

1. **CALL TO ORDER:** The meeting was called to order at 5:56 pm.
Present: D. Miles (Chair), C. Gibson, M. Hemmingsen, B. Kendall, A. Kitching, A. Peacock, M. Russell, A. Taylor
Ex-officio: S. Meshwork, S. Witter
Administration: M. Exmann, B. Jensen, J. Lindsay, K. Maynes, H. Postma, B. Barber, C. Worsley, B. Bessey
Other: S. Briggs (DCFA), M. Steinbach (DSU)
Guests: W. Case, A. MacGrotty, M. Stainsby
Regrets: K. McKitrick, N. Steinman
** for reporting purposes the minutes have been returned to agenda order
2. **APPROVAL OF AGENDA:** The agenda was approved as distributed.
3. **APPROVAL OF MINUTES:** The minutes of May 17, 2007 were approved as distributed.
4. **BUSINESS ARISING FROM THE MINUTES:** There was no business arising from the minutes.
5. **INFORMATION/COMMUNICATIONS:**

5.1 DCFA: A written report was included in the package. As a follow-up to the Enrolment Management Report, Susan Briggs added that one way to raise our profile in the community would be to offer more student entrance scholarships or grants; when publicly announced at high school graduations, it is good marketing for the college. We have no way of knowing how many students who meet the lowered university entrance criteria have an unsuccessful experience at university; advertising could help them recognize that we are a good place for them to turn to. She thanked Diana Miles for responding to her letter regarding mandatory retirement; the DCFA understands that it is more than a collective agreement issue. While the Board sees it as a system issue, the DCFA sees it as a Human Rights issue. Diana advised her that she had not yet briefed the Board on their exchange of letters, but would be doing during the in camera meeting.

5.2 DSU: A written report was included in the package. As a way of attracting and retaining students, Ann Kitching suggested that the DSU help by making it fun for students to come to Douglas College and make them want to stay. Matthew Steinbach reported that the DSU recognized the need for more events and campaigns, so are bringing their by-laws and policies up to date. Adrienne Peacock hoped that the DSU will also focus on record keeping, particularly with respect to financial issues. M. Steinbach noted that there was a general lack of records, and the DSU is working on getting systems in place. Ben Kendall asked about the latitude the DSU is being given while operating under the constraints of the Manager/Receiver, and if funds were being made available to the DSU. Matthew advised that the DSU is running the day-to-day matters while the Manager/Receiver looks after the financial side. The DSU has been given a lot of latitude, with not too many requests on the financial side having been denied. There is a pretty good relationship between the DSU and the Receiver/Manager. He confirmed that the role of the Receiver/Manager is more supervisory now.

5.3 BCGEU: No report.

6. **REPORTS:**

6.1 Board Chair:

.1 Board Chair's Report: Diana Miles reported on the graduation ceremonies she and Ann Kitching had attended in June, noting that they have become better and better, with lots of family, friends and faculty attending to support the graduates. Ten to twelve parents sought her out to tell her how well done the ceremonies were, and talk about the overall tone of the graduation, which was fun. Next month, our Board member vacancy posting will be up on the Board Resourcing web site for the vacancies created when her term and Ben Kendall's conclude at the end of the year. Board members were asked to refer any potential candidates to that web site after July. Regarding elections that will occur later in this meeting, three members were absent. She had received a request from one absent member asking if there was any objection to absentee balloting. The Board's by-laws and policies are silent on the matter. Robert's Rules indicate that anything other than in-person voting is inappropriate unless authorized in policies or by-laws, unless Board members agree at the time of voting. The individual has provided a sealed ballot for both the Chair and Vice-Chair positions. Another absent member was provided with an opportunity to do the same, but has not done so. The third individual had not indicated he would be absent this evening, so was not given the opportunity to vote by proxy. Diana asked if the Board wished to accept the sealed ballots. In discussion, opinion was wide ranging. Some members were concerned that it would set a precedent, that the Board would be stepping outside Robert's Rules which is structured so that all information is on the table. Individuals not present at this meeting would be unable to make an informed decision because they would not have heard the presentation by each candidate. Some Board members had no concern, while others were torn both ways. In the end, it was agreed that the Chair would rule on the matter when that part of the agenda was reached.

