

**Langara College Board of Governors
Meeting Minutes
Public Meeting
Thursday, June 26, 2025, 4:30 p.m.
Boardroom B141 and via Zoom**

Board Members:

Mary Lynn Baum, Board Chair	Rose Palozzi
Paula Burns, President and CEO	Cole Rheaume
Willa Choy	Melissa Roberts (via Zoom)
Krishna Dhaliwal	Claudia Salem (via Zoom)
Mark Goldberg	Ali Safdari
Stephen Howard	Akashdeep Singh (regrets)
Tess MacMillan, Chair, Education Council (regrets)	Nick Smith (via Zoom)
Scott Murray	

Employee Resources:

Michael Koke, Vice-President, Administration and Finance
Parveen Mann, Vice-President, People and Culture
Yusuf Varachia, Vice-President, External Relations and Community Engagement
Stewart McGillivray, Advisor, Strategic Priorities, President's Office

Constituent Groups:

Allan Bell, Representative, CUPE Local 15/VMECW
Pauline Greaves Aylward, President, Langara Faculty Association (LFA)
Rosi Woodley, Chair, Langara College Administrators Association (via Zoom)

Guests:

Anne Baxter, Director, Enterprise Risk Management
Darren Bernaerdt, Dean, Faculty of Arts
Adam Brayford, Director, Strategic Communications and Marketing
Mono Brown, Instructor, English Department
Spencer Dane, Division Chair, Creative Arts & Industries
Dwayne Doornbosch, Director, Facilities
Courtney Fabri, Director Integrated Planning and Accountability
Debbie Mohabir, Secretary-Treasure, CUPE Local 15 (via Zoom)

Visitors:

Patricia Aroca-Ouellette, Division Chair, Applied Science
Denise Leech, Associate Director, Enrolment Communications & Marketing

Recorder:

Alice Hsu, Executive Assistant to the President

1. CALL TO ORDER AND LAND ACKNOWLEDGMENT

There being a Quorum present, the Board Chair called the meeting to order at 4:38 pm. She welcomed all guests in attendance and conveyed regrets from those unable to attend.

The Board Chair acknowledged that Langara College is located on the traditional and unceded

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territory of the Musqueam people. She also acknowledged the Indigenous peoples of all the lands the online participants were calling in from remotely to the meeting. She acknowledged the importance of the lands that we each call home. We do this to reaffirm our commitment and responsibility to reconciliation, and to the importance of our relationships with First Nations and Indigenous peoples.

Considering it was her last Board meeting, M. L. Baum reflected on her responsibility as Board Chair, as well as the College's responsibility to continue strengthening its relationship with Musqueam. She emphasized that reconciliation is an ongoing process of learning, listening, and genuine partnership, thanked the Board for the opportunity, and encouraged Board members to share their reflections at future meetings.

2. 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 disclosed, the meeting proceeded.

3. APPROVAL OF AGENDA/CONSENT AGENDA

The Board Chair advised that agenda item **11.1 Summary Report of Meeting held May 20, 2025** needed to be deferred to the next meeting, as T. MacMillan, Chair of Education Council, was unwell and had sent her regrets.

It was moved by S. Murray and seconded by W. Choy:

THAT, the Langara College Board approve the agenda, with the removal of item 11.1 Summary Report of Meeting held May 20, 2025, and approve and acknowledge the items and motions on the Consent Agenda:

- 3.1 Minutes of Meeting held May 22, 2025 – Approved**
- 3.2 Notice of Election of Board Vice Chair Positions – Acknowledged**
- 3.3 2024 Climate Change Accountability Report – Acknowledged**
- 3.4 FTE Enrolment Report for Fiscal Year Ended (FYE) March 31, 2025 – Acknowledged**
- 3.5 Protected Disclosure/Compliance Officer Report – Acknowledged**
- 3.6 Semi-Annual Investment Summary to March 31, 2025 – Acknowledged**
- 3.7 Confirmation of Remittances – Acknowledged**

Carried Unanimously.

4. ELECTION OF BOARD CHAIR

The Board Chair turned the Chair's role to President Burns at 4:46 p.m.

P. Burns advised that M.L Baum was elected as the Board Chair at the June 27, 2025 Board meeting for a one-year term ending July 31, 2025. Board members were notified at the May 22, 2025 Board meeting that the election of the Board Chair would be held at this meeting and a call for Nominations/Expressions of Interest was sent to Board Members via email on May 26, 2025.

P. Burns advised that a nomination and an expression of interest had been received for S. Murray for the Board Chair position. She then called for any other nominations or expressions of interest from the floor.

There being no further nominations and expressions of interest, and in accordance with By-Law 201, S. Murray was declared Board Chair by acclamation for a one-year term from August 1, 2025, to July 31, 2026.

President Burns concluded the election by thanking the Board for their succession planning and S. Murray for stepping into the Board Chair role, and returned the meeting to the Board Chair at 4:47 p.m.

The Board Chair thanked President Burns for conducting the election and congratulated S. Murray, who expressed appreciation for everyone's support and looked forward to assuming the role for the next academic year.

5. PRESENTATION TO DEPARTING BOARD MEMBERS

The Board Chair advised that three members will be leaving the Board as their terms end on July 31, 2025, including K. Dhaliwal, C. Salem, and herself. She acknowledged and thanked K. Dhaliwal and C. Salem for their service and contributions to the Board and Board committees, noting seven years for K. Dhaliwal and two years for C. Salem. The Board Chair presented a token of appreciation to K. Dhaliwal and advised that C. Salem, who joined via Zoom, would have hers shipped to her.

S. Murray acknowledged M. L. Baum's service and contributions to the Board over the past six and a half years since joining in December 2018. He thanked her for the wisdom, knowledge, and experience she brought to her role, as well as for her guidance and leadership. He then presented a token of appreciation to M. L. Baum.

M. L. Baum thanked the Board and leadership for their support, valued relationships, and shared commitment to the College, and expressed hope that collegiality among members of the Board will continue.

M. L. Baum advised that S. Howard, whose term is also ending on July 31, 2025, had agreed to let his name stand for another year at CABRO's request, pending the official reappointment process.

6. PRESENTATION – CAMPUS CONCEPT PLAN

M. Koke introduced D. Doornbosch, who was in attendance to give a presentation on “Campus Concept Plan”. M. Koke advised that the draft updated Facilities Campus Plan, included in today’s agenda package, is a refresh of the 2019 Campus Master Plan. He shared the consultation process involving the Facilities team, consultants, and Musqueam, and emphasized the plan’s importance in guiding the College’s future. He advised that the presentation would highlight the key changes from the existing plan, and noted that the names of the Academic Centres mentioned in the plan are not final and may be changed.

D. Doornbosch gave his presentation and reiterated that the plan is not new, but a refresh of the existing 2019 plan. He discussed the cultural inclusivity strategies, including weaving Musqueam culture into Langara. He highlighted the renewed commitment to engaging with Musqueam culture through the design framework developed with Dialog Architecture, which includes three cultural design inspirations, seven cultural site planning elements, and fourteen cultural design principles. He was happy to report that the Musqueam had seen the presentation and responded positively.

He then talked about the contexts applicable to the master planning of the campus, including policy and site contexts, and the future context of Langara, and provided an overview of the 52 transit-oriented development zones proposed by the Government, future developments in the adjacent neighbourhood, and the context analysis.

Lastly, he presented the proposed Campus Concept Plan, guided by Musqueam values and design principles and reflects the College's commitment to the land, culture, and sustainability. Noted that the layout is only conceptual, D. Doornbosch showed renderings of the future campus, which included a Musqueam Welcome House and six Academic Centres, and development phases for the new buildings.

Discussions ensued and Board members' questions were answered.

D. Doornbosch exited the meeting at 5:40 p.m.

7. CHAIR'S REPORT

7.1 Ministry 2025 Mandate Letter for Langara College

The Board Chair advised that the College had received the Ministry's 2025 Mandate Letter for Langara on June 10, 2025, and was requested to return the signed letter by June 13. An extension was granted until June 30, 2025, to allow her to review the letter with the Board before signing and returning it to the Ministry.

The Board Chair referred to the Mandate Letter included in today's agenda package and drew the Board's attention to the four priorities the Ministry expected of the College.

Discussions ensued, and Board members shared their thoughts on the priorities outlined in the 2025 Ministry Mandate Letter.

It was moved by S. Murray and seconded by R. Palozzi:

THAT, the Board authorize the Board Chair to sign the 2025 Ministry Mandate Letter for Langara College on behalf of the Board.

Carried Unanimously.

7.2 Chair's Written Report

The Board Chair referred to her written report attached to the agenda and highlighted 2025 Convocation held between June 17 – 19. She thanked everyone who attended this year's Convocation, and particularly acknowledged student Board members A. Safdari and A. Singh for their eloquent remarks. She noted that the decision to have student Board members deliver greetings on behalf of the Board was well received and encouraged this practice to continue. She also encouraged those who were unable to attend to watch the videos online to hear the students' speeches.

The Board Chair provided an update on Board appointments and re-appointments, noting that CABRO will forward recommendations for one re-appointment and four new appointments to the Ministry for terms starting August 1. The results are expected in early July.

8. PRESIDENT'S REPORT

8.1 2024/25 Strategic Priorities Update

President Burns advised that she has been providing updates to the Board on work related to strategic priorities throughout the year. The 2024/25 strategic priorities remain focused on three categories: People, Mission, and Organization. She highlighted the following items:

- For the Campus Master Plan, Facilities Director D. Doornbosch will present the Campus Concept Plan later in today's meeting.
- For Indigenization, Strategic Communications and Marketing Director A. Brayford and his team created an additional Langara logo, "at Musqueam," which was very well received by both Musqueam and the College community.
- C. Fabri, Director of Integrated Planning and Accountability, will present the 2024/25 Accountability Plan and Report later in today's meeting, which includes reporting on the accomplishments of the strategic priorities.
- Her 2024/25 performance summary will be presented at today's In-Camera meeting, demonstrating that the College advanced on all priorities set for 2024/25.

To avoid repetition, she advised that further updates will be provided during the relevant agenda items in today's meeting.

Additionally, President Burns talked about a letter from our national organization (Colleges and Institutes Canada, CICan) to Minister Diab, Canada's Minister of Immigration, Refugees, and Citizenship, regