

**Langara College Board of Governors  
Minutes of a Public Meeting  
held on Thursday, March 25, 2021  
beginning at 5:00 pm  
via Zoom videoconference**

**Present:** Mary Lynn Baum Raza Mirani  
Darren Bernaerdt Scott Murray  
Krisha Dhaliwal Rose Palozzi  
Andy Dhillon Alex Parappilly  
Janelle Dwyer Cole Rheaume  
Dana Hunter Melissa Roberts  
Michal Jaworski Lane Trotter, President  
Ian Mass, Board Chair

**Employee Resources:** Jody Gordon, Associate Vice-President, Students  
Marg Heldman, Vice-President, Academic  
Jane Mason, Vice-President, People and Culture  
Viktor Sokha, Vice-President, Administration and Finance  
Yusuf Varachia, Vice-President, External

**Constituent Groups:** Tasneem Kahn, Representative, CUPE Local 15/VMECW  
Scott McLean, President, Langara Faculty Association  
Terri Rear, Chair, Langara College Administrators' Association

**Guest(s):** Chris Arnold Forster, Director, Risk and Internal Controls  
Eileen Chin, Associate Director, Finance and Purchasing  
Dwayne Doornbosch, Director, Facilities  
Lisa Fisher, Director, Communications and Marketing  
Moirra Gookstetter, Executive Director, Langara College Foundation  
Susan Kelsall, Dean, Faculty of Management  
Michael Koke, Director, Financial Services  
Larry Xiong, Director, Institutional Research

**Recorder:** Diana Falcon, Executive Assistant to the Board of Governors

**1. CALL TO ORDER**

There being a Quorum present, the Board Chair called the meeting to order at 5:00 p.m. He conveyed regrets from those unable to attend, and welcomed all guests.

**2. MUSQUEAM LAND ACKNOWLEDGMENT**

The Board Chair delivered the acknowledgement that Langara College rests on the traditional unceded territory of the Musqueam peoples.

**3. DISCLOSURE OF CONFLICT OF INTEREST**

In accordance with *Board By-Law 200: Code of Conduct and Conflict of Interest*, Board Members were provided an opportunity to declare conflicts of interest for any agenda item that would relate to the ongoing business of the institution. With none declared, the Board Chair proceeded with the meeting.

#### 4. APPROVAL OF AGENDA/CONSENT AGENDA

It was moved by R. Mirani and seconded by J. Dwyer

**THAT, the Langara College Board approve the agenda and approve/acknowledge the following items and motion on the consent agenda:**

- 4.1 Minutes of Meeting held January 28, 2021 - Approved**
- 4.2 Chair's Written Report - Acknowledged**
- 4.3 President's Written Report – Acknowledged**
- 4.4 DQAB's Response to the College's BBA Audit – Acknowledged**
- 4.5 Confirmation of Remittances - Acknowledged**
- 4.6 Langara Students' Union Audited Financial Statements for the Fiscal Year ended April 30, 2020 - Acknowledged**

**Carried Unanimously.**

#### 5. LANGARA COLLEGE FOUNDATION – ANNUAL PRESENTATION

M. Gookstetter provided an update on the activities of the Langara College Foundation over the past fiscal year. She highlighted donation statistics, employee giving, priority projects for 2021, and the work behind the scenes to support students beyond the classroom during COVID-19. She provided an update on the membership of the Foundation Board noting that founding Board member, Simi Sara, will be stepping down, and Michal Jaworski, liaison from the Langara College Board, and Raj Arneja have joined as new Board members.

Discussion ensued and in response to a Board Member's question, M. Gookstetter highlighted the position of the Sustainability Officer that is in partnership with the KPMG Foundation. The partnership provides funding for a Co-op student to work with a joint project between the Student Engagement Office and Facilities to help make the campus a bit greener.

Y. Varachia thanked M. Gookstetter and her team for the work that they have been doing. He highlighted the future direction of the Foundation in that, while they have been supporting students, they have been looking at next steps and working towards recovery with the College and how they can engage alumni going forward.

