

Board of Governors
Minutes of a Public Meeting
held on Thursday, November 28, 2019
beginning at 5:00 pm in the Board Room B141

Present: Mary Lynn Baum Raza Mirani
Darren Bernaerdt Ian Mass, Board Chair
Krisha Dhaliwal (via videoconference) Rose Palozzi
Janelle Dwyer Savita Rani
Andy Dhillon Melissa Roberts
Himanshu Gautam Lane Trotter, President
Michal Jaworski

Employee Resources: Ben Cecil, Provost and Vice-President, Academic and Students
Lisa Fisher, Vice-President, External Development
Jane Mason, Vice-President, People and Culture
Viktor Sokha, Vice-President, Administration and Finance

Constituent Groups: Steven Brouse, Representative, CUPE Local 15/VMECW
Scott McLean, President, Langara Faculty Association

Guest(s): Chris Arnold Forster, Director, Risk and Internal Controls
Michael Koke, Director, Financial Services
Ann Syme, Dean, Faculty of Nursing

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

1. MUSQUEAM LAND ACKNOWLEDGMENT

The Board Chair delivered the following acknowledgement that Langara College rests on the land of the Musqueam peoples:

I would like to acknowledge the unceded territory of the hə əmi"ə" (hun ga mi num) speaking x ʷməθk ʷəy ' əm (Musqueam), on which Langara College is located.

2. 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.

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. WELCOME TO NEW BOARD MEMBERS

4.1 Himanshu Gautam

The Board Chair welcomed new student Board Member, Himanshu Gautam, who was elected for a one-year term effective October 1, 2019. H. Gautam shared a bit about his background and insight into his interest in serving on the Board. It was noted that his oath of office had been administered during his orientation session.

4.2 Savita Rani

The Board Chair welcomed new student Board Member, Savita Rani, who was elected for a one-year term effective October 1, 2019. S. Rani shared a bit about her background and insight into her interest in serving on the Board. It was noted that her oath of office had been administered during her orientation session.

4.3 Melissa Roberts

The Board Chair welcomed new faculty Board Member, Melissa Roberts, who was elected for a three-year term effective October 15, 2019. M. Roberts shared a bit about her background and her interest in serving on the Board. It was noted that her oath of office had been administered during her orientation session.

5. APPROVAL OF AGENDA/CONSENT AGENDA

It was moved by J. Dwyer and seconded by M. L. Baum

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

- 5.1 Minutes of Meeting held September 26, 2019 - Approved**
- 5.2 Chair's Written Report - Acknowledged**
- 5.3 President's Written Report - Acknowledged**
- 5.4 Q2 Financial Statements to September 30, 2019 - Acknowledged**
- 5.5 Semi-annual Investment Summary to September 30, 2019 - Acknowledged**
- 5.6 Confirmation of College Remittances – Acknowledged**

Carried Unanimously.

6. CHAIR'S VERBAL REPORT

The Board Chair highlighted the following:

- He continues to hold bi-weekly meetings with the President to receive an update on the College.
- He has arranged one-on-one meetings with each Board Member in order to get to know them better.
- He has committed to meet with the student-elected board members prior to each Board meeting to help mentor them into their new position on the Board.
- He will provide a meeting evaluation tool after every Board meeting to get board members perspective on how the meeting went so that he can continuously improve as Board Chair.

7. **PRESIDENT'S VERBAL REPORT**

The President advised that on November 25, 2019, he met with Assistant Deputy Minister, Shannon Baskerville, in Victoria to discuss the Ministry's priorities for the Strategic Plan. He advised that the Ministry will coordinate a meeting with the Board to discuss this before the next Board meeting. He also provided the Ministry an update on the College's Campus Master Plan and advised what is expected from the City of Vancouver regarding rezoning approvals so the Ministry is aware. Management will continue to advocate to the government for the college's needs.

8. **COMMITTEE REPORTS/ RECOMMENDATIONS/ APPROVALS**

8.1 **Audit and Finance Committee**

a. **Minutes of Audit and Finance Committee Meeting held November 18, 2019**

A. Dhillon, Chair of the Audit and Finance Committee, highlighted the draft Minutes of the AFC meeting held on November 14, 2019, attached to the agenda for information.

b. **Q3 Forecast to the Ministry of Advanced Education, Skills and Training**

M. Koke highlighted the memo attached to the agenda noting that the forecast is brought forward on a quarterly basis as required by the Ministry and is developed using the Ministry's template. M. Koke summarized the Third Quarter (Q3) Financial Forecast for the fiscal years 2019/20 through 2022/23 submission to the Ministry and advised that the Audit and Finance Committee reviewed the forecast on November 14, 2019, and had no concerns. Discussion ensued and Board Members questions were answered.

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

THAT, the Board approve the Financial Forecast for fiscal 2019/20 with projections for fiscal years 2020/21, 2021/22, and 2022/23, as prepared during the Third Quarter (Q3) of fiscal 2019/20, to be submitted to the Ministry of Advanced Education, Skills and Training.

Carried Unanimously.

c. **Renewal of Appointment of Auditors**

V. Sokha advised that at the Board meeting held November 22, 2018, and as part of an RFP process, the Board approved the appointment of KPMG as the Auditor for Langara College for the fiscal year 2018-2019, with the option to renew annually at the discretion of the College, for an additional four years. Therefore a recommendation was made to renew the appointment of KPMG for the fiscal year 2019/20.

It was moved by J. Dwyer and seconded by M. Jaworski

THAT, the Board approve the appointment of KPMG as Auditors for Langara College be extended for an additional one year commencing fiscal year 2019/20.

Carried Unanimously.

d. Changes to By-Law 204 - Tuition Fees and Charges for Instruction

I. Mass highlighted By-Law 204 attached to the agenda and advised that the recommended changes were in keeping with best practices to change the by-law to include international tuition fees to be within the purview of the Board. The recommended changes are to Item 4.1 to add "and international" after "domestic", to delete Item 4.2, and to renumber.

Discussion ensued and Board Members questions were answered.

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

THAT, the Board approve amendments to By-Law 204 to add "and international" after domestic and before students on Item 4.1, to delete Item 4.2, and to renumber.

Carried Unanimously.

e. Preliminary 2020/21 Operating and Capital Acquisitions Budget

V. Sokha highlighted his memo attached to the agenda for information and provided background on the preliminary budget for 2020/21. He noted that at this point in time the budget shows a deficit of approximately \$3.7M. He advised that the deficit will be addressed over the next several months in order to balance the budget, which is required by the provincial government, to the Board at the March 2020 meeting.

M. Koke advised that the numbers are consistent with decisions that have been made and messages received from the college over the past year, one being the decision to move forward with the implementation of the ERP system. Assumptions have been made on what can be capitalized for ERP and any significant changes will be brought to the AFC and to the Board. Also, significant growth in staff salaries is not covered by the Ministry under the economic stability mandate so needs to be covered by the College.

In response to a question if there are particular initiatives that are being cut back to present a balanced budget, it was noted that, as had been indicated at the Board meeting on March 28, 2019 where the current budget was presented and approved, this fiscal year is our cross-over year where our expenses catch up to our revenue. Since government directs that we must have a balanced budget, we have less flexibility than we have had in prior years. We have focused on strategic issues, being mindful of operational needs, through consultation with all departments. It was noted that the draft FY2019/20 Budget is not cutting any existing activity but may delay, defer, or cancel requests for new items or activities.

Discussion ensued and Board Members questions were answered. I. Mass explained the reason for the silence of board members who are on the Audit and Finance Committee, because the same questions were raised and answered at the Audit and Finance Committee meeting.

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

THAT, the Board receive the Preliminary 2020/21 Operating and Capital Acquisitions Budget.

Carried Unanimously.

f. International Tuition Fees and Medical Fees for International Students

L. Fisher highlighted her memo attached to the agenda noting that at the September meeting of the Audit and Finance Committee (AFC), there was a brief discussion regarding Langara's current practice of providing international tuition fee increases to the Board for information, rather than approval. The AFC asked senior staff to report back on the practice in the sector in this regard, and pros and cons of moving to Board approval. A number of institutions in BC were contacted, and it appears there is a range of approaches. However, there seems to be a recent move towards having Boards approve international tuition fees.

The Committee also asked what the advantages and disadvantages may be for Langara if we move to Board approval of international tuition fee increases. There are no significant disadvantages for the College related to making this change as it is already Langara's practice for senior team to bring detailed information and justification for any increases to the Board. Any tuition increases are planned in advance, in order to provide students with notice. There may be some slight risk of needing to adapt fees on short notice should there be a major disruption to the market, which might require the Board to meet on short notice to consider a fee change, but that risk seems relatively low. One advantage of this approach is that it would be clear to the College community that the Board was in support of any increases.