With the Evergreen line in the news again, Diana asked Ann Kitching to report on various meetings she had attended.

.2 Vice Chair's Report, Evergreen Line: Ann reported that she, Susan (W) and Hazel Postma had met with Christy Clark, who is a communications consultant with Burrard Communications, which works for TransLink. Christy asked us to take a lead role to ensure that the Evergreen Line goes through. Through meetings with Translink, MLA Iain Black and MP James Moore, it became clear that opinions and preferences remained varied, ranging from tunnelling using new technology, to SkyTrain ending at the Westcoast Express - which would not be useful for our students. With funding short by about \$400 million, J. Moore feels nothing further will happen until a new TransLink Board is in place, and that we need to ask ourselves what system we want and where we want it to go. He feels the funding in place is safe and the Douglas Station will stay because we are the main impetus for the line. Our students and employees will make the line work, the turn-around space by the campus is needed, and the space for multi-level parking is across the street.

In discussion, Diana Miles noted that from the beginning of planning for our expansion in Coquitlam, it was contingent on having the line. It is important that we have a system to get to the campus. Even now, the line is not going to be started until after 2010. Andrew noted that from the beginning, there was a lack of consensus among the parties about whether the line should be SkyTrain or Light Rapid Transit including buses. Other than funding, the impasse remains. It is not just an issue of technology. Perhaps the best way out of the impasse is to concentrate on making the line “rapid”. Matthew Steinbach added that the environment is a key issue for the DSU, and they may be getting a petition going about transit and the Evergreen Line. Ann suggested that students write letters.

Diana noted that this is her last Board meeting as Chair. She thanked members for the opportunity of holding the position over the last four years. For the next two weeks when she is in China, where they are very protocol sensitive, she will remain as Chair, with the new Chair taking office on her return on July 9th. She remains on the College Board as a member until the end of December.

6.2 Education Council:

.1 Chair’s Report: A written report was included in the package for the May meeting. Susan Meshwork reported that at the June meeting, two new degrees were given educational approval, the Bachelor of Performing Arts Degree and the Bachelor of Applied Music Degree, both of which will go forward to the next step. In discussion, she confirmed that any program revision – large or small - is required to come through Education Council, including such things as moving a course from one semester to another. She has recently prepared an Education Council Annual Report for Education Council Members which shows the enormous amount of material Education Council goes through over a one year period. Any Board member interested in receiving a copy can obtain one from Susan (M.)

.2 Board Member Liaison Report: Ann Kitching noted that one of the changes approved at the June meeting was to correct a program name by removing a “s”, from “Sports Science” program to “Sport Science” program.

6.3 President:

.1 President’s Report: A written report was included in the package. Susan (W) added that she has attended a number of meetings regarding Campus 2020. The Ministry is now working on a number of public policy issues, including discussions about the mandate of universities vs colleges at the 1st and 2nd year university transfer level. Mary Hemmingsen reported that during her recent lunch with Geoff Plant, they talked about the report. He hopes that following the Ministry’s review of certain elements of it, and following his conversations with the Premier about where it is going, some elements will be a “touch point” for planning and action for the system.

June 21st having been National Aboriginal Day, a number of special events were scheduled. We were honoured to have Chief Rhonda Larrabee of New Westminster Band Qayqayt First Nation on campus for most of the day.

Susan reported on an opportunity announced by the Ministry of Advanced Education to prepare a proposal under their “Gathering Spaces Capital Initiative”. Blaine added that the College is seeking partnerships for the creation of a purpose-built centre to serve its students of aboriginal heritage, and benefit the communities in which we live and work. There is money available from the Ministry for this centre, which could resemble a “long house” to some extent, and would function as a gathering place for students, those who support students, and other aboriginal support networks. Hazel and he met with the Mayor of New Westminster who was quite enthusiastic, as is Chief Larrabee. We need some significant funding partners. We are looking at the corner of 8th Street and Royal Avenue, in the “green space”, which would give the centre high visibility. The final structure would be done in consultation and with the cooperation of First Nations. Susan will keep the Board informed of progress. M. Steinbach noted that the property across the street on 8th owned by the DSU is up for sale again.