#### 6. STUDENT ENROLMENT TASK FORCE

##### 6.1 Presentation on Student Enrolment

R. Mirani thanked the Board for the opportunity to present and advised that this is the first of two presentations from the Student Enrolment Task Force, with the second presentation coming in May.

Y. Varachia introduced L. Xiong who made a presentation on Student Enrolment and the demographics that we are currently seeing and what we should expect in the near future. L. Xiong advised that enrolment has always tied to demographics, and especially of the 18-24 year age cohorts of the population, which is declining. Domestic enrolment moves quite closely with the unemployment rate and when the unemployment rate is low, so is domestic enrolment. When the unemployment rate went up significantly during the pandemic, this resulted in an increase in domestic enrolment. He highlighted the impact of international student enrolment during the pandemic lockdown. He noted that future international enrolment will be dependent on the decisions of Immigration, Refugees and Citizenship Canada (IRCC) and how quickly the Visa application process is at allowing future international students into Canada, so it is difficult to forecast accurately for enrolments. During the pandemic, other institutions like Langara have experienced significant enrolment declines in international enrolment and have been flat or have seen a slight increase for domestic students. He highlighted the different delivery modes that were offered before and after the pandemic hit.

Discussion ensued and the following points were noted in response to Board members questions:

- The estimate in enrolment decline does not take into consideration the numerous large town centres that are being built within the Richmond/Burnaby/Vancouver areas. A mathematical model is used that is based on a purely statistical forecast and is based on current data headcount for domestic and international for the past few years.
- This past year has been challenging, but faculty have gained the experience of delivering online and students have had the opportunity of studying online. Going forward, the College will take advantage of all the excellent lessons that have been learned, and incorporate into its delivery the different modes that are congruent with learning outcomes and the different modes that students wish to study with Langara, while also recognizing the need for face-to-face contact many students crave and have not had during the pandemic.
- There is an opportunity to address the 12% decline in domestic enrolment in the 18-24 age cohort by recruiting through online delivery. In fact, the Food Service and Nutrition program is 100% online and students study from around the world.
- As part of the recruitment model, we are working very closely with Institutional Research to look at where the trends are, and are working with government to find out what programs are needed. There are also opportunities to partner with other institutions outside of British Columbia. We are very data informed and are using the data to help guide us on where the next trends are, where we should be, and how to support the communities that want to work with Langara.
- The Ministry met with all the VP, Academics to do a regular check-in, as they have done through the pandemic via the provincial Learning Continuity Group. At that meeting, there was a roundtable discussion about how different institutions were planning on a return to campus in the fall. The institutions raised the importance of retaining online and mix-mode learning. The Ministry was very interested in the mix-mode learning and was respectful of the expertise that post-secondary institutions have developed over the last several months.
- Going forward, as we plan to capture potential out-of-province and out-of-country students and start teaching in their jurisdiction, and start working with other counterparts to avoid territorial issues with other provinces and countries, we need to look at international students and take into account if they are coming to Canada for a Visa or if they are looking for study permits, which will allow us to offer online courses internationally. We are also starting to look at customized training, working with governments and possibly with other institutions in BC that might want to partner and do some customized programming in another country with another educational institution that's well vetted to see if we could work together. Discussions have started to pick up on the College level and there is an interest to see how we could do this properly and move this forward.
- There are a lot of new opportunities that are being explored, especially around micro-credentials, and we are working with the AVP, Students to look at the journey of the student as that landscape is changing.

R. Mirani noted that the presentation in May will look at how the College is working proactively on student success and should address a lot of the questions that have been presented today.

The Board Chair thanked the Student Enrolment Task Force noting that the Board looks forward to the May presentation.