Langara last raised its per-credit international student tuition fees for regular studies, non-PDD programs in the Summer term of 2016. This increase placed us below the universities, but higher than other public local colleges, institutes, and teaching universities, as appropriate, given our strong international brand. During the previous four academic years, the average increase in the Consumer Price Index for Vancouver has averaged 2.4% per year, and domestic tuition has risen at 2% a year. Local competitors have also raised their international tuition fees, some quite substantially, and we are now toward the middle of the sector.

In order to ensure that our international tuition fees continue to cover the full cost of an international students' education, that the College is financially sustainable, and that our fees remain competitive within the sector, an increase to international tuition fees for regular studies, non PDD programs (per credit) of 6% for Fall 2020 was recommended. With this increase we will still be lower than the universities and KPU. We are still evaluating whether or not to implement an annual increase to international student fees, as some other institutions are doing.

This 6% increase would not fully recover the annual 2.4% inflationary costs we have incurred over the past four years; however, we feel that a larger increase at one time could be challenging for some of our current international students. In making this recommendation, we also considered whether it would be possible to grandfather current students at their existing tuition rates, raising them only for new students starting in Fall 2020. However, our current student information system will not support that. Once the transition to Workday Student is complete, we expect to be able to support such an approach in the future. We also considered that we will soon be proposing a new mandatory international student medical fee for new students to cover the three-month mandatory waiting period for MSP.

Discussion ensued and Board Members questions were answered.

It was moved by M. Jaworksi and seconded by R. Mirani

THAT, the Board approve the proposed 6% increase to international tuition fees for regular studies, non PDD programs (per credit), effective September 1, 2020; and

THAT, the Board approve the proposed mandatory medical fee for international students, to ensure that the students have medical coverage.

Carried Unanimously.

g. By-Law 204 - Tuition Fees and Charges for Instruction - Schedule 'A'

V. Sokha highlighted his memo attached to the agenda and provided background and context to the government's restriction of tuition fee increases to 2% annually. He noted that in 2017 the government reinstated a tuition-free policy for domestic students accessing Adult Basic Education (ABE) and English as a Second Language (ESL) programs in the public post-secondary system. The College is being compensated by the Ministry for lost tuition revenue from these programs. The current document also does not include any changes to LSU student fees which were increased in 2018.

Domestic fees include Post-degree programs in nursing which may include domestic students but fees have not changed. At the November 14, 2019 Audit and Finance Committee, staff were asked to amend By-Law 204 to include a 6% increase to international tuition fees for regular studies, non-PDD programs. As a result, the attached Schedule A to By-Law 204 includes this 6% tuition fee increase. In Continuing Studies, the Ministry of Advanced Education approved up to a 2% increase in LEAP domestic fees so a 2% increase will be implemented. He noted that tuition fee increases require a minimum of a 60-day lapse between approval and implementation; therefore, approval prior to the end of January 2020 will make the proposed changes effective for the Summer term of 2020 unless noted otherwise.

Discussion ensued and Board Members questions were answered.

It was moved by J. Dwyer and seconded by ML Baum

THAT, the Board approves the proposed tuition fees for instruction in all programs and courses commencing on or after May 1, 2020, and on or after September 1, 2020, according to the fee schedule attached and marked "Schedule A".

Carried Unanimously.

h. Workday Advisory Committee - Terms of Reference

A. Dhillon advised that the Audit and Finance Committee reviewed the Terms of Reference for the Workday Advisory Committee, established to oversee the ERP project. He advised that, in accordance with By-Law 208, Item 3.4 (i), the AFC will ask the Governance and Nominating Committee to review the Terms of Reference and recommend them to the Board for approval.

8.2 Interculturalization/Internationalization Task Force

M.L. Baum, Chair of the Interculturalization/Internationalization Task Force advised that the Task Force held four meetings on August 26th, September 26th, October 24th and November 28th.

a. Minutes of Meeting held August 26, 2019

M.L. Baum, Chair of the Interculturalization/Internationalization Task Force, highlighted the draft Minutes of the meeting held on August 26, 2019, attached to the agenda for information. She advised that this was the first meeting of the Task Force where they reviewed its Terms of Reference, the Timeline for making a final presentation to the Board, to discuss the objectives of the Task Force, and a general discussion on next steps.

