

**Langara College Board of Governors  
Minutes of a Public Meeting  
held on Thursday, May 27, 2021  
beginning at 5:00 pm  
via Zoom videoconference**

**Present:** Mary Lynn Baum  
Darren Bernaerdt  
Krisha Dhaliwal  
Andy Dhillon  
Janelle Dwyer  
Dana Hunter  
Michal Jaworski

Ian Mass, Board Chair  
Raza Mirani  
Scott Murray  
Rose Palozzi  
Melissa Roberts  
Lane Trotter, President

**Regrets :** Alex Parappilly  
Cole Rheaume

**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:** Steven Brouse, Representative, CUPE Local 15/VMECW  
Pauline Greaves Aylward, President, Langara Faculty Association  
Joanne Rajotte, Secretary, Langara College Administrators' Association

**Guest(s):** Chris Arnold Forster, Director, Risk and Internal Controls  
Elizabeth Barbeau, Dean, Faculty of Social Sciences and Community Programs  
Eileen Chin, Associate Director, Finance and Purchasing  
Michael Koke, Director, Financial Services  
Debbie Mohabir, Secretary Treasurer for CUPE Local 15  
John Russell, co-Chair, President's Committee on Academic Freedom and Freedom Expression

**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 5:02 p.m. He conveyed regrets from those unable to attend, and welcomed all guests and visitors.

**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

I. Mass noted an addition to the agenda as Item 7.3.c. Workday Advisory Committee Membership.

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

**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 March 25, 2021 - Approved**
- 4.2 Chair's Written Report - Acknowledged**
- 4.3 President's Written Report – Acknowledged**
- 4.4 Association of Governing Boards National Conference on Trusteeship Notes – Acknowledged**
- 4.5 Province of BC Governance Training – Session 1 held April 15, 2021, Notes - Acknowledged**
- 4.6 Province of BC Governance Training – Session 2 held May 18, 2021, Notes – Acknowledged**
- 4.7 Notice of Election of Board Chair – Acknowledged**
- 4.8 Confirmation of Remittances – Acknowledged**

**Carried Unanimously.**

### 5. CHAIR'S VERBAL REPORT

In addition to his written report, I. Mass highlighted the following:

- Election for the Board Chair position will be held at the June 24<sup>th</sup> Board meeting. I. Mass advised that he will not be seeking re-election and encouraged other appointed Board members to submit nominations or expressions of interest. He advised that he is available to discuss the responsibilities of the Board Chair position with anyone who is interested.
- He met with the BC Board Chairs and had some interesting discussions about the longevity of senior leadership at the colleges across BC, what is happening at each College, and the kinds of challenges colleges are facing.
- He attended the Association of Governing Boards virtual annual conference, and two of three of the BC Colleges Governance Sessions, with the next session being held in June.
- Board members who were recently re-appointed by the Ministry were invited by the Crown Agency and Board Resourcing Office (CABRO) to attend a certificate program titled "Governance in the Public Interest". CABRO has offered this training to the entire Board and the GNC will look at this further to determine if the entire Board should participate. He noted that Board members who have already received the invitation were welcome to sign up for the training.

## 6. PRESIDENT'S VERBAL REPORT

In addition to his written report, L. Trotter focused his verbal report on Return to Campus plans and a letter he received from the Accreditation Council for Business Schools and Programs (ACBSP) on May 19, 2021, for the accreditation of 11 Langara College business programs. He noted that the credit for this achievement lies with the many faculty in the Langara School of Management (LSM) who supported the initiative over the past five years, and particularly to Shonna Reynolds for leading the accreditation project.

President Trotter asked M. Heldman to provide an update on the Getting Back Together (which was called Return to Campus) plans and the accreditation of Langara programs, and she highlighted the following:

- The Getting Back Together work is guided by the directions given by the Provincial Health Officer who provided a letter to all post-secondary institutions on March 8, 2021, to advise that we would be able to be back on campus for September.
- We are expecting to receive a revision to the Go Forward Guidelines which were originally published at the beginning of the pandemic to help us deliver programming to students in a safe, sensible way.
- We are working with the Primer that the Ministry provided a month ago while we wait for the revisions to the Go Forward Guidelines.
- Dr. Bonnie Henry held a virtual Town Hall in mid-May and all of these activities are informing our Getting Back Together plans.
- There are four streams that the Getting Back Together Committee and our Recovery Committee are working on. The *first* stream has to do with faculty and students making certain that when we return in the fall, we have a schedule that meets the needs of our students, and we are working diligently to have a smooth registration for the fall semester that kicks off in June.
- We are also paying attention to our student service needs because we know that some of our students want to continue to receive their various services virtually. Some students will want to join us on campus and we want to make sure that we have just in time services for our students when they need them and how they need them.
- The *second* stream that we are paying attention to is opening up the campus and we expect that the doors will be open later in the summer. We are working on ideas and plans to welcome back small groups of faculty members according to the safety guidelines that were just published on Tuesday as well as clarifying information that has come out this week.
- Convocation plans are going forward where M. Heldman along with several Board members, will welcome graduates on campus.
- We will be holding new student tours on campus as we are allowed to have small groups of students engaged in educational activities and we would like to welcome new students to campus.
- In order to open up the campus to students and faculty this fall, Facilities is having to do some additional work. They are installing plexiglas to high traffic services desks, an HVAC assessment is being done to ensure that our air exchange is up to standard, hands-free faucets are being installed in older washrooms to help reduce contact, furniture layouts in public spaces are being revised to reduce crowding, and classroom space is

being set aside for online learning because we know our students will be signing up for face-to-face classes and on-line classes and we want them to be on campus without being disrupted.

- The *final* stream is safety and we are working very closely with faculty to update safety plans. We used some pretty blunt instruments over the last 15 months to ensure our learning outcomes could be delivered safely if they had to be face-to-face. We are looking at revisions to those safety plans and are helping faculty understand the recommendations of the Primer when it comes to arrangement, for example, of seats in classrooms. Often it is best to move the chairs around to deliver the learning outcomes appropriately and we are making sure that moving the chairs will not be a problem with any of our safety plans.

## 7. COMMITTEE REPORTS/RECOMMENDATIONS/ APPROVALS

### 7.1 Student Enrolment Task Force

#### a. Presentation on Student Success

R. Mirani thanked the Board for the opportunity to present and advised that this is the second of two presentations from the Student Enrolment Task Force. He reminded Board members of the first presentation by L. Xiong at the March 25, 2021 Board meeting that focused on student enrolment. He introduced J. Gordon, M. Heldman and Y. Varachia to make a presentation on some of the steps that the College is taking to deal with and support students around enrolment and their experiences at Langara.

M. Heldman provided context that this is a very exciting opportunity for the College as we recently launched our Strategic Plan, and we now have the opportunity to show the Board what our Student Success Plan overview will look like. The reason why it is important is that next month, the second Academic Plan will be presented to the Board, which is inspired by work like this.

J. Gordon advised that we wanted to begin by defining Student Success Planning so the Board has an understanding of the work that the College has embarked on. We looked at it both from a concept point of view, a different way of viewing our enrolment and student experience, as well as a process. The process is that we place the student at the centre of our decision-making, and that enables the fulfilment of institutional mission (ie the Strategic Plan) and student's educational goals, which is the tie-in to the Academic Plan. All three of these Plans come together to form the way forward in the future for the College.

Y. Varachia advised that Student Success Planning is important and starts with accountability. It gives us an opportunity to put ourselves in check to make sure we are accountable to our students and with each other. Things are constantly changing with regards to student expectations and needs, and we need to make sure we are accountable for those changes. A Student Success Plan provides an opportunity to work across campus so that we are not only supporting our students but are supporting our faculty and colleagues. It's about doing things smart and leveraging skills across campus. We

also want to focus on technology as things change to better support our students and each other. Client Relation Modules (CRMs) and different opportunities collect student data so that we know what is happening and can share that information across campus through a seamless approach. We want to make sure that students are successful throughout the process and that they are growing inside and outside the classroom. This provides opportunities to engage with each other and with faculty, but also important is success within the community. Our peers across BC and Canada are vying for the same students, and we want to make sure our product and what we are doing is about supporting students, whatever journey they may be on. It is making sure we have the resources, supports and skillsets to move us in the right direction. When a student comes onto campus as a prospect to when they leave as an alumni or come back as a life-long learner, we want to make sure that this is a seamless experience, that we are working behind the scenes to make sure their needs and the needs of our campus are being met.