## 7. CHAIR'S VERBAL REPORT

In addition to his written report attached to the agenda for information, I. Mass advised that he attended two meetings of the BC Colleges Chairs to receive updates on challenges that have been going on around the province with the pandemic. He advised that BC Colleges is putting together a governance workshop in April, May and June for Presidents, Chairs, and Vice-Chairs. There was also discussion about how colleges

throughout the province have been supporting their students. He advised that he contacted CABRO to receive an update on the College's submission for a CPA to the Board and was advised that they are aware of our request. CABRO is also hosting an Indigenous post-secondary Board Member gathering in May and J. Dwyer has agreed to attend on behalf of Langara. He listened to the podcast on the latest Town Hall and thanked D. Bernaerdt and R. Palozzi for their hosting once again. He thanked the team who put together the submission of the Campus Master Plan to the City of Vancouver which was approved by City Councilors on March 11, 2021.

## 8. PRESIDENT'S VERBAL REPORT

In addition to his written report, L. Trotter focused his verbal report on the letter he received from Dr. Bonnie Henry on March 8, 2021, as follows:

- On March 8, 2021, the president received a letter from Dr. Bonnie Henry, the Public Health Officer indicating that the public post-secondary institutions should plan to return to campus for the Fall 2021 Term since everyone over the age of 18 who wants to be vaccinated should have received a vaccine over the summer. This letter was followed up with a letter from the Minister of Advanced Education and Skills Training, the Honourable Anne Kang, to that effect. A notice about the return to campus was sent later that afternoon to the College community through Langara Announcements, and again on Tuesday morning through the Langara Post. The College had already started planning for this potential outcome with a Tabletop exercise that was called by our Vice President Academic Marg Heldman with the Department and Division Chairs, the Deans, the Registrar and other College Departments on February 16, 2021. Now that we have received this direction, our EOC Core Group and Academics are looking at how to support the planning for a transition for September 2021 and January 2022 return to class.
- There is a lot of work to do and not much time to do it since we need to have the schedule loaded by June 21, 2021, when the Fall term registration opens. We do not have all the information at this point and will need to adjust our plans as we get direction from government or our local health authority. These plans are fluid and subject to change if there is any delay in BC's ability to distribute the vaccine by the summer or if there is another variant wave.
- One item that we need to work on is communication with the College community. The majority of the focus of the March 11, 2021, Town Hall was on our COVID recovery strategy. I have also asked for meetings with our stakeholder groups so we can engage with them on this topic.
- President Trotter emphasized the amount of work left to be done and that this is the priority and focus for the College in the months ahead. It is still too early to determine what the Fall term will look like in terms of F2F and online classes and will be based on the discussions by the faculty, the Department and Division Chairs, and the Deans. He advised the Board that the College will not return to 100% face-to-face delivery since we were never at 100% delivery before the pandemic as we were already doing online learning.
- The underlying premise for anything we do is the health and well-being of our employees and students.

## 9. COMMITTEE REPORTS/APPROVALS

### 9.1 Audit and Finance Committee

A. Dhillon advised that Item b. would be moved to just before Item f: Q3 Financial Summary to December 31, 2020, because it will give a bit more context to that item.

#### a. Draft Minutes of Meeting held March 15, 2021 (redacted)

A. Dhillon highlighted the draft redacted Minutes of the Audit and Finance Committee meeting held March 15, 2021, attached to the agenda for information.

**c. By-Law 204: Tuition Fees and Other Charges**

M. Koke highlighted the memo attached to the agenda noting that there were some items on the Schedule A that were not updated correctly when this was presented to the Board in January, and apologized for the error. He identified the corrected items, highlighted on the document, noting that we had used the previous prior year's figures rather than the prior year's figures, and the u-Pass fees were not reflected correctly as there was an increase to these fees by the Langara Students' Union for 2020 and 2021. He opened the floor for questions of which there were none.

It was moved by M. Jaworski and seconded by R. Palozzi

**THAT, the Board approve the revision to By-Law 204: Tuition Fees and Other Charges for the GERO and SSRV programs and the UPass Fees commencing on or after May 1, 2021, according to the fee schedule attached and marked "Schedule A".**

**Carried Unanimously**

**d. Langara College Foundation – Transfer of Funds**

V. Sokha noted that the projected transfers to the Langara College Foundation, as outlined in the memo attached to the agenda, were presented to the Audit and Finance Committee at their meeting held March 15, 2021. He noted that the Building Legacy Fund and International Education Development Fund, as established by Bylaw 204, are fees collected from students that help provide funding for new buildings and support to international initiatives that are aligned with the College's strategic priorities. He further noted that the Ministry is in agreement with the transfer of these funds to the Foundation and the College is in compliance with CRA's disbursement quota rules.

