

**Board of Governors**  
**Minutes of a Public Meeting held on**  
**Thursday, September 23, 2021**  
**beginning at 5:00 pm**  
**via Zoom Teleconferencing**

**Present:** Mary Lynn Baum  
Krisha Dhaliwal  
Janelle Dwyer  
Dana Hunter  
Michal Jaworski, Chair  
Ian Mass  
Raza Mirani

Scott Murray  
Rose Palozzi  
Alex Parappilly  
Cole Rheaume  
Melissa Roberts  
Lane Trotter, President

**Regrets:** Andy Dhillon

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

**Constituent Groups:** Steven Brouse, Representative, CUPE Local 15/VMECW  
Pauline Greaves Aylward, President, Langara Faculty Association  
Terri Rear, Chair, Langara College Administrators' Association

**Guest(s):** Maria Alonso, new student-elected Board Member  
Chris Arnold Forster, Director, Risk and Internal Controls  
Eileen Chin, Associate Director, Finance and Purchasing  
Armor Corrales, new student-elected Board Member  
Michael Koke, Director, Financial Services  
Debbie Mohabir, Secretary-Treasurer, CUPE Local 15  
Ann Syme, Dean, Faculty of Nursing

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

**1. MUSQUEAM LAND ACKNOWLEDGMENT**

M. Jaworski 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"məθk"əy' əm (Musqueam), on which Langara College is located.*

**2. CALL TO ORDER**

There being a Quorum present, M. Jaworski called the meeting to order at 5:01 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 meeting proceeded.

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

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

**THAT, the Langara College Board approve the agenda and approve/acknowledge the items and motions on the consent agenda.**

**Carried Unanimously.**

- 4.1 Minutes of Meeting held June 24, 2021 - Approved**
- 4.2 President's Written Report - Acknowledged**
- 4.3 Supporting Student Success – Stronger Together – Acknowledged**
- 4.4 Governing in the Public Interest (CABRO) - Acknowledged**
- 4.5 Langara College Q1 Financial Statements to June 30, 2021 - Acknowledged**
- 4.6 Confirmation of Remittances - Acknowledged**
- 4.7 Letter from Ministry re: Approval of BRM - Acknowledged**

### **5. ELECTION OF BOARD FIRST AND SECOND VICE CHAIRS**

At 5:05 p.m., the Board Chair handed over the Chair position to the President to hold the elections of the First Vice-Chair and Second Vice-Chair. The President highlighted By-Law 201, which outlines the process for elections of the Vice-Chairs.

#### **5.1 Election of Board First Vice-Chair – expression of interest received from Krisha Dhaliwal**

The President advised that an expression of interest was received from Krisha Dhaliwal for the position of First Vice-Chair. He asked Krisha Dhaliwal if she is prepared to let her name stand. Krisha Dhaliwal agreed. L. Trotter asked for nominations/expressions of interest three more times. With no further nominations/expressions of interest, Krisha Dhaliwal was elected First Vice-Chair by acclamation for a one-year term effective October 1, 2021.

#### **5.2 Election of Board Second Vice-Chair – expression of interest received from Mary Lynn Baum**

The President advised that an expression of interest was received from Mary Lynn Baum for the position of Second Vice-Chair. He asked Mary Lynn Baum if she is prepared to let her name stand. Mary Lynn Baum agreed. L. Trotter asked for nominations/expressions of interest three more times. With no further nominations/expressions of interest, Mary Lynn Baum was elected Second Vice-Chair by acclamation for a one-year term effective October 1, 2021.

The President returned the Chair position back to the Board Chair at 5:09 p.m.

## **6. CHAIR'S VERBAL REPORT**

M. Jaworski advised that he assumed the Board Chair position on August 1, 2021. He thanked I. Mass, former Chair, who met with him over the summer to pass along the benefit of his experience and words of wisdom. It was noted that I. Mass has volunteered to lead the HR Task Force and Presidential Search Committee. On behalf of the Board, I. Mass was sent a token of appreciation and received a round of applause.