On June 14th, Susan Witter attended the City of Coquitlam Accessibility in Education Awards event, which recognizes leaders in that community who adhere to best practices and/or who offer services that are inclusive to individuals living with a disability. Deb Victor, a Learning Specialist in the Centre for Students with Disabilities, was a recipient of the 2007 award.

6.4 Staff

.1 Enrolment Management Report: Using power point, Blaine Jensen identified major initiatives such as the Academic Plan, Students First, and the Marketing Plan. Focussing on recruitment and retention, he highlighted increased efforts throughout the institution, including the Faculties, the Office of New Students, Communications and Marketing. Visits to the high schools in our region have increased to 18 – 24 additional recruitment sites. We have seen a significant increase in students coming to information sessions. The bar has been raised in the quality of our promotional materials. We are using the launch of our new degrees to market the college. One Faculty has set up a “faculty summer help line” for students. We have new banners for marketing purposes. We are looking at a 30% increase in direct mail-outs. Our new monthly e-newsletter to high school counsellors is helping them connect to Douglas College. Our retention strategies include the Office of New Students with the Welcome Centre and our Student Ambassadors. There is a three year Tactical Plan in Educational Services with strategic issues tied to the Strategic Plan, plus there is increased cohort programming. To benchmark our progress, we are looking at our processes, at what our key indicators are, how we are doing with our new initiatives, and we are doing a review against criteria, to help us do better.

We have been asking ourselves about the environment in which we are working, what are the trend issues affecting our enrolments, i.e. those not unique to Douglas College. We know a higher proportion of students are leaving high school without graduating in a hot job market, and that the universities have lowered their GPAs to attract students – both of which affect college numbers. Trend analysis shows that high school entry to post-secondary education is a bit of a rollercoaster. When they do come to post-secondary, they go to universities,

while college enrolment from high school has been in decline. University Colleges enrolments are fairly flat. A review of College first year trend data shows that we are fairly level. Our soft enrolments are in arts and sciences which have decreased. Overall in the system, the enrolments are down. In terms of university enrolments, UBC has had a steady increase, SFU is up a little, U.Vic is about the same, while UNBC and TRU (Thompson Rivers University) are fairly flat. Looking at new enrolment share, universities have seen the largest increase.

To address the drop in enrolments, a number of initiatives are under way ranging from a new enrolment management plan under development to a review and updating of our Marketing Plan; from proactive student tracking to holding educational planning seminars in high schools.

B. Kendall commended Blaine and the Enrolment Management Committee. As one who has been fairly critical, he now sees a well-coordinated effort from all constituencies. M. Hemmingsen concurred, asking if there are barriers that stand in the way of attracting students. B. Jensen agreed that some initiatives are more important than others, but at this point they are not ranked. Going into the high schools and helping them develop leadership programs - we don't know what the returns will be, but it gets us to them. The Office of New Students (ONS) connects with high school counsellors, which is important. He would like to have ten new people in the ONS, but realistically that isn't possible. A. Peacock also appreciated the quality of work on this, asking how long it takes for an application to be processed and an acceptance notice to be sent. Blaine noted that it depends on the program - some can take 2 weeks, other programs process applications in batches. We did check with other institutions, and our timelines are right in the middle of the pack in terms of replying to students. We are probably better than the universities. A. Kitching was concerned that universities can drop their GPAs so easily as it affects the entire system, suggesting that this be raised with Ministry officials. A. Taylor, who noted he too had been a critic, is finally very encouraged to hear there is a plan to put matrices and benchmarks in place.

7. BOARD COMMITTEES:

7.1 Finance Committee: B. Kendall reported that there were two recommendations coming forward following the Finance Committee's meeting with the auditors.