Discussion ensued and Board Members questions were answered.

It was moved by R. Mirani and seconded by R. Palozzi

**THAT, the Board authorize a transfer of funds in the amount of \$1,700,302 to the Langara College Foundation as at March 31, 2021, as follows:**

**(a) Matching Donations - \$250,000  
for the 2020 and 2021 fiscal years of the Foundation, and THAT, the College indicate that these funds are for the sole purpose of matching donations received by the Foundation.**

**(b) Building Legacy Fund - \$1,150,227  
for future Langara College capital projects at the Foundation's discretion, in an amount not to be greater than the College's revenues less its expenditures including all other transfers, for the year then ended, provided that any funds so transferred meet the requirements under Public Sector Accounting Standards to be accounted for as an expense, with such requirements to be agreed to by the College's auditors.**

**(c) International Education Development Fund - \$300,075**

**Carried Unanimously.**

**e. CCTV – Negotiated Request for Proposal (NRFP)**

C. Arnold Forster presented the memo attached to the agenda noting that this is in response to the event that occurred at the College on April 1, 2019. Three consultation sessions were held with the College community with a total participation of 32 employees, although planning was for triple that number. The sessions included the vision of what the objective was of having CCTV in the College and why it was important. The vision document is included in the package along with comments from session participants. We will not have sufficient information about what the technical details of the CCTV would be until we have engaged someone who has the knowledge and can advise what is available in the market. Nevertheless, there was a general consensus in the sessions that it was a positive first step but there are some things that should be considered going forward. One of those considerations is that CCTV is not a preventative mechanism; it is a response mechanism and this is clearly outlined in the vision document. The desire is that we continue to adopt a broad preventative strategy, outside of the CCTVs, and assist students so we do not have incidents like the one on April 1<sup>st</sup>, 2019.

There are some areas where we would need to have further consultation on a personal area (ie where staff might be working in public areas on a regular basis and there would be a reasonable expectation of privacy for those staff members). There needs to be some clarity on who would have restricted access to those records, the logging of that access, and limiting access specifically to authorized employees of the College, who are well trained and could be held responsible. There is a strong desire to know that it is effective and accomplishes the job that needs to be done. The consensus was that it was a good idea but that there are some areas that we would have to continue to think about as we move forward to implementation.

Discussion ensued and Board members questions were answered.

It was moved by M. Jaworski and seconded by I. Mass

**THAT, the Board authorize the College to proceed with preparing an NRFP to augment the existing CCTV with indoor cameras.**

**Carried Unanimously.**

**b. 2021/2022 Operating Budget and Capital Acquisitions Budget**

A. Dhillon provided context as to why this item was moved. When reviewing the documentation that has been presented, Board members would have noticed that the Operating Budget and Capital Acquisitions Budget was set at a certain amount and expectation based on the facts that we had at that point. Based on the facts in the Q3 Financial Summary, that definitely has shifted. The purpose of moving this item was to encourage discussion and to ensure that the stakeholders are aware that the Audit and Finance Committee took this seriously, looked at the change in the situation, and discussed it appropriately. Budgeting is, at best, a complex process that involves a lot of moving parts and is based on institutional information and not strictly at the purview of Finance. He encouraged Board members to ask questions because it allows V. Sokha and his team to put context to what got us here, which then allows the President and the Board Chair to feel comfortable about what we have done in terms of our results and operating budget.

V. Sokha advised that the College is required to prepare a budget every year. Budget preparation requires substantial effort from budget officers, faculty, administrators, and staff. Finance assists the College community in developing their individual budgets and then consolidates that information into a single document that is presented to the community, to the Board, and to the government. He personally thanked every single member of the College community that worked on the budget for the next year.