I. Mass thanked the Board for being supportive noting that it makes the Chair's job much easier and appreciated the support and feedback he received.

## **7. PRESIDENT'S VERBAL REPORT**

L Trotter provided an update on the Fall term noting that there has been a lot of anxiety about the Return to Campus. The College increased its communication to the community as well as met with various stakeholders like the Langara Faculty Association (LFA). Through these discussions, issues have been addressed that faculty, staff and students had with returning to on campus learning and making sure that we had the appropriate safety measures in place. This included HEPA filters in classrooms, instituting mandatory masks, plexiglass where appropriate and encouraging everyone to get vaccinated.

L. Trotter thanked the Return to Campus Committee led by Margaret Heldman, and included Chris Arnold-Forster, Dwayne Doornbosch, Lisa Fisher, Ann Syme, Cynthia Fudgell, Parizad Mistry and many others including the Deans, Directors, faculty and staff.

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

### **8.1 Human Resources Task Force (Presidential Search) Update**

I. Mass, Chair of the HR Task Force, provided an update on the activity of the HR Task Force and the Presidential Search Committee. He advised that the HR Task Force held three meetings in August where they received a detailed plan of the search before merging into the Presidential Search Committee. The Presidential Search Committee consists of the HR Task Force plus many representatives across campus, including Musqueam. Community consultations have been conducted over the last two weeks and a consultation summary will be provided to the Search Committee. The Presidential Search Committee reviewed and approved the draft Opportunity Profile which resulted in the launch of the President Search website on Langara's homepage on September 17<sup>th</sup> that includes a link to information on the Leaders International homepage. The next step in the process is for Leaders International to perform a National Search by posting the position on Academica and CICAN job boards with an application deadline of October 22, 2021. He advised that the interview process will then commence as follows:

- Long List meeting with the Presidential Search Committee to select candidates for Leaders to interview. (scheduled for late October)
- Short List meeting with the Presidential Search Committee to select candidates for Langara to interview. (scheduled for early November)

- Round One Interviews with the Presidential Search Committee who will narrow the field to 5-6 candidates. (scheduled for mid-November)
- Round Two Interviews and Final Stage will include full-day in-person interviews, multiple stakeholder sessions, campus tour, meals, etc. (scheduled for end of November/early-December)
- The final stage is Decision and Selection where the Presidential Search Committee deliberates and makes a recommendation to the Board (scheduled for early December). The full Board makes the decision on who the successful candidate is based on feedback from the Search Committee, stakeholder groups, and references. One potential decision is to not select any of the candidates and continue the search.

I. Mass advised that Board members should have received calendar invitations for some of these events. He emphasized the importance for the Board to meet and interview each candidate in order to make an informed decision.

## 8.2 Academic Plan 2025

M. Heldman advised that the Board received a high level presentation of the Academic Plan 2025 at the June 24<sup>th</sup> Board meeting (a copy of the presentation was attached to the agenda for information). She noted that the first of three World Café's was held that invited participants to consider strategies for the goals of the Academic Plan and to begin developing tactics to support the strategies. Once the tactics have been devised, they will come forward to the Core Working Group and to the Deans, Division Chairs, and Department Chairs Committee (DDDC) who will oversee the implementation of activities in support of this Plan and in collaboration with the proponent developed metrics. She noted that a PDF of the Academic Plan was attached to the agenda and Board members should have received a print copy in the mail.

The Chair thanked everyone who was involved for their hard work in creating the Academic Plan and the start of the work of the Implementation Plan. Discussion ensued and the following was noted in response to Board members questions:

- A SharePoint will be created for the Academic Plan and will develop over the course of the five years as the tactics are added to the Implementation Plan and updates are provided. It will be available to the Langara community as a constant reminder of the progress that is being made.
- The Integrated and Iterative Planning chart that was included in the presentation explains the connection to the Strategic Plan, and will be included on the SharePoint site so individuals working on the Academic Plan appreciate that they are working on the Strategic Plan of the College and there is the opportunity, because of the intersectionality of all of these different plans, for work to be done.
- The Territorial Acknowledgement will be added to the text of the Academic Plan like it was in the Strategic Plan.