.1 Recommendation on 2006/07 Audited FTE Enrolment Report: Detailed numbers on the enrolment audit were included in the documentation in the package. Karen Maynes reviewed the report, which shows that the College achieved 86.6% of the Ministry profile in 2006/07, down from 92.8% for 2005/06. The decrease from 6,989 FTE students in 2006 to 6,809 FTE students in 2007 can be attributed to a continued decline in open enrolment areas in Business, University Transfer Arts and Sciences and Criminology; one time attrition issues in select programs; partial year impact of some new programs that we expect to achieve their FTE target when they are in full operation; and a decrease in contract training FTE because of timing of program start dates. Of significance is

that our actual performance compared to profile stayed relatively the same from 1999 to 2004 (between 98.2% and 99.7%), then dropped in 2005 (91.6%) and again in 2007. The average class size in open enrolment programs has decreased from 32.5 in 1999 to 29 in 2007 (the equivalent of about 1500 FTE). Course registrants by campus show 78% at the New Westminster Campus and 22% at the David Lam Campus, although we expect that to change when Phase II at DLC opens.

It was moved:

THAT the College Board approve the 2006/2007 FTE Enrolment Report.

B. Kendall

In response to questions, K. Maynes reported that enrolments in the Health Care Support Worker should improve as students enrolled in the new program move through. Unlike the previous program, students are coming with various credentials to a ten month program with intakes in both September and January. We are working with the Ministry and the Health Authorities to try to bring more students into this area. She confirmed that as of 2005, the new FTE Audited Enrolment Reporting Manual requires us to calculate student FTE on a contact hour rather than credit basis, counted on the last day students can add a course. For Douglas College, all students will have paid their fees by this date. Other institutions may do it slightly differently. In terms of the impact of demographics, Susan Witter explained that data she has seen tells her that the drop in students in the K-12 system will continue for some time. Government policy will have an impact. Karen added that we expected to achieve about 88% of our FTE target, and came in at 86.6%. Next year we think we can pick up perhaps 1% to 1-1/2% from The Training Group with perhaps another ½% from attrition issues and Health Care Support Worker program. In terms of the new degrees, we knew it would take some time to get the word out and fill classes, but Jan Lindsay confirmed that demand for new programs is quite good and we are holding information sessions. The labour situation is also having an impact, with the graduation rate from high schools less than 56%, yet the students are finding jobs. If the labour situation changes in 2011/12, we may see our numbers increase again.

Susan (W) noted that four years ago, the Ministry announced 25,000 new seats through the Strategic Investment Fund, of which Douglas College was to be given 1,500. The Cabinet may decide to pull some of the remaining seats back, given the system-wide FTE numbers, or reallocate them, but we don't expect to receive all of the final 500 seats. The Senior Management Team is talking about this in the development of their goals, and will be taking another look at our Academic Plan starting this next year. Karen ended the discussion on a positive note, announcing that our summer semester numbers held steady over last year.

The question was called.

CARRIED

.2 Recommendation on 2006/07 Audited Financial Statements: Audited Financial Statements; Financial Statements Highlight Memo: Two replacement pages were distributed for Schedule A (pg 13/14) and Schedule C (pg 15/16).

Karen suggested that the Financial Statement and the Highlight Memo be read together, with the Highlight Memo written in layman's language. She reviewed the four Funds to which revenues/grants are allocated.

The Operating Fund covers all on-going activities related to instruction, support and administration. In reviewing the sources of revenue, K. Maynes noted that tuition fee revenue, anticipated to be less due to our enrolment drop, was in fact larger than expected because of an increase in international students, who brought in more revenue. The ending designated surplus amounts to \$3,107,227. The surplus consists of \$2,007,227 to meet the requirements of the Board Policy to set aside 2.5% of the 2007/08 budget, with the balance of \$1,100,000 going to balance the budget on a one-time-only basis, as the College did not receive any inflationary 2007/08 funding. The Operating Fund sources of revenue remained the same as last year, with expenditures allocated pretty close to the expected ratio of 70% to instruction and 30% to general support.

The Ancillary Fund covers the bookstore, parking, cafeteria, and vision centre. Revenue was down this year at \$908,496 compared with \$1,065,938 in 2006. Karen explained that there had been a change in Bookstore services that brought us back to our base business and reflects our commitment not to compete with businesses in our community. Employees and students can purchase the goods the Bookstore no longer stocks at a cheaper price outside the College at retail outlets. Ancillary Appropriations cover such things as legal, severance & early retirement, ancillary services equipment, emergent and insurance, and operating capital. The Capital Fund covers the purchases of land, facilities, furniture and equipment, including our share of the replacement of the turf field in Coquitlam and cyclical maintenance. The Special Purposes Fund includes funds from the Ministry and non-Ministry sources for special projects.

It was moved:

THAT the College Board approve the 2006/2007 audited Douglas College Financial Statements. **B. Kendall**

In response to questions, K. Maynes advised that we try not to increase ancillary revenues. For example, we have not increased parking rates for a long time, as the basic users are our students. In terms of different value-added services, Chris Worsley added that we focus on helping students with textbook costs, so haven't increased costs there. M. Steinbach advised that the sale of used textbooks will be back in the fall, which will also help students. B. Kendall observed that the College put a process in place to save this year's budget, but if we don't get the inflationary grant and enrolment stays down or decreases, the Board will have some difficult decisions to make. We could be heading for a tough year ahead.

The question was called.

Carried

Management Letter: K. Maynes reported that the College was proud of its audit. We have no weaknesses in internal controls. So the auditors look at performance improvements. One they identified is in the Registrar's office,

relating to user rights that people had to our computer system. One person was found to have improper access rights. The College investigated, and the matter has been taken care of. The second issue related to the fact that we have not exercised our right to verify completeness of ancillary revenues received from our parking and cafeteria. The recommendation has been accepted, and the College will be taking a look at their respective books.

The last time the Board heard from our auditors, they talked about risk management, offering some advice regarding issues that could come up. This issue will be built into the College President's goals for 2007/08.

.3 Planned Activities: B. Kendall advised that the Finance Committee will continue to follow the progress of the Douglas Students' Union (DSU) issues coming from the audit, and some ongoing issues we continue to monitor, as well as some sort of self-assessment, and the Finance Committee's Terms of Reference.

7.2 Human Resources Committee: No report for this meeting.

8. **CANDIDACY FOR BOARD OFFICER POSITIONS:** Candidates for the positions of Chair and Vice Chair spoke in turn about why they were seeking the respective position, and what they felt they would bring to the position and the College.

9. **ELECTION OF OFFICERS**

9.1 Board Chair: At the conclusion of the first ballot, Diana announced that the new Board Chair, effective July 9, 2007, is Andrew Taylor. Congratulations were offered.

9.2 Board Vice Chair: At the conclusion of the first ballot, Diana announced that the candidates were tied. At the conclusion of the second ballot, Diana announced that the candidates were tied again. Following discussion of options, it was agreed that By-Law 83.1(A2) College Board, Officers, Insurance and Indemnification would be changed such that "The Board shall elect every second year from among the External members a Chair and one or two Vice Chairs by a majority vote, and shall be eligible for re-election.

It was moved:

THAT the College Board approve Amendment By-Law 83.1(A3) College Board, Officers, Insurance and Indemnification Taylor/Carried

D. Miles offered congratulations to the new Vice Chairs, Ann Kitching and Mary Hemmingsen.

10. **ANNOUNCEMENTS AND GENERAL INFORMATION:** Mary Hemmingsen, Alan Yang, Susan (W), Susan (M) and Hazel Postma attended the ACCC Conference in Montreal in May. Mary reported that it was very worthwhile, giving her an opportunity to orient herself to other Boards and governance. She

attended numerous workshops on member role, and it was a good opportunity to connect with other members from across the country and talk about common challenges. She has materials available, and offered to do a more detailed report in the future.

11. **ISSUES ARISING FROM BOARD MEETING:** Adrienne introduced Meg Stainsby, who will be joining the Board in September. She also distributed a *Vancouver Sun* article “A greener future for B.C.’s building operators”. Andrew Taylor offered thanks to Diana Miles for the excellent performance and mastery in running the Board. Susan (W) added that there will be a recognition event she will discuss with the Board in honour of the retiring members, including Diana, some time in the late fall.
12. **DATE AND LOCATION OF NEXT MEETING:** Unless the new Board Chair finds it necessary to call a meeting in July, the next meeting of the College Board will occur on August 23, 2007 in the New Westminster Campus Boardroom.
13. **ADJOURNMENT:** The meeting adjourned at 8:43 p.m.

CHAIR

PRESIDENT