J. Gordon provided a snapshot of the planning framework for the Student Success Plan. The Strategic Plan is the base that grounds us to the work. We can return to it and ask the questions of “why” and “how” and “what” because we have a Strategic Plan to drive this process forward. The work is very much a data rich process – an evidence-based approach to understanding student success. We will have clear goals that promote student academic success, and it is very much an interactive process. It is a living plan represented in the strategies and tactics that will be nimble and able to respond to changes, that are happening live and in action with various departments and faculties across campus. We look at the work that we embarking on across the entire learning journey, from the first contact with students, so that we take a holistic approach to student persistence and success for the goal of our students.

Y. Varachia spoke to the challenges that we face when implementing the Student Success model. The biggest disruption we have had is COVID, but it is always about change and moving forward. A short-term focus making long-term planning is very challenging, so what we are doing with the Student Success model is constantly moving forward and looking inwards and how we can always improve. Resources, budget, time and most important is data. We are looking at what data is available to ensure we have clean data, the right data, and what data we will need in the future to help us move forward. Engagement from key stakeholders is also very challenging. This is about students, growth, and Langara. Another challenge is “planning fatigue”. We want this plan to be a continuation and a journey that we all take at the College. With all of these challenges, there is opportunity to work across campus and with key stakeholders to move Student Success Planning forward.

When will we know and realize that the Student Success Plan is successful? It’s really about the students, looking at them holistically and recognizing if we have met all of their needs during their journey at Langara. We have a number of checks and balances in place to ensure this is happening, but it is really about the opportunity to engage with our students, understand their success, but also understand some of the barriers and challenges they may face.

M. Heldman noted that we have a number of ways that students can participate or raise concerns. There are processes in place if they have concerns about instruction; they may raise concerns about the service they are receiving from any of the service providers within the College; we use the student satisfaction surveys that come from the provincial government to guide us for improvement; and, we carry out focus groups to allow our students to participate in a variety of information gathering events (ie programming). We are very interested in student's reactions to instruction and regularly ask them to respond to surveys about the instruction they receive. Our program review process includes input from current and past students as we want to know whether the programs they are completing are meeting their needs and expectations. We give students the opportunity to be involved through the Langara Students' Union (LSU) and other ad hoc committees that are struck from time to time. As we complete our Student Success Plan, we will look at whether this is enough.

Y. Varachia highlighted why student retention matters resulting in higher graduation rates, improved institutional health, greater student satisfaction, engaged alum, and positive community impact. He noted that students might come for a year or finish a degree with Langara but we want them to return for life-long learning. As they continue to move forward, we want them to become an engaged alumni and maybe support other students or initiatives that faculty are working on. People see Langara College as an anchor institution in the community to support their needs. It is an opportunity for us to have open dialogue and engage our community within the College. This student engagement and the Student Success Plan is supporting the College at its core.

Y. Varachia and J. Gordon are the Executive co-sponsors who are helping to lead this and move it forward. This is happening with all of our colleagues across campus and is about the entire campus coming together to support students and each other. There is also a Steering Committee that includes faculty, different groups on campus, and students. As we move forward, more people will join depending on the needs. We have a Data Team that includes a dedicated Data Analyst that will support us through this process.

The Strategic Plan drives all the planning at the College for the next five years. Sitting at the top is the Academic Plan. It is an iterative plan that has much in common with the process of development as the Student Success Plan. However, there is more to be done. We need an appropriate Indigenization Strategy, an Internationalization Plan, and a Justice, Equity, Diversity, and Inclusion (JEDI) Plan. All of these will be bounded by the Strategic Plan.

J. Gordon highlighted the next steps and milestones where we have begun the work with the Steering Committee which involves consultations that will eventually develop into goals, strategies and tactics. It is hoped to have the Plan to the Board for approval in November.

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

- The method and the way in which the information was presented and tying it to the Strategic Plan was appreciated as it is one of the key roles of the College.