b. Minutes of Meeting held September 26, 2019

M.L. Baum, Chair of the Interculturalization/Internationalization Task Force, highlighted the draft Minutes of the meeting held on September 26, 2019, attached to the agenda for information. She advised that the Task Force received a presentation from Daryl Smith, Director of Internationalization, who defined Internationalization as an intentional process to integrate an intercultural dimension in the way we teach, learn, and provide services at the College, in order to enhance the educational environment for all students and employees while making a meaningful contribution to our community. The presentation focused on the development of Langara College's Internationalization Strategy and what the Board can do to support this initiative. He highlighted the four pillars of the Strategy and each pillar's set of goals, objectives and measurable outcomes:

1. Student Success and Development
2. Support for Employees
3. An Intercultural Dimension
4. Global Citizenship

A copy of his presentation was attached to the agenda for Board Member's information.

It was agreed at this meeting that a strategic-level commitment from the Board by way of an official statement or similar would show the College that the Board supports interculturalization.

c. Minutes of Meeting held October 24, 2019

M.L. Baum, Chair of the Interculturalization/Internationalization Task Force, highlighted the draft Minutes of the meeting held on October 24, 2019, attached to the agenda for information. She advised that the meeting included a follow-up to the September 26th Task Force meeting and the October 18th Board Retreat. The Task Force received a presentation from Brad Van Dam, Director, International Education Operations to help the Committee understand the difference and the relationship between Internationalization and International Education. A copy of his presentation is attached to the agenda for Board Member's information.

She advised that the Task Force held a meeting on November 28, 2019, just prior to the Board meeting, to discuss the timeline to bring a final report with recommendations to the Board at the January 23, 2020 Board meeting. M. L. Baum advised that the Interculturalization/Internationalization Task Force minutes of the past meetings, including copies of the presentations, were provided so that Board Members could familiarize themselves with the work of the Task Force and understand the recommendation that will be made to the Board in January 2020.

9. FOR INFORMATION/ DISCUSSION

9.1 Status of Strategic Plan Process

L. Fisher provided an update on the Strategic Planning Process noting that the Committee has met three times since the Board Retreat and is moving toward the desired future state. A first draft of the Strategic Plan will be available in January 2020 for Board input and feedback and the next step will be to start community consultations in the spring. There will also be an opportunity for former Board Members to provide feedback at a Board Academy scheduled in February 2020.

9.2 2 Factor Authentication for Board Members

V. Sokha highlighted his email attached to the agenda for information, and advised that in order to strengthen the college's cyber security posture, Langara has implemented 2 Factor Authentication (2FA) for all faculty and staff. He noted that currently Board Members have access to email services and other services like eScribe for Board business. In order to fully protect the college's data and systems, Board Members will also be included in the 2FA implementation that will occur on Monday, December 2, 2019. IT provided assistance to Board Members to download and activate the mobile phone Microsoft Authenticator Application. J. Yau, Associate Director, Operations, IT, provided an update on 2 Factor Authentication and answered Board Members questions.

9.3 Intercultural Days - February 25-26, 2020

L. Fisher advised that as part of the Internationalization initiative, the College will host Intercultural Days from February 25-26, 2020. The EA to the Board will send a calendar invitation to all Board Members and will provide further information as it becomes available.

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 Education Council Summary Report for meeting held September 17, 2019

D. Bernaerdt highlighted the Education Council summary report for the September 17, 2019 meeting attached to the agenda for information. Of special note was that routine reviews of policies and by-laws is in process, and the annual Education 101 event for EdCo members will be held October 29, 2019.

It was moved by J. Dwyer and seconded by A. Dhillon

THAT, the Education Council Summary Report for the meeting held September 17, 2019, be received.

Carried Unanimously.

11. BOARD MEMBER REPORTS

There was no report.

12. CONSTITUENT GROUP REPORTS

There was no report.

13. VISITOR'S COMMENTS

There were no comments.

14. NEXT MEETING

14.1 Thursday, January 23, 2020 at the Centre for Entertainment Arts

It was noted that the next Board of Governors meeting scheduled for Thursday, January 23, 2020, will be held at the Centre for Entertainment Arts, 565 Great Northern Way. The meeting will start with a tour of the Centre and then finish in the Board Room.

15. CONCLUSION

It was moved by R. Mirani and seconded by A. Dhillon
THAT, the meeting be concluded at 6:24 p.m.

Carried Unanimously.

Ian Mass
Chair, Board of Governors

Lane Trotter
President and CEO