V. Sokha made a presentation on the 2021-22 Operating Budget and Capital Acquisitions Budget and provided an environmental context in creating the budget, highlighted the major budget assumptions, and reviewed revenues and expenses in detail. During his presentation, he noted the following:

- Key budget principles that were developed are still very valid and were used in developing the budget.
- The budget supports the current Strategic and Academic Plans and the Continuing Studies Business Plan.
- The transparent, consultative, and accountable budget process took into account the College's desire to promote learning, teaching and student success, and to honor commitments and collective agreements.
- Langara continues to receive the lowest or one of the lowest operating grant per FTE. This may change once government completes the review of the funding that public post-secondary institutions are receiving.
- Langara is the second lowest among post-secondary institutions in BC with regards to tuition fees.
- Every program is important as highlighted in the budget assumptions. Langara had not increased international tuition fees for four years until last year for September 2020. At the November 28, 2019 meeting, the Board approved an increase in tuition effective September 1, 2020 where there was a 6% increase in international tuition fees, and effective on May 1, 2021, there will be a 2% increase in domestic tuition fees.
- One major budget assumption is that the effects of the COVID-19 pandemic will decrease and will have a lesser impact on Langara. However, depending on the development of a new variant of the virus, the slow vaccination efforts, etc., could have a fairly broad range on the budget.
- We expect a fairly good increase on the province's Sustainability Service Negotiating Mandate (formerly called the Economic Stability Mandate) as well as an increase in health-care program assistance.
- We expect a decline in Continuing Studies revenue who took a major hit during the pandemic. We are working on rebuilding that department and getting it back on track during the next year.
- Total enrolment for regular studies will get back to pre-pandemic levels but is dependent on manufacturers and whether international students will have an opportunity to obtain Visas and get here in time.
- Spending will be focused on support for student success, support for academic areas including faculty, and on recovery from COVID-19.
- There will be significant investments to academic areas that require support. Students and instructional support will see an increase in funding.
- There will be an increase of 98 teaching sections from the 2020-21 level resulting in an increase of 65.33 sections for the Health Care Assistant program. As an additional workload, units are fully funded through the grants and there will be an increase of 30.67 sections due to Administrative Duty Time (ADT).
- We expect a drop overall in total tuition and student revenues over the next year, however, provincial grants will increase significantly to offset this.
- The majority of our tuition fees are still coming from international students, regardless if they are regular studies or continuing studies.
- The majority of the increase in revenue for 2021-22 can be attributed to the grants that we will receive from the province.
- Workday Student Information System implementation will begin in 2022-23 but there will be some preparation work done in 2021-22. The implementation date was shifted in order to allow the College to recover from the COVID-19 pandemic and also due to the fact the employees need to be on campus during the consultation process.
- Management will continue to monitor the effects COVID-19 has on the budget and will advise if an adjusted budget needs to be brought to the Board in future.

- Being in this unprecedented time caused by COVID has caused the government and PSIs adjust quickly to the conditions that are evolving, sometimes very rapidly. Assumptions were made that we would have the same enrolment in regular studies but the FTE estimates due to COVID's impact will change as this evolves. We do not know how everything will play out and it is difficult to speculate, so we have been very conservative in our assumptions. We are committed to working with the government and the community so that we can come back stronger. We will keep the Board updated of any changes or developments as we receive information or announcements from government that might impact the budget going forward.

A fulsome discussion ensued and Board Members questions were answered.  
It was moved by R. Mirani and seconded by M. Roberts

**THAT, the 2021-22 Operating Budget and Capital  
Acquisitions Budget be approved.**

**Carried Unanimously**

**f. Q3 Financial Summary to December 31, 2020**

M. Koke highlighted the Q3 Financial Summary to December 31, 2020, attached to the agenda information.

V. Sokha noted that the events of the past year have forced us to think differently that will help the College long term. Areas for improvement have been highlighted and we are currently working on several initiatives, including review of our budgeting, forecasting, reporting, and communication process with the goal of providing better access to up-to-date financial information and variances to support planning and operation decision. Stakeholders will be appropriately informed as details and plans emerge or any big changes come from the government or the environment.