- It was noted that the College has not done a Student Success Plan before and the opportunity to do this is directly related to the importance that the Strategic Plan places on students.
- A Board member recommended that the slide “Student Voice – Engaging with Our Students” be posted on the website for students and the College community to access, and that student voices get a prominent role in the Student Success Plan so there is a commitment to the student voice.
- In response to a Board member’s question about to what extent have students been involved in the process, it was noted that the student voice is the center of what we do. We have recently started the process and we do have two students on the Steering Committee. As we get deeper into the process, there will be more opportunities to solicit engagement with students but we want to make sure it is done in the best way possible.
- Another Board member noted that it was a fantastic presentation. However, the presentation included a comment about student tracking and we need to be mindful that we are not creating the impression that we are becoming a surveillance state. This is about student success but it is not about interfering in students’ lives or collecting too much data about them. In the communications, we need to ensure that not only are we compliant with our legal obligations with the Freedom of Information and Protection of Privacy Act (FOIPPA) but we are being seen to be compliant and respectful of student privacy.
- The goals will be set with five-year targets and intention based on the Strategic Plan and the Academic Plan, but the tactics and strategies could be one month, a year, two years, etc., based on what the action is.
- When creating surveys to generate statistics the checks and balances that are in place to ensure we are collecting the data that we need is through ensuring that we have student voices on the Steering Committee but also having faculty on the Committee who are experienced in doing some of this research. It’s not just making sure that the questions are one-sided but about how we think about questions in future. A lot of other institutions have done similar work, so it is a good opportunity to learn from others in what surveys worked and what was missing.
- Make sure that surveys are in regular timing but also increase survey frequency when there are major world events like COVID as things are changing and we are adapting as a College.
- Online learning is a very important part of the delivery modality for Langara and we need to make sure that when we deliver our online courses that they are of the same quality as our face-to-face courses. This is very important for Langara and there will be the opportunity to engage in activities related to that with the new Academic Plan.
- With regards to student engagement and hearing that student voice, perhaps holding town halls would be a way to engage the larger student population in a way that we can freely approach the College and doing that in regular intervals would be very effective.
- It is nice to see that student success has been put into one place after many years of it being scattered all over the campus where it was not cohesive. That it is

finally going to be a unified plan with multiple parts to help students navigate their education is very encouraging.

R. Mirani thanked everyone on the Student Enrolment Task Force for the conversations that happened around the table that brought us to the final presentations to the Board, and this completes the mandate of the Task Force.

It was moved by ML Baum and seconded by R. Palozzi

**THAT, the Student Enrolment Task Force be dissolved.**

**Carried Unanimously.**

## **7.2 Indigenization Task Force**

J. Dwyer advised that the notes from the Education Session and the Workshop were attached to the agenda for information.

- a. Notes from Board Education Session held April 16, 2021**
- b. Notes from Workshop held April 23, 2021**

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

**THAT, the Board hereby:**

- (1) acknowledges and affirms the current work being done by the College to (among other things) determine leading practices for development and implementation of an Indigenization Strategy (the "Practice Review");**
- (2) requests that the College include in its Practice Review and report back to the Board on options and leading practices for governing Board involvement in the development and approval of such strategies;**
- (3) confirms that subject to the outcome of #2, (a) it requests that the Board be appropriately included in the development of the Indigenization Strategy, and (b) that the Indigenization Strategy be presented to the Board for approval; and**
- (4) resolves that the Indigenization Task Force is dissolved.**

**Carried Unanimously.**

## **7.3 Audit and Finance Committee**

- a. Draft Minutes of Meeting held May 10, 2021**

A. Dhillon highlighted the draft Minutes of the AFC meeting held May 10, 2021, attached to the agenda for information.

- b. Draft 2021-22 Audit and Finance Committee Work Plan**

A. Dhillon highlighted the Draft 2021-22 Audit and Finance Committee Work Plan attached to the agenda.

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

**THAT, the Audit and Finance Committee (AFC) Annual Plan dated July 1, 2021 - June 30, 2022 be accepted by the Board for implementation by the AFC.**

**Carried Unanimously.**

**c. Workday Advisory Committee Membership**

A. Dhillon advised that the Workday Advisory Committee met on May 26, 2021, and recommended that the Board add Scott Murray as a member of the Workday Advisory Committee.

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

**THAT, the Board approve the addition of Scott Murray to the membership of the Workday Advisory Committee.**

**Carried Unanimously.**

**7.4 Governance and Nominating Committee**

**a. Summary of Meeting held May 13, 2021**

R. Mirani highlighted the summary report of the GNC meeting held May 13, 2021, attached to the agenda for information.

**b. Draft 2021-22 Governance and Nominating Committee Work Plan**

R. Mirani highlighted the draft 2021-22 Governance and Nominating Committee Work Plan attached to the agenda.

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

**THAT, the Governance and Nominating Committee (GNC) Annual Plan dated July 1, 2021 - June 30, 2022 be accepted by the Board for implementation by the GNC.**

**Carried Unanimously.**

**c. President's Committee on Academic Freedom and Freedom of Expression – Statement of Principles**

L. Trotter and J. Russell presented the draft President's Committee on Academic Freedom and Freedom of Expression Statement of Principles attached to the agenda for endorsement by the Board noting that the work that the Board and the GNC asked of the Committee has been completed.

J. Russell provided a summary of the work that was completed as highlighted in the briefing note attached to the agenda. He noted that extensive comments were received from the Board and the GNC. The President's Committee on Academic Freedom and Freedom of Expression held two meetings to review the recommendations item-by-item that were then sent for legal review. A lot of the

recommendations were accepted which has resulted in a better document. We have reached the right conclusion to make this a statement rather than a policy. It was an iterative process at each stage and has resulted in a consensus document that reflects how Langara works.

It was moved by R. Palozzi and seconded by ML Baum

**THAT, the Board endorse the President's Committee on Academic Freedom and Freedom of Expression Statement of Principles as presented.**

**Carried Unanimously.**

## **8. 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.

### **8.1 Summary Report of the meeting held March 23, 2021**

### **8.2 Summary Report of the meeting held April 20, 2021**

D. Bernaerdt, Chair, Education Council highlighted the summary reports of the Education Council meetings held on March 23 and April 20, 2021. Of special note were the following:

- April 30th marked the end of the terms for all members of Education Council except our four student members. He recognized the new faculty and staff members that have stepped up to participate on Education Council as well as the members that are returning for another two year term. Education Council's retiring members contributions were also recognized.
- While COVID-19 has brought an incredibly challenging year, it has offered opportunities to re-assess our requirements and processes. This will continue into the future as we look to make improvements and innovate. The Early Childhood Education Diploma program was forced to work around applicants not being able to meet the admission requirement of 20 hours of volunteer work. This proved to be a requirement that could be removed and did affect the success of their students. This admission requirement has now been permanently removed.
- You may have noted the "new" Theatre Arts at Studio 58 - Theatre Production program. For administrative reasons this is being classified as a new program, but it can be accurately characterized as a program revision that adds a third year to the existing program. Courses are being refreshed and reimagined, and there are now two electives which will give the students an opportunity to choose courses that will support their particular career path in theatre production. The three year structure mirrors the Acting program and offers students the opportunity to work in more complex roles as part of the productions in Studio 58.
- The Deans, Directors, and Division Chairs (DDDC) reviewed their last agenda package of curriculum proposals on March 31st. Curriculum review has now been transitioned to our new Curriculum Review Committee which met for the first time on April 29th. We have a very engaged group that represents all five faculties, RES, CIE and IES. Conversations were detailed and thoughtful during their first meeting.

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

**THAT, the Education Council Summary Reports for  
March 23 and April 20, 2021, be received.**

**Carried Unanimously.**

## **9. BOARD MEMBER REPORTS**

M. Jaworski provided an update on activities of the Langara College Foundation since the last Board meeting as follows:

- At the February Foundation board meeting, the board motioned to increase its fossil free holdings up to 50% over the next two years. Careful research and analysis of our current holdings, market trends and performance were considered in making this change. In 2016, the Foundation board established policies and initial targets around sustainable investing.
- Also in February, KPMG was engaged to undertake the Foundation's annual audit for the 2020 fiscal year end. An unqualified audit opinion was once again provided.
- Annual General Meeting was hosted April 14th to review the annual report and financial statements for the fiscal year 2020. All filings have been completed related to this meeting.
- A special thank you to Simi Sara, a founding Foundation board member, who stepped down at the Annual General Meeting after seven years of service.
- The Foundation published another issue of its newsletter in April following the Annual General meeting
- A gift of \$100K has been received from the RBC Foundation to provide support to several Indigenous projects within the Gathering Space. These include a partial investment for one year for a Learning Strategist to provide individualized support to Indigenous students to develop soft skills development; support for the laptop borrowing program; and a new seven-week online career preparation workshop.

## **10. CONSTITUENT GROUP REPORTS**

There was no report.

## **11. VISITOR'S COMMENTS**

There were no comments.

## **12. NEXT MEETING**

### **12.1 Next Meeting**

#### **a. Thursday, June 24, 2021**

It was noted that the next Board meeting will be held on Thursday, June 24, 2021.

**13. CONCLUSION**

It was moved by M. Jaworski and seconded by ML Baum  
**THAT, the meeting be concluded at 6:16 p.m.**

**Carried Unanimously.**

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Ian Mass  
Chair, Board of Governors

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Lane Trotter  
President and CEO