It was moved by M. Roberts and seconded by S. Murray  
**THAT, the Academic Plan 2025 be received by the  
Langara College Board of Governors.**

**Carried Unanimously.**

### 8.3 Governance and Nominating Committee

#### a. Summary of Meeting held September 8, 2021

R. Mirani, Chair, Governance and Nominating Committee highlighted the summary report of the GNC meeting held September 8, 2021, attached to the agenda for information.

#### b. Board Committee Appointments

##### a. Board Liaison to the Langara College Foundation

R. Mirani advised that since M. Jaworski was elected Board Chair, he is no longer Board Liaison to the Foundation. ML Baum volunteered to be the Board's Liaison to the Langara College Foundation.

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

**THAT, the Board approve the appointment of Mary Lynn Baum as Liaison to the Langara College Foundation.**

**Carried Unanimously.**

##### b. Audit and Finance Committee

R. Mirani advised that when M. Jaworski became Liaison to the Foundation, he rescinded his membership on the Audit and Finance Committee. Now that he is Board Chair and no longer Liaison to the Foundation, he would like to reinstate his membership on the Audit and Finance Committee.

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

**THAT, the Board approve the appointment of Michal Jaworski to the Audit and Finance Committee.**

**Carried Unanimously.**

### 8.4 Audit and Finance Committee

#### a. Draft Minutes of Meeting held September 13, 2021

On behalf of the Chair of the Audit and Finance Committee, S. Murray highlighted the draft minutes of the AFC meeting held September 13, 2021, attached to the agenda for information.

#### b. Statement of Financial Information (SOFI) Report for FYE March 31, 2021

M. Koke presented the Statement of Financial Information (SOFI) Report for the fiscal year ending March 31, 2021, and noted that the report is required by the Ministry of Advanced Education and Skills Training. He advised that the Audited Financial Statements included in the report were previously approved at a Board Meeting held on June 24, 2021. He explained what the report was about and noted that the thresholds were legislated by government 15 years ago and post-secondary institutions (PSIs) within the province have been lobbying

government to raise the thresholds. He advised that the report needs to be submitted to the Ministry by their deadline of September 30, 2021.

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

**THAT, the Statement of Financial Information (SOFI) report  
for the fiscal year ending March 31, 2021, be approved.**

**Carried Unanimously**

**c. Five Year Capital Plan (2022-23 to 2026-27)**

V. Sokha highlighted the Five Year Capital Plan attached to the agenda noting that it is a Ministry requirement that the Board annually review and approve the Plan for submission to the province. The Plan, although similar to the previous one, was revised based on feedback from the Ministry to ensure it better aligns with government priorities. The Ministry will present the Plan to the Treasury Board in the Fall 2021 for approval or notional approval for funding of the new building.

He noted that the first priority of the Five-Year Capital Plan remains the construction of a 350,000 square foot building to replace Building A that will address our most pressing space shortages. The timeline remains the same but the cost estimate has increased to approximately \$294M based on an increase in construction costs.

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

**THAT, the Five-Year Capital Plan (2022-23 to 2026-27)  
be approved.**

**Carried Unanimously**

**d. Ministry Q2 Forecast**

V. Sokha highlighted the Ministry Q2 Forecast attached to the agenda. The forecast is different from previous submissions as it includes a letter to the Ministry seeking deficit approval and the deficit shown is very close to the budget that the Board approved. He advised that he met with ADM Kevin Brewster to discuss the Q2 Forecast. The Ministry will present the deficit request to the Treasury Board for approval, however, the College must present a balanced budget for 2022/23.

M. Koke noted that the forecast is almost identical to the budget that was approved by the Board in March 2021. It is relatively early in the year as the second quarter does not end until the end of September but due to Ministry reporting deadlines, this was done earlier than we would have liked. As an organization, we are in a perpetual forecasting cycle as we will be for the balance of the year, and we do expect that the forecast will change throughout the year. The letter to the Ministry seeking deficit approval highlights some of the factors that are impacting our forecast, ie: decreased enrolment due to COVID; lower revenues in Continuing Studies due to Visa issues as well as COVID; decreased ancillary revenues as students, staff and faculty have been teaching, learning,

and working from home; decreased revenue from investments due to lower interest rates; as well as some additional COVID expenditures that we have incurred that were offset by some discretionary spending through the first part of the year.