A Board member noted that budget forecasting is not a science that is necessarily totally accurate, especially looking forward during COVID times. It is encouraging that we have a surplus but we need to be mindful moving forward about having dialogue about a deficit so early in the process.

A. Dhillon advised that we initially had a balanced budget approved in the past and it was a projection based on what occurred during the year. We were expecting to be in a significant deficit and we ended up with a surplus. To clarify, one of the reasons is that it definitely is quite a swing in the other direction and the discussion puts it into context where the budget was reviewed and considered.

Discussion ensued and Board members questions were answered.

**9.1 Governance and Nominating Committee**

**a. 2021-2025 Strategic Plan**

Y. Varachia highlighted the Strategic Plan 2021-2025 attached to the agenda and provided background on its development from inception to the final stages to the Board in February 2021.

L. Fisher noted that the final version of the Strategic Plan is attached to the agenda and includes the changes that were discussed at the February session with the Board, with one exception. When we were looking at the programming area with measures related to relevance, there was discussion around including a measure about transfer success. After discussions with Institutional Research, it was noted that the data is only available every 2-3 years from the BC Council for Admissions and Transfers (BCCAT) who provides the data. Our current data set is from 2017-18. M. Heldman reached out to BCCAT to see if it was possible to get the data more frequently and it is not. We felt that it was not a very helpful measure if we were not able to update it very frequently during the life of the plan so it was removed. However, the other measure we looked at related to relevance was adding in one for

Coop Employer Satisfaction with Student Performance. Our colleagues in Coop already gather information on that measure and shared it with us to add to the Strategic Plan. There was also information in the package around alignment that we did not get to the reporting at the Retreat. Once the Plan is completed, it is only a Plan on the shelf unless the community is understanding it, engaging it, and using it to guide the work that we do so we actually achieve what we have set out in the Plan.

The next step is to ensure that the College community is aware of the Plan, understands it well, and is aligned with the Plan. She outlined the three-step process as follows:

1. Annual conversation for the Senior Leadership Team to set each year's key priorities.
2. Broadly communicate the Plan with the internal community as well as the external community (elected officials, business partners, etc.). The communication plan is broad but will include a designed publication, a website, an employee town hall, etc.
3. A Tool Kit is being built for leaders with the help of N. Tsangarakis from Kwela who will facilitate a series of workshops for leaders of the College to help them understand the Plan and review their own approaches to developing their departmental and operational plans to make sure that as they do that work going forward that it is well aligned.

The Strategic Plan is a living document and will change as objectives are achieved through the lifespan of the document.

We have provided annual updates on our progress to the Board every January, and it is our intention to continue to do that with the caveat that this year is going to be focused on the return to campus and recovery from COVID. Because the Plan is now being approved in March and time will be spent sharing it with the community, the leaders will only have a portion of the year to do to the work. While we are happy to provide a report to the Board in January 2022, progress in some areas may be modest as we continue to focus on COVID recovery.

It was moved by M. Roberts and seconded by A. Dhillon

**THAT, the Langara College Board approve the 2021-2025  
Strategic Plan as presented.**

**Carried Unanimously.**

## **10. EDUCATION COUNCIL REPORTS**

The Board Chair reminded Board Members of Section 23 of the BC College and Institute Act that requires Education Council to advise the board on the development of educational policy.

### **10.1 Summary Report of the meeting held January 19, 2021**

### **10.2 Summary Report of the meeting held February 23, 2021**

D. Bernaerdt, Chair, Education Council highlighted the summary reports of the Education Council meetings held on January 19 and February 23, 2021. Of special note were the following:

- As we look forward to a plan for a return to campus in the fall, there are still some very practical operational impacts being created by COVID-19. We are finding that international applicants continue to encounter closed testing centres and are not able to provide IELTS scores to satisfy admission and registration requirements of the College. This is common in the entire sector and is not unique to Langara. Education Council passed an extension to allow for the temporary use of a Duolingo English test score through the Spring 2022 admissions and registration period.
- On a related note, approval was given to extend the temporary measures in place while the Langara English Test (LET) cannot be run. The accommodation is that we are using the IELTS score for some of the Communications courses that the English department offers, and also lowering the minimum grade for an English 12 mark to 50% for a number of our first-year English courses.
- As we start returning to a more normal operations, plans are nearing completion to start holding the LET on campus as COVID-19 mitigations allow.

- D. Bernaerdt highlighted the course changes for five Asian study courses where the pre-requisites have either been removed or simplified to provide improved pathways for students to complete the Associated Arts Degree in Asian Studies. We have seen from a number of departments periodic review, driven by program review, and looking at how we can support keeping high academic standards but also provide pathways for student success.

It was moved by K. Dhaliwal and seconded by M. Jaworski

**THAT, the Education Council Summary Reports for  
January 19 and February 23, 2021, be received.**

**Carried Unanimously.**

## 11. BOARD MEMBER REPORTS

M.L. Baum highlighted that some Board members attended a one-hour webinar from KPMG titled *The Future of Higher Education in a Disruptive World*. The webinar included a presentation from Rob Clayton titled *Transform, Optimize, or Do Nothing* that spoke about the current state of higher education and the risks of COVID-19. A panel discussion was then held on some of the issues arising and included four umbrella questions. She advised that this aligned with what the Board has discussed and other presentations that the Board has received and was confirmation of the work going forward at the College.

The main focus of the presentation centered on student success and included the pros and cons of the past year going through the pandemic. Some of the changes seen as being anticipated and moving toward are:

1. shorter courses/degrees (ie micro credentials);
2. more experiential and life-long learning;
3. students being attracted for upgrading;
4. a move towards being more borderless for students and faculty; and,
5. recognizing that students are increasingly digital natives and the relationship between online and face-to-face learning is changing in response to the cohort who are coming online, particularly in the stereotypical post-secondary cohort. There was an emphasis on student focus and seamless approaches to technology.

The two panelists for the panel discussion were Denise Amyot from CICan and Paul Davidson from Universities Canada who responded to four umbrella questions. The first had to do with the new reality and the challenges and strengths that have emerged over the past year. P. Davidson emphasized the agility and nimbleness that was a hallmark of institutions over the last year and how quickly institutions were able to respond to the pandemic. Also, post-secondary institutions are key anchors in the community and there is a renewed awareness of the importance of research done in institutions and how that benefits the community broadly. The second question had to do with barriers that emerged, and there was an emphasis on governments and how they are narrow bandwidth in terms of their focus in dealing with the deficits that will have been accrued over this pandemic period. The concern is that this may be a problem with PSIs if governments do not recognize the importance of supporting institutions as part of that response. There was also concern about governments' responses to the need for digital upgrades. The third question had to do with if there was a risk that institutions will revert back to practices before the pandemic and the consensus was that it was highly unlikely. It was noted that hybrid learning was likely to stay and emphasized the need for seamless technological, but it was also noted the importance for students and faculty to have that face-to-face interaction. The final question had to do with governance and was "How can Boards turn the dial in terms of support". The response to that was a focus on a need for strategic and future-forward thinking, focusing on how students feel about their learning, and the degree to which Boards reflect the community with a particular focus on ensuring that there is indigenous representation on Boards as well as other diverse communities represented, in particular the need for Board members to be champions and defenders of the institutions and to recognize the importance of the autonomy of the institutions vis-à-vis governments who may be moving towards a directive role. It was noted that a link to the recorded webinar and a pdf copy of the presentation was provided to Board members in advance of the meeting.

**12. CONSTITUENT GROUP REPORTS**

There was no report.

**13. VISITOR'S COMMENTS**

There were no visitors.

**14. NEXT MEETING AND ADJOURNMENT**

**14.1 Next Meeting**

**a. Thursday, May 27, 2021**

It was noted that the next Board meeting will be held on Thursday, May 27, 2021.

**15. CONCLUSION**

It was moved by M. Jaworski and seconded by M. Roberts

**THAT, the meeting be concluded at 7:16 p.m.**

**Carried Unanimously.**