,093	-	147,759,733
Amortization	1,064,660	4,659,047	1,614,733	873,279	-	8,211,719
Closing balance	11,722,080	69,549,422	59,335,578	15,364,372	-	155,971,452
Net book value	\$ 8,056,564	\$ 133,834,921	\$ 4,035,721	\$ 2,214,992	\$ 783,374	\$ 148,925,572

Assets under construction

Assets under construction as at March 31, 2023, represent work in progress of \$15,475,320 (2022 - \$783,374) on the housing projects in Salmon Arm, Vernon and Kelowna and the Aircraft Maintenance building in Vernon. Amortization of these assets will commence when the assets are put into service.

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

The following table shows the categories of accounts payable and accrued liabilities:

	<u>2023</u>	<u>2022</u>
Trade payables	\$ 4,350,651	\$ 2,643,621
Accrued payables	2,938,596	812,022
Wage payables	4,224,843	4,700,360
Student payables	<u>8,549,061</u>	<u>5,983,914</u>
	<u>\$ 20,063,151</u>	<u>\$ 14,139,917</u>

8. LONG TERM DEBT

	<u>2023</u>	<u>2022</u>
Province of British Columbia - Centre for Learning \$4,162,000 bond, 3.35%, unsecured, sinking fund contributions at \$192,885 annually plus semi-annual interest of \$69,714, due June 9, 2029. Debt is reported net of sinking fund. The sinking fund balance in 2023 is \$1,626,176 (2022 - \$1,419,054).	<u>\$ 2,535,824</u>	<u>\$ 2,742,946</u>

(a) Sinking fund installments and retirement provisions

Aggregate payments for the next five fiscal years to meet sinking fund installments on externally restricted sinking funds are:

2023-2024	\$ 192,885
2024-2025	192,885
2025-2026	192,885
2026-2027	192,885
2027-2028	<u>192,885</u>
	<u>\$ 964,425</u>

(b) Operating line of credit

The College has an operating line of credit with TD Canada Trust for an authorized amount of \$2,500,000, bearing interest at bank prime rate minus 0.5% on outstanding balances. On March 31, 2023, the balance outstanding on the operating line of credit was \$nil (2022 - \$nil).

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

9. DEFERRED REVENUES

The following table shows the categories of deferred revenues:

	<u>2023</u>	<u>2022</u>
Deferred tuition	\$ 7,142,875	\$ 6,842,256
Deferred government grants	10,442,382	8,092,204
Deferred other revenue	<u>902,522</u>	<u>1,354,751</u>
	<u>\$ 18,487,779</u>	<u>\$ 16,289,211</u>

10. ASSET RETIREMENT OBLIGATION

The asset retirement obligation is related to asbestos and other hazardous materials that have been identified in the Colleges buildings. The estimated undiscounted asset retirement obligation is \$956,926 (2022 - \$956,926). A discount rate of 3.13% (2022 – 3.13%), the BC weighted average effective rate as at March 31, 2022, was used to calculate the present value of the asset retirement obligation. The modified retroactive application was adopted and the timing of these expenditures is estimated to occur between 2024 and 2043 with regular replacement, renovation or disposal of assets.

	<u>2023</u>	<u>2022</u> Restated
Opening balance	\$ 516,628	\$ 500,923
Accretion costs	<u>16,197</u>	<u>15,705</u>
	<u>\$ 532,825</u>	<u>\$ 516,628</u>

11. EMPLOYEE FUTURE BENEFITS

(a) Pension benefits

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2022, the College Pension Plan has about 16,600 active members, and approximately 10,100 retired members. As at December 31, 2022, the Municipal Pension Plan has about 240,000 active members, including approximately 7,000 from colleges.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

11. EMPLOYEE FUTURE BENEFITS (continued)

(a) Pension benefits (continued)

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2021 indicated a \$202 million surplus for basic pension benefits on a going concern basis.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The Okanagan College paid \$6,752,254 (2022 - \$6,615,251) for employer contributions to the plans in fiscal 2023.

The next valuation for the College Pension Plan will be as at August 31, 2024. The next valuation for the Municipal Pension Plan will be as at December 31, 2024, with results available in 2025.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for the plans in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

(b) Employee future benefit obligations

The College does not establish plan assets to fund the employee future benefit obligations. The College has been providing and will continue to provide for the payment of these benefits as they become due.

Employees of the College are entitled to sick leave in accordance with the terms and conditions of their employment contracts. Sick leave credits accumulate for employees of the College. As they render services, they earn the right to the sick leave benefit. The College recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits.

Retirement benefit payments represent the College's share of the cost to provide employees with various benefits upon retirement. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed as at March 31, 2021. The next valuation will be as at March 31, 2024 with results available in 2024.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

11. EMPLOYEE FUTURE BENEFITS (continued)

(b) Employee future benefit obligations (continued)

Information about liabilities for the College's employee future benefit obligations is as follows:

	<u>2023</u>	<u>2022</u>
Employee future benefit obligations		
Balance, beginning of year	\$ 15,742,600	\$ 16,816,000
Current service cost	1,322,900	1,259,900
Interest cost	445,900	459,400
Benefits paid	(1,740,700)	(2,792,700)
Balance, end of year	<u>15,770,700</u>	<u>15,742,600</u>
Unamortized actuarial loss	(3,755,700)	(4,386,000)
Adjustments	-	534,400
Employee future benefit obligations, end of year	<u>\$ 12,015,000</u>	<u>\$ 11,891,000</u>
Components of net benefit expense		
	<u>2023</u>	<u>2022</u>
Service cost	\$ 1,322,900	\$ 1,259,900
Interest cost	445,900	459,400
Amortization of net actuarial loss	630,300	539,000
Net benefit expense	<u>\$ 2,399,100</u>	<u>\$ 2,258,300</u>

The actuarial assumptions adopted in preparing the College's accrued benefit liability are as follows:

	<u>2023</u>	<u>2022</u>
Interest (discount) rate	2.78%	2.78%
Wages and salary escalation rate range	2 – 4%	2 – 4%

The actuarial report noted a temporary decline in future obligation costs in 2022, but also indicates the obligation cost will continue to increase in future years, therefore, the reported obligation was unchanged in 2022 from 2021.

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

12. DEFERRED CONTRIBUTIONS FOR TANGIBLE CAPITAL ASSETS

The amortization of deferred contributions for tangible capital assets is recorded as revenue in the statement of operations and accumulated surplus, and deferred contributions for tangible capital assets represents the unamortized amount of externally restricted contributions received for the purchase of tangible capital assets.

	<u>2023</u>	<u>2022</u>
Balance, beginning of year	\$ 120,602,809	\$119,013,623
Deferred contributions received from:		
Ministry of Post Secondary Education and Future Skills	18,641,344	6,934,254
Research	41,081	77,088
Donations	114,724	341,281
	139,399,958	126,366,246
Less: Amounts amortized to revenue	(5,701,612)	(5,763,437)
Balance, end of year	\$ 133,698,346	\$120,602,809

13. ACCUMULATED SURPLUS

The following table shows the changes in accumulated surplus:

	Operating surplus	Unfunded employee future benefit obligations	Investment in tangible capital assets	Remeasurement gains and losses	2023 Total	2022 Total Restated
Accumulated surplus, as previously stated	\$ 10,038,872	\$ (11,891,000)	\$25,063,189	\$ 2,189,513	\$ 25,400,574	\$ 26,584,101
Adoption of new accounting policy	-	-	-	-	-	(500,923)
Restated accumulated surplus, beginning of year	10,038,872	(11,891,000)	25,063,189	2,189,513	25,400,574	26,083,178
Annual surplus (deficit)	1,686,201	(124,000)	(2,513,673)	-	(951,472)	(504,296)
Net remeasurement losses for the year	-	-	-	(629,057)	(629,057)	(178,308)
Acquisition of tangible capital assets	(1,802,064)	-	1,802,064	-	-	-
Repayment of long term debt	(192,885)	-	192,885	-	-	-
Accumulated surplus, end of year	\$ 9,730,124	\$ (12,015,000)	\$24,544,465	\$ 1,560,456	\$ 23,820,045	\$ 25,400,574

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

14. RELATED PARTY TRANSACTIONS

The College is related through common ownership to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately, are considered to be in the normal course of operations and are recorded at the exchange amount.

15. COMMITMENTS AND CONTINGENCIES

(a) The College has entered into various leases, agreements and contracts with third parties for various services with periods ranging from one to twenty-eight years. The combined annual costs over the next five fiscal years are estimated to be as follows:

2023-2024	\$	1,636,839
2024-2025		927,910
2025-2026		519,419
2026-2027		407,365
2027-2028		411,762
		411,762
	\$	3,903,295

(b) The College is involved in certain legal actions. Some of these legal actions are managed and covered by the University, College and Institute Protection Program. The outcome of these matters cannot be determined at this time. In the event that any claims are successful, it is management's opinion that the settlements of such claims would not have a material effect on the financial position of the College. The resulting loss to the College, if any, will be recorded in the period in which it is determinable.

16. SEGMENTED INFORMATION

Segmentation is defined by the College as groups of activities that have in common that they serve a particular purpose that is unique and meaningful in the post-secondary sector and is well understood by the readers. Costs included in these activities include salaries, wages, contracts, benefits, and non-personnel costs such as consulting, travel, printing, supplies, services, repairs, and maintenance.

The College has identified the following segments and associated groups of activities based upon the functional areas of service as provided by various departments within the College:

(a) Instruction and academic support - This segment includes direct department cost and academic support costs of delivering programs. These costs include personnel and non-personnel operating costs directly held in academic departments.

(continued)

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

16. SEGMENTED INFORMATION (continued)

- (b) Facility and institutional support - This segment captures costs associated with the operation of the following support departments: Board of Governors, Executive Offices, Financial Services, Human Resources, Facilities and Business Services, Information Technology Services, Legal Affairs, and Public Affairs. Costs included within these departments are costs associated with staff recruitment and termination, legal fees, custodial services, grounds maintenance, security, occupational health and safety, and shipping and receiving. In addition, institutional costs such as investment fees, insurance premiums, bank charges, audit fees and employee related costs are included here.
- (c) Enrolment management and student support - This segment, unique to the post-secondary sector, includes enrolment management and student service costs such as student recruitment, student registration, student placement, student counseling and library services. It also includes administrative costs in the Regional Dean's offices in all campus locations, and operating costs for scholarships, fundraising and alumni administration.
- (d) Ancillary operations - This segment includes the activities of the ancillary operations. An ancillary operation is one that provides goods and services to students, staff or others, and that charges a fee directly related to the cost of providing the goods or services. Ancillary operations include parking, food services, student residence and bookstores. Costs associated with this segment include administration and support costs related to these activities.
- (e) Amortization of tangible capital assets - This segment includes the amortization costs of all depreciable assets. Depreciable assets include: site improvements, buildings, furniture and equipment and computer equipment.
- (f) Interest on long term debt - Disclosure is required as a separate item under PS 3230.15(f) of the Canadian public sector accounting standards.

17. EXPENSES BY OBJECT

Total expenses by object are itemized as follows:

	Budget		
	<u>2023</u>	<u>2023</u>	<u>2022</u>
			Restated
Salary and benefits	\$ 95,685,667	\$ 92,699,339	\$ 90,748,605
Supplies and services	26,396,208	25,236,524	20,617,482
Amortization of tangible capital assets	8,198,156	8,213,325	8,211,719
Interest on long term debt	139,427	139,427	139,427
	\$ 130,419,458	\$ 126,288,615	\$119,717,233

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

18. FINANCIAL RISK MANAGEMENT

The College has exposure to the following risks with respect to its financial instruments: credit risk, market risk and liquidity risk.

The Board of Governors ensures that College has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the College if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the College consisting of cash and cash equivalents, investments, and accounts receivable.

The College manages its credit risk through a prudent investment policy approved by the College's Board of Governors. The College's accounts receivable are numerous and diverse and therefore the College has no significant concentration of credit risk. Accounts receivable are carefully monitored and are actively pursued, which includes the use of a collection agency for balances more than three months old. The College's exposure to credit risk is minimal and there was no significant change in exposure from the prior year.

(a) Market risk

Market risk is the risk that changes in market factors, such as interest rates, will affect the College's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on investments.

Interest rate risk is the risk that the fair value of the future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the College is not exposed to significant market or interest rate risk arising from its financial instruments.

(b) Liquidity risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages liquidity risk by continually monitoring actual and forecast cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to its reputation.

OKANAGAN COLLEGE
Notes to the Financial Statements
Year Ended March 31, 2023

19. FAIR VALUE OF FINANCIAL INSTRUMENTS

Canadian public sector accounting standards define the fair value of a financial instrument as the amount at which the instrument could be exchanged in a current transaction between willing parties. The financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The College's investments are all considered to be level 1 financial instruments for which the fair value is determined based on quoted prices in active markets. Changes in fair valuation methods or in the availability of market observable inputs may result in a transfer between levels. During the year there was no transfer of securities between the different levels.

20. COMPARATIVE FIGURES

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



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.4.2

Title:	Line of Credit			
Action Required:	For Approval			
Draft Motion/ Recommendation:	<u>Recommended motion:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve a short-term line of credit with TD Canada Trust in the amount of \$2.5 million as recommended by the Finance, Audit and Risk Review Committee.”</i>			
Background Information & Context:				
<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 April 26, 2023, Canada’s prime rate of interest is 6.7%.</p> <p>The Board of Governors annually reviews and approves continuing this short-term line of credit.</p>				
Additional Attachments:				
<ul style="list-style-type: none"> None 				
Analysis:				
<p>The short-term line of credit of \$2.5 million is the amount that would be needed to bridge a payroll run for the College. The most likely need for the line of credit would be due to a short-term cash flow issue in terms of a timing issue in receiving funds from the government. As an example, we may have a significant capital project underway (i.e Student Housing) where we are required to pay a significant amount to a contractor and for some reason government funding is delayed. Any use of the line of credit would be reported to the Board. (Note: OC has never drawn on this line of credit)</p>				
Alignment to College Integrated Planning:				
Financial Sustainability. The line of credit ensures the ongoing operations of the College.				
Risk Implication & Mitigation Steps:				
Financial. The line of credit reduces financial and reputational risk if there were circumstances that the College was not able to fund a payroll run. We mitigate this overall risk as we complete regular cash flow projections, especially around capital projects, and communicate regularly with the ministry on the status of projects.				
Proposed and Prepared by: <i>(include name and title)</i>		Curtis Morcom, CFO & Vice President, Corporate Services		
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	☒	☒	Neil Fassina, President	5/8/2023
	☒	☒	Finance, Audit and Risk Committee	5/17/2023



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda#: 4.4.3

Title:	Review of Terms of Reference – Finance, Audit and Risk Committee
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Finance, Audit and Risk Committee Terms of Reference as recommended by the Finance, Audit and Risk Committee.”</i></p>
Background Information & Context:	
<p>The Finance, Audit and Risk Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in May 2022. Due to the significant number of governing documents being reviewed at the same time, the Board suggested a review of each Committee’s Terms of Reference after one year before reverting to the three-year review cycle outlined in each Committees’ Terms of Reference.</p>	
Additional Attachments:	
<ul style="list-style-type: none"> • Finance, Audit and Risk Committee Terms of Reference - draft 	
Analysis:	
<p>A summary of proposed additions to the Terms of Reference are as follows:</p> <ul style="list-style-type: none"> • The Finance, Audit and Risk Committee Terms of Reference have been revised to better align them with the College’s Strategic Plan. • The roles of resource staff have been added to the Committee Terms of Reference. • Clarification of how a meeting may be called. • The addition of an Environmental, Sustainable, and Governance lens by which to review the College’s Investment Policy. <p>After a year of use and with minor changes made by the Finance, Audit and Risk Committee, the Board is asked to review and approve the Finance, Audit and Risk Committee’s Terms of Reference. The next review will be scheduled in 2026 as per the Terms of Reference.</p>	
Alignment to College Integrated Planning:	
<p><i>Inspire Plan.</i> The Terms of Reference align the work of the Committee to the Strategic Plan.</p>	
Risk Implication & Mitigation Steps:	
<p><i>Effectiveness and Efficiency. Integration and Focus.</i> This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively.</p>	
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Dale Safinuk, Finance, Audit and Risk Committee Chair	4/20/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Finance, Audit and Risk Committee	5/17/2023

Finance, Audit and Risk Committee

Terms of Reference



Okanagan College Board of Governors

May 2023 - draft

A. PURPOSE

The purpose of the Finance, Audit, and Risk Committee (the "Committee") is to assist the Board of Governors (the "Board") in fulfilling its obligations and responsibilities relating to financial, audit, and risk oversight in alignment to the College's Mission, Vision, and Inspire Strategy. These include, but are not limited to, the College's operating and capital resource planning processes, financial monitoring and reporting, investment activities, internal and external audit processes, the system of internal controls, and enterprise risk.

B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the membership.
- Board Chair (*ex officio*)
- President (*ex officio*)

The Chair of the Committee will be appointed by the Board Chair from the members appointed via an Order in Council. Ideally, the Chair will have either a professional financial designation (e.g., CPA, CFA) or significant experience in the financial industry.

C. OKANAGAN COLLEGE SUPPORT STAFF

The Committee is supported by the:

- Governance and Privacy Coordinator
- CFO and Vice President, Corporate Services

~~C.D.~~ EXTERNAL AUDITOR

The Committee shall meet with the external auditors as it deems appropriate to consider any matter that the Committee or auditors determine should be brought to the attention of the Board.

~~D.E.~~ MEETINGS

The Committee shall meet at least four (4) times each year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

~~E.F.~~ VOTING AT COMMITTEE MEETINGS

Each member of the Committee, except the President (*ex-officio*), has one vote on the Committee.

~~F.G.~~ DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

i) Resource Planning

- Review and make recommendations to the Board for approval in respect of:
 - Any changes in tuition fees and other assessed fees in consideration of any regulation set forth by the Government of BC related to student fees.
 - The appropriateness and validity of any material assumptions and estimates used in the preparation of resource plans.
 - The annual operating and capital resource plan ensuring consistency with the College's plans, goals, and policies.

ii) Financial Reporting

- Ensure the Board receives on a timely basis meaningful financial information regarding the College's quarterly financial statements, budget variance reports, and up-to-date forecasts required to make decisions.
- Review and recommend for approval to the Board, the annual audited financial statements and other financial information that requires Board approval.
- Approve the quarterly financial forecasts before submission to the Provincial Government.
- Monitor compliance with all financial statutory and regulatory obligations.
- Receive and review the accounting principles and critical accounting policies adopted by management, including alternative treatments that are available for consideration under Canadian Public Sector Accounting Standards.
- Receive and review any significant accounting provisions, accruals, and estimates included in the financial statements.
- Receive and review with management any proposed changes in significant accounting policies, key estimates, or judgements that may be material to the financial statements.

iii) Internal Control Systems and Internal Audit

- Review and obtain reasonable assurance that internal control systems are operating effectively to produce accurate, appropriate, and timely information; and
- Review semi-annually a summary of the President's and Vice Presidents' expenses.

iv) External Audit

- Review the planning and results of external audit activities and the ongoing relationship with the external auditor.
- Review and recommend to the Board, for approval, engagement of the external auditor.
- Review the annual external audit plan.
- Meet, at least annually, with the external auditor without management present; and
- Review and receive assurances on the independence of the external auditor.

v) Enterprise Risk

- Review and endorse the College's enterprise risk framework.
- Monitor and review the College's risk mitigation strategies in respect to the category of risk with which the Committee is concerned.
- Receive quarterly risk management reports and ensure appropriate and timely reporting to the Board.

- Recommend any changes in policy or process which may be needed from time to time to realize the overall objectives of the College's Risk Management Program.
- vi) Material Litigation
- Review material litigation and its impact on financial reporting.
- vii) Investment Management Activity
- Annually review the Investment Policy and recommend any needed revisions to the Board including, but not limited to, a lens of Environmental, Sustainability, and Governance (ESG).
 - Where appropriate, recommend the appointment, renewal or replacement of fund managers.
 - Regularly review the performance of fund managers against the Investment Policy.
- viii) Lease Agreements
- The Committee will review the financial terms of leases which require Board approval and make recommendations to the Board in collaboration with the Campus Planning Committee.

G.H. ACCOUNTABILITY

The Committee will report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next in-camera Board meeting.

H.I. REVIEW

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

I.J. REVIEW HISTORY

Date	Review
2022-05-24	Revision approved by Okanagan College Board of Governors



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda#: 4.5.1

Title:	Review of Terms of Reference – Governance Committee
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Governance Committee Terms of Reference as recommended by the Governance Committee.”</i></p>
Background Information & Context:	
<p>The Governance Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in May 2022. Due to the significant number of governing documents being reviewed at the same time, the Board suggested a review of each Committee’s Terms of Reference after one year before reverting to the three-year review cycle outlined in each Committees’ Terms of Reference.</p>	
Additional Attachments:	
<ul style="list-style-type: none"> • Governance Committee Terms of Reference - draft 	
Analysis:	
<p>A summary of proposed additions to the Terms of Reference are as follows:</p> <ul style="list-style-type: none"> • The Governance Committee’s Terms of Reference have been revised to better align them with the College’s Strategic Plan. • The roles of resource staff have been added to the Committee Terms of Reference. • Clarification of how a meeting may be called. • The addition that the Board Chair may request recommendations from the Committee on assignments to the Board’s standing committees. <p>After a year of use and with minor changes made by the Governance Committee, the Board is asked to review and approve the Governance Committee Terms of Reference. The next review will be scheduled in 2026 as per the Terms of Reference.</p>	
Alignment to College Integrated Planning:	
<p><i>Inspire Plan.</i> The Terms of Reference align the work of the Committee to the Strategic Plan.</p>	
Risk Implication & Mitigation Steps:	
<p><i>Effectiveness and Efficiency. Integration and Focus.</i> This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively.</p>	
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Karley Scott, Governance Committee Chair	4/14/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Governance Committee	5/17/2023

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

Governance Committee

Terms of Reference



Okanagan College Board of Governors

May 2023 - Draft

A. PURPOSE

The purpose of the Governance Committee (the "Committee") is to ensure an effective governance framework to enhance the effectiveness of the Board of Governors (the "Board"), Board committees, and individual Board members in alignment to the College's Mission, Vision, and Inspire Strategy.

B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five members selected from appointed or elected Board members. Appointed Board Members should form the majority of the membership.
- Board Chair (ex officio)
- President (ex officio)

The Chair of the Committee will be appointed by the Board Chair from the members appointed by Order in Council.

C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by the Governance and Privacy Coordinator.

~~C.D.~~ MEETINGS

The Committee shall meet at least four (4) times per year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

~~D.E.~~ VOTING

Each member of the Committee has one vote on the Committee.

~~E.F.~~ DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- i) Governance
 - Review the governance framework of Okanagan College at least bi-annually including the bylaws and code of conduct and advises the Board on areas of concern, best practices, and recommended changes.
 - Review, make recommendations, and oversee the implementation of Board policies for which the Board has direct oversight with reference to best practice, provincial policies, and regulations that affect the governance role of the Board and bring forward related recommendations to the Board.

- In concert with the Governance Committee Chair, the Board Chair and the President, support new Board member orientations and exiting member transitions.
 - At the request of the Board Chair, make recommendations on appointments to the Board's standing committees.
- ii) Board Succession Planning
- Develop, and annually update a long-term plan for Board composition that takes into consideration the current strengths, skills, and experience of the Board, term end dates, and the College's strategic direction.
 - Develop a succession plan for the Board which includes recommendations regarding the Board's competency matrix and the essential and desired experience and skills for potential new Board members.
 - In consultation with the President and Board Chair, recommend, through the Board Chair, to the Government the criteria and names of potential candidates.
 - Prior to the election process and through the Registrar, ensure that the chief officers of the stakeholder groups represented on the Board through election are provided with information regarding individual Board member roles and responsibilities as well as preferred background, experience, and skills to fill upcoming vacancies.
- iii) Board Policies
- Annually review the policy workplan for policies within the Board's area of responsibility to ensure that review and renewal timelines are properly maintained.
 - At the direction of the Committee Chair, the Committee may by written resolution direct the President to seek feedback on Board policies under development.
- iv) Board Evaluation and Development
- Assist and support the annual review and evaluation process of the Board, the Board Chair, Board Committees, and individual Board members for presentation and review by the Board.
 - Develop and implement a Board development plan to increase Board awareness, knowledge, and competency regarding their duties, roles, and responsibilities in governance.
 - At the request of the Board Chair, undertake such other governance initiatives as may be necessary or desirable to improve the operation of the Board and contribute to the success of the College.

F.G. ACCOUNTABILITY

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing a verbal report at the next regular Board meeting.

G.H. REVIEW

The Terms of Reference for the Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

H.I. REVIEW HISTORY

Date	Review
2023-05-XX	
2022-06-22	Revision approved by Board of Governors

2022-11-24 Revision approved by Board of Governors

2016-11-29 Revision approved by Board of Governors

2008-02-15 Revision approved by Board of Governors

2006-09-26 Approved by the Board of Governors



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda#: 4.6.1

Title:	Review of Terms of Reference – Human Resource and Compensation Committee
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Human Resource and Compensation Committee Terms of Reference as recommended by the Human Resource and Compensation Committee.”</i></p>
Background Information & Context:	
<p>The Human Resource and Compensation Committee Terms of Reference were revised and approved by the Board as part of a comprehensive review of governance materials that was completed in May 2022. Due to the significant number of governing documents being reviewed at the same time, the Board suggested a review of each Committee’s Terms of Reference after one year before reverting to the three-year review cycle outlined in each committees’ Terms of Reference.</p>	
Additional Attachments:	
<ul style="list-style-type: none"> Human Resource and Compensation Committee Terms of Reference - draft 	
Analysis:	
<p>A summary of proposed additions to the Terms of Reference are as follows:</p> <ul style="list-style-type: none"> The Human Resource and Compensation Committee Terms of Reference have been revised to better align them with the College’s Strategic Plan. Included further details on the types of employment policies the Committee could be responsible for. The roles of resource staff have been added to the Committee Terms of Reference. Clarification of how a meeting may be called and the bargaining work of the Committee. <p>After a year of use, the Board is invited to provide additional feedback on how the Terms of Reference are meeting the needs of the Committee and Board as a whole.</p> <p>After a year of use and with minor changes made by the Human Resource and Compensation Committee, the Board is asked to review and approve the Human Resource and Compensation Committee Terms of Reference. The next review will be scheduled in 2026 as per the Terms of Reference.</p>	
Alignment to College Integrated Planning:	
<p><i>Inspire Plan.</i> The Terms of Reference align the work of the Committee to the Strategic Plan.</p>	
Risk Implication & Mitigation Steps:	
<p><i>Effectiveness and Efficiency. Integration and Focus.</i> This review of the Committee’s Terms of Reference will ensure that Committee continues to function effectively.</p>	
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Andrea Alexander, HRCC Committee Chair	5/1/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Human Resource and Compensation Committee	5/17/2023

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

Human Resources and Compensation Committee

Terms of Reference



Okanagan College Board of Governors

May 2023 - draft

A. PURPOSE

The purpose of the Human Resources and Compensation Committee (the "Committee") is to assist the Board of Governors (the "Board") in fulfilling its obligations relating to human resources matters in alignment with the College's Mission, Vision, and Inspire Strategy. This includes, but is not limited to, president evaluation and compensation, succession planning, collective bargaining, and significant human resource policies affecting staff-employee working conditions and conduct.

B. MEMBERSHIP

The membership of the Committee shall include:

- A minimum of three to a maximum of five Board Members all of whom are appointed by an Order in Council to the Board.
- Board Chair (ex officio)
- President (ex officio)

The Chair of the Committee will be appointed by the Board Chair from members appointed by Order in Council.

C. OKANAGAN COLLEGE RESOURCE STAFF

The Committee is supported by:

- Governance and Privacy Coordinator
- Associate Vice President, People Services

~~C.D.~~ EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Okanagan College when it deems it necessary, subject to the approval of the Board.

~~D.E.~~ MEETINGS

The Committee shall meet at least four (4) times per year. Additional meetings may be held as necessary as determined by the Committee Chair or the Board Chair.

~~E.F.~~ VOTING AT COMMITTEE MEETINGS

Each member of the Committee, except the President, has one vote on the Committee.

F.G. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following:

- i) President
 - When required, prepare the terms of reference for a President Selection Committee (PSC), review the job description, and advise on the terms and conditions of employment for the President.
 - The Committee shall recommend, for the Board's approval, members of the President Selection Committee as well as advise on the President's term, compensation, and duties.
 - Oversee the development of the President's annual goals and objectives, for recommendation to the Board.
 - Oversee the President's annual performance review and evaluation and compensation review, for recommendation to the Board.
- ii) Compensation Philosophy
 - Ensure Okanagan College's compensation and human resource philosophies and strategies are in keeping with the College's mission, vision, and strategic goals as well as legislative and policy guidelines and requirements.
- iii) Executive Succession Planning and Development
 - Review and recommend to the Board, the College's development and succession plan, and affiliated strategies, for Okanagan College's President and executive leadership team.
 - Review major changes in the management organizational structure as proposed by the President.
- iv) Collective Bargaining
 - Review and provide feedback on proposed bargaining strategy, bargaining mandates, and bargaining committee ~~recommendations~~ proposals.
 - Review and recommend for approval or rejection by the Board tentative collective agreements.
- v) Human Resources
 - Annually receive and review reports regarding the outcome of employee surveys and the College's plans related to employee and organizational wellness and engagement.
 - Ensure that senior leadership has implemented processes to receive and respond to complaints or allegations of wrong-doing or questionable acts by any member of the College's community including, but not limited to, employees, Board Members, contractors, volunteers, and students.
 - Review reports regarding human resource related issues and incidents reportable under applicable College policies.
 - Annually review and monitor the College's risk appetite, tolerance, and profile for risks relevant to the Committee's mandate.
 - Annually receive and review reports regarding human resources key indicators applicable to the business and operations as well as the College's strategic plan.
 - Review, and recommend for approval to the Board, any new or revised human resources related policies that require approval by the Board.

G.H. ACCOUNTABILITY

The Committee shall report its discussions to the closed meetings of the Board by maintaining minutes of its meetings and providing a verbal report at the next closed meeting of the Board.

H.I. REVIEW

The Terms of Reference for this Committee will be reviewed by the Committee at least once every three years and changes will be forwarded to the Board for approval.

H.J. REVIEW HISTORY

Date	Review
2022-05-24	Revision approved by Okanagan College Board of Governors



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.7.1

Title:	New Programs
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended Motions:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the new program: Paralegal Diploma as recommended by Education Council.”</i></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the new program: Supportive Care Assistant Micro-credential as recommended by Education Council.”</i></p>
Background Information & Context:	
<p>In alignment with its advisory role to the Board, Education Council has reviewed and is recommending Board approval of the following new programs:</p> <ul style="list-style-type: none"> • Paralegal Diploma (approved by Education Council on December 1, 2022) • Supportive Care Assistant (approved by Education Council on May 4, 2023) <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"> (b) proposals about implementation of courses or programs leading to certificates, diplomas or degrees, including the length of or hours for courses or programs; (d) priorities for implementation of new programs and courses leading to certificates, diplomas or degrees; (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; (f) evaluation of programs and educational services; and (n) criteria for awarding certificates, diplomas and degrees...” 	
Additional Attachments:	
<ul style="list-style-type: none"> • Proposal Rationale for Paralegal Diploma • Proposal Rationale for Supportive Care Assistant 	
Analysis:	
<p>See attached rationale for the new programs:</p> <ul style="list-style-type: none"> • Paralegal Diploma • Supportive Care Assistant Micro-credential 	
Alignment to College Integrated Planning:	
<p><i>Individualized life-long learning partnerships, community and relationships.</i> These new programs represent OC’s ability to pivot to meet the demands of the community and industry and provide prospective students with programming relevant to their needs.</p>	

Risk Implication & Mitigation Steps:**Operational:**

1. Lack of participants – Mitigation: strong collaboration with community partners. Strong marketing collateral and a solid marketing plan with dedicated resources to ensure the reach of promotions throughout the Okanagan Valley.
2. Instructor availability – Mitigation: collaboration with Health and Social Development, Continuing Studies, and the Okanagan School of Business to source subject matter experts who will be qualified to teach.

Reputational:

3. Content quality – Mitigation: 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

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Council	12/1/2022 5/4/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Curriculum Proposal Review Committee – Health and Social Development	3/22/2023
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Curriculum Proposal Review Committee – Okanagan School of Business	11/10/2022
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Fassina, President	5/15/2023

Okanagan College

Education Council Report
May 2023

New Programs

Recommended Motions:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the new program: Paralegal Diploma as recommended by Education Council.”

“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the new program: Supportive Care Assistant as recommended by Education Council.”

Proposal Rationale: Paralegal Diploma

Paralegals provide an integral part of the law firm found in all divisions of the firm. They are also sought after for positions in Municipalities, provincial and federal governments, in house corporate legal divisions, banks, credit unions, insurance, and in house University legal depts.

Paralegals are highly skilled receiving both substantive and transactional legal training. There are currently three publicly funded institutions in B.C. offering both paralegal certificates and diplomas, all located within Metro Vancouver. After an initial consultation with the British Columbia Paralegal Association (BCPA) board of directors, they are eager to see a paralegal program offered in the Okanagan and to serve employers outside of the lower mainland.

The Ministry of Attorney General released their intentions paper in September 2022, indicating that the province is moving to a single regulator for legal service providers. Paralegals, for the first time, are now to be licensed and offering limited legal services similar to notaries. The intentions paper speaks to the need for qualified publicly funded institutions to provide this education. The Government of Canada’s Job Bank predicts that, over the period of 2015-2024, there will be a shortage of paralegals to fill new job openings.

This is an exciting time for the legal industry and the expanded role that paralegals will now play in it.

Proposal Rationale: Supportive Care Assistant

Labour shortages in the long-term care sector are a well-documented challenge that was exacerbated and further exposed by COVID-19. Demand for workers in health care is high and studies show that demand will only increase in the coming decades. Okanagan College is in a unique position to meet the long-term care needs within the Okanagan Valley as supported by Interior Health through a Supportive Care Assistant Program

The Supportive Care Assistant (SCA) will be offered as an online micro-credential program designed to be flexible and may be completed at a student’s own pace. The modules are interactive, and participants will receive hands-on training in the work experience component while networking with healthcare professionals and discovering a range of careers in the sector. This micro-credential has been designed for those that have an interest in working with older adults and those requiring assistance.

As confirmation of the significant demand for the SCA program, the Federal Government has provided funding for its development and pilot. Colleges and Institutes Canada (CICan) identified the need to build capacity in long-term care and, after extensive national consultation, developed an online and work-integrated training program to attract and rapidly train new, long-term care workers.

The SCA program was developed federally by CICan in response to the need to provide a pathway into the Health Care Assistant Certificate and the health care sector. CICan has funding to support the pilot program and offer additional supports to participants during the one-time funded pilot. During the funded pilot Supportive Care Assistant (SCA) program, Okanagan College can support learners that may need transitional programming to

support their entry into the Health Care Assistant (HCA) program. After completing the SCA program, learners may be eligible for a government-funded \$5,000 stipend to take the next step and become an HCA. Learners would need to meet the admission requirements for the HCA program and apply separately.

Continuing Studies and Corporate Training will consider offering the Supportive Care Assistant micro-credential on a cost-recovery basis based on demand and availability of practicum placements following the pilot intake in 2023.



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.7.2

Title:	Program Revisions
Action Required:	For Approval
Draft Motion/ Recommendation:	<p><u>Recommended Motion:</u></p> <p><i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the following program revisions as recommended by Education Council:</i></p> <ul style="list-style-type: none"> • <i>Bookkeeping/Accounting Technician</i> • <i>Certified Dental Assistant Certificate</i> • <i>Early Childhood Education Certificate</i> • <i>Post-Baccalaureate Diploma in Health Analytics</i> • <i>Post-Baccalaureate Diploma in Marketing and Data Analytics</i> • <i>Post-Baccalaureate Diploma in Operations Management”</i>
Background Information & Context:	
<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> <p>(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;</p> <p>(f) evaluation of programs and educational services; and</p> <p>(m) qualifications for admission policies;</p> <p>(n) criteria for awarding certificates, diplomas and degrees”</p> <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 May 4, 2023:</p> <ul style="list-style-type: none"> • Early Childhood Education Certificate • Post-Baccalaureate Diploma in Operations Management <p>And the following program revisions approved by Education Council on April 6, 2023:</p> <ul style="list-style-type: none"> • Bookkeeping / Accounting Technician • Certified Dental Assistant Certificate • Post-Baccalaureate Diploma in Health Analytics • Post-Baccalaureate Diploma in Marketing and Data Analytics 	
Additional Attachments:	
<ul style="list-style-type: none"> • Rationale for proposed revisions of: <ul style="list-style-type: none"> ○ Bookkeeping/Accounting Technician ○ Certified Dental Assistant Certificate 	

- Early Childhood Education Certificate
- Post-Baccalaureate Diploma in Health Analytics
- Post-Baccalaureate Diploma in Marketing and Data Analytics
- Post-Baccalaureate Diploma in Operations Management

Analysis:

See attached rationales 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 for currency and relevance, applicability to industry educational requirements and career pathways for students, and program hours.

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

Consultation History:	Reviewed	Recommended	Group/Individual	Date
	☒	☒	Education Council	5/4/2023 4/6/2023
	☒	☒	Curriculum Proposal Review Committee – Okanagan School of Business	4/13/2023 3/9/2023
	☒	☒	Curriculum Proposal Review Committee – Health & Social Development	2/22/2023
	☒	☒	Curriculum Proposal Review Committee – Science & Technology	3/15/2023

Okanagan College

Education Council Report
May 2023

Program Revisions

Recommended Motions:

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

- ***Bookkeeping/Accounting Technician***
- ***Certified Dental Assistant Certificate***
- ***Early Childhood Education Certificate***
- ***Post-Baccalaureate Diploma in Health Analytics***
- ***Post-Baccalaureate Diploma in Marketing and Data Analytics***
- ***Post-Baccalaureate Diploma in Operations Management”***

Education Council met on May 4, 2023 and approved the following program revisions:

- Early Childhood Education Certificate
- Post-Baccalaureate Diploma in Operations Management

Education Council met on April 6, 2023 and approved the following program revisions:

- Bookkeeping/Accounting Technician
- Certified Dental Assistant Certificate
- Post-Baccalaureate Diploma in Health Analytics
- Post-Baccalaureate Diploma in Marketing and Data Analytics

Revision Rationales

Bookkeeping/Accounting Technician

Based on feedback in community work placements and industry accreditations, we are increasing the knowledge content and skills of the Accounting/Bookkeeping program to meet the needs of industry and to provide the technician designation pathway to our students with the Certified Professional Bookkeepers of Canada.

Certified Dental Assistant (CDA) Certificate

Proposal to remove second science course requirement for admission to the Certified Dental Assistant program to align with other BC public institution CDA programs and the admission requirements in those programs. This helps to reduce potential barriers for future CDA students.

Current admission requirements:

- A minimum grade of 60% in Biology 12, Anatomy and Physiology 12, or an equivalent Provincial Level ABE Biology course

- A minimum grade of 60% in one of Chemistry 11, Chemistry 12, Physics 11, Physics 12, an equivalent Provincial or Advanced Level ABE Chemistry or Physics course, Applications of Physics 11, or Applications of Physics 12.

Proposed change to admission requirements:

- Removal of “A minimum grade of 60% in one of Chemistry 11, Chemistry 12, Physics 11, Physics 12, an equivalent Provincial or Advanced Level ABE Chemistry or Physics course, Applications of Physics 11, or Applications of Physics 12.”

Early Childhood Education Certificate

The Early Childhood Education (ECE) department proposes to make changes to the program to align the ECE Certificate to be reflective of an ECE Registry ECE Certificate, which allows graduates the ability to practice in a licensed childcare setting.

This requires deleting two courses from the third semester as required for graduation. The courses to be removed from the ECE Certificate credential include: Early Childhood Development Education (ECDE) 213 *Working with Families and Community* and ECDE 214 *Practices in Infant Toddler Care*.

Although these courses will remain in our third semester offering for the ECE Diploma credential, they are not required for completion of ECE Certificate. This change will shorten the length of time it takes to complete the ECE certificate from 48 instructional weeks (1340 instructional hours) to approximately 43 instructional weeks (1220 instructional hours).

The proposed change will benefit students by allowing for greater flexibility in program delivery and will streamline entry to practice timelines, while maintaining necessary study breaks to promote student success. The local community/industry will also benefit by OC providing a program that can be completed within one-year which will increase access to grant funding to address labour shortages.

Post-Baccalaureate Diploma in Health Analytics and Post Baccalaureate Diploma in Marketing and Analytics

For each of these programs, we propose to replace the current requirement for students to complete Applied Statistics II (STAT 240) with Mathematics for Machine Learning (DSCI 420). DSCI 420 will be a better fit for the program to help students meet the more rigorous math requirements and co-and-pre-requisite knowledge of other courses in the program. STAT 240 was originally designed as a university transfer course that fed the OUC Statistics program.

Additionally, we propose that a World Education Services evaluation of the applicants' courses is appropriate to ensure that students entering from International post-secondary programs where the College may have assumed applicants would be equipped with the mathematics background required for the programs (such as Physics, for example), will have the foundational mathematics knowledge and skills to be successful upon admission to these programs.

Post-Baccalaureate Diploma in Operations Management

This program has been reviewed by the Post-secondary Institutional Proposal System (PSIPS), with minor course changes recommended, including the removal of non-operational courses, and better alignment of the courses with Supply Chain Canada Modules and Workshops. These changes are reflected in the program revision.



BOARD OF GOVERNORS – BRIEFING NOTE

May 23, 2023

Agenda #: 4.7.3

Title:	Program Deletion			
Action Required:	For Approval			
Draft Motion/ Recommendation:	<u>Recommended Motions:</u> <i>“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Advanced Skills Certificate program deletion as recommended by Education Council.”</i>			
Background Information & Context:				
<p>In alignment with its advisory role to the Board, Education Council has reviewed and is recommending Board approval of the following program deletion, approved on November 3, 2022:</p> <ul style="list-style-type: none"> Advanced Skills Certificate <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> <p>(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;</p>				
Additional Attachments:				
<ul style="list-style-type: none"> Rationale for deletion of: Advanced Skills Certificate 				
Analysis:				
See attached rationale for the Advanced Skills Certificate program deletion.				
Alignment to College Integrated Planning:				
<i>Effective and efficient. Integration and focus.</i> The proposed deletion removes course redundancy and optimizes programming for operational purposes.				
Risk Implication & Mitigation Steps:				
There are no risks associated with the proposed deletion.				
Proposed and Prepared by: <i>(include name and title)</i>	Jillian Garrett, Education Council Chair			
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Council	11/3/2022
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Curriculum Proposal Review Committee – Arts & Foundational Programs	10/12/2022

	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Program Dean and Associate Dean, Arts and Foundational Programs	9/1/2022
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.
	<input type="checkbox"/>	<input type="checkbox"/>		Select a date.

Okanagan College

Education Council Report

May 2023

Program Deletion

Recommended Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the Advanced Skills Certificate program deletion as recommended by Education Council.”

Education Council met on November 3, 2022 and approved the following program deletion:

- Advanced Skills Certificate

Rationale for Program Deletion

Advanced Skills Certificate

We propose to remove the Advanced Skills Certificate program offering under Adult Special Education (ASE). Students taking an Advanced Skills Certificate (ASC) would be enrolled in the same classes as a Basic Skills Certificate – B (BSCB) students and essentially, as BSCB graduates are repeating the same program and courses.

We currently have two students in Penticton in the Advanced Skills Certificate, both graduating in Spring 2023. This change is proposed following consultation with the previous Dean of Arts of Foundational Programs, and current Associate Dean, Arts and Foundational Programs. All ASE instructors are in favor of removing the Advanced Skills Certificate program.