In response to a Board member's question, it was clarified that the deficit may be approved by the Ministry for this year but not for next year. It was also noted that it is a sector-wide approach as a deficit situation is expected to be in place in many institutions and is not specific to Langara College.

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

**THAT, the Board approve the Financial Forecast for the fiscal years 2021/22 with projections for fiscal years 2022/23, 2023/24, and 2024/25, as prepared during the Second Quarter (Q2) of fiscal 2021/22, to be submitted to the Ministry of Advanced Education and Skills Training.**

**Carried Unanimously**

#### **8.5 Funding Task Force Update**

S. Murray provided an update on the activities of the Funding Task Force and advised that one of the key takeaways from the meeting was that Langara receives the lowest grant per FTE from government. The mass majority of Langara's funding comes from international students and as we have seen through COVID, comes with substantial risk. The Task Force mandate is to develop a presentation to educate the Board on the role it can play with respect to the funding issues that were identified by L. Trotter in his briefing note in November 2018. It is not the role of the Task Force to solve the funding problem, but to provide the Board the information it requires to support the College in identifying ways to solve the problem.

The Task Force sought feedback on the areas that its work should focus on, which were proposed to be:

1. Identify what the upcoming costs are over the next five years that, due to funding constraints, might impact our ability to deliver the Strategic Plan.
2. Discuss options that exist to increase revenue at the College (for example: alternative funding models or advocacy to the government) and an associated discussion regarding the risk at the time for the Board to pursue these options.
3. If we are unable to solve the problem and funding issues do arise (example: loss of international student revenue) a discussion around what would be the Board's priorities with regards to funding and where would the Board's priorities be to allocate funding if there was to be a reduction in funding.

A discussion ensued and the Board instructed the Task Force to focus on items 1 and 2. Item 3 was unnecessary because the priorities of the Board are contained in the Strategic Plan.

## 9. BOARD MEMBER REPORTS

D. Hunter, student-elected Board member, thanked the Board for the leadership opportunity to serve on the Board for the past year. The knowledge, wisdom, professionalism, and genuine care and concern for Langara College and its students has been an honour to witness and learn from. Her time on the Board has been replete with valuable lessons that will follow her into the future. She expressed her gratitude to her fellow students who believed in her to give her this opportunity to represent them. As she comes to the end of her term she has been reflecting on her efficacy in representing students and their needs. She expressed her remaining concerns with regards to online learning, noting that the initiatives that were presented in the Student Success Plan and the Academic Plan is encouraging to see. However, the continued communication she has been receiving from students, including students with disabilities, in regards to this process is of ongoing concern and frustration. The mode of delivering online courses and also feelings of lack of self-efficacy to affect change or be heard in regards to this are at the forefront of their sentiments. Students spent the last year literally begging for class lectures; they want to learn, they want to hear from their professors directly so they can get the most out of the education that they are investing themselves and their finances in. For certain students with accessibility needs, it can make or break their class for them. They don't understand why, if in person classes normally contain lectures, this is not the expectation for the online format. As classes move back to in-person, online demands will change and it will be easy to think that it may no longer be a need for concern. There are over 300 classes with an online component, both in blended and in-person, online classes, and purely online methods. Online courses were a part of Langara's offerings pre-pandemic, which she started her journey in 2018. This is an ongoing need and more so an opportunity for Langara to truly deliver an incredible education it and its professors are capable of. Recognizing that the Board and Langara College's express desire is to do its best by its students, there seems to be a disconnect in regards to this. Her humble ask as she leaves the Board is that the Board continue to create ways to connect directly with students, hear their voice, and act on their express needs.

A discussion ensued and it was agreed that the Governance and Nominating Committee consider the request and recommend next steps.

**ACTION: GNC**

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

- **Thank you and Appreciation:** This is the time of year that the Foundation usually hosts its donor appreciation event. Again, this year with the pandemic, they were unable to host this event. On behalf of the Foundation board, he conveyed thank you to Board members who have been contributors over the past year. As a special thank you to those who gave and continue to give, a small token of appreciation from the Foundation will be coming to them in the mail, created with the help and support of our students. He emphasized that Board members contributions helped in so many areas this year: hampers, community cupboard, laptop borrowing program, learning strategist for Indigenous learners, other technology projects, equipment for environmental studies capstone, and other sustainability projects to name a few. Supporting our students beyond our duties as Board members is important. Thank you for all that you do to continue to support our students!

Any Board member interested in making a donation for 2021 or wanting to gift their Board stipend, are encouraged to contact Moira Gookstetter for details on the process.

- Back to School Hamper program was launched for 2021 this past week. A record high number of students applied and were supported. In total, 511 students received a hamper ranging in value from \$100 - \$900. The average value of a hamper was \$220.
- A Tribute Appeal is about to be launched in honour of Dr. Harry Lendvoy, a faculty member in the Kinesiology department who has just commenced his 50<sup>th</sup> and final year teaching at the College. In addition to his teaching and development of sport medicine specific courses at Langara, Harry has been a trailblazer in the development of Sport Medicine and coaching development across the province for over 35 years. The goal of the appeal is to create a new endowed scholarship for a kinesiology student.
- The Studio 58 annual appeal is about to launch. This year the appeal has a larger goal to raise \$180K to replace the theatre seats. To date \$75K has been raised, and the campaign is being launched on September 22<sup>nd</sup>. For donations of \$750, donors will be recognized with a donor plaque on each seat for their contribution. The seats will serve as our donor recognition wall for this campaign.
- Work is commencing on a multi-year revenue generation strategy to match the College strategic plan needs for Indigenization. The strategy will focus on providing supports to students by increasing financial awards, creating space and supports which touch the mental, emotional, physical and spiritual needs of our Indigenous learners.
- Our periodic review of the Gift Acceptance policies is currently being undertaken by the Foundation Governance Committee. Updates will be finalized at the Foundation's October Board meeting.

## **10. CONSTITUENT GROUP REPORTS**

There was no report.

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

There was no report.

## **12. PRESENTATION TO DEPARTING BOARD MEMBER**

### **12.1 Dana Hunter**

Due to COVID-19 and the need to social distance, expressions of appreciation and gratitude were conveyed virtually to student-elected Board member Dana Hunter for her contribution to the Board's work over the last year. Dana thanked the Board for the opportunity to serve. She advised that she has completed her studies at Langara and is now at UBC studying

psychology. On behalf of the Board, M. Jaworski virtually presented her with a token of appreciation and she received a round of applause from the Board. It was noted that the Board office arranged delivery of her gift prior to the Board meeting.

**12.2 Alex Parappilly**

Due to COVID-19 and the need to social distance, expressions of appreciation and gratitude were conveyed virtually to student-elected Board member Alex Parappilly for his contribution to the Board's work over the last year. Alex thanked the Board for the opportunity to serve and advised that he is available to mentor the new student governors if they wanted to reach out to him. He advised that he has completed his studies at Langara and is now at UBC studying Nursing. On behalf of the Board, M. Jaworski virtually presented him with a token of appreciation and he received a round of applause from the Board. It was noted that the Board office arranged delivery of his gift prior to the Board meeting.

**13. NEXT MEETING TO BE HELD THURSDAY, NOVEMBER 24, 2021**

The next meeting of the Langara College Board of Governors will be held on Thursday, November 24, 2021, beginning at 5:00 p.m via Zoom.

**14. CONCLUSION**

It was moved by R. Mirani seconded by ML Baum

**THAT, the meeting be concluded at 6:48 p.m.**

**Carried Unanimously**

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Michal Jaworski  
Chair, Board of Governors

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Lane Trotter  
President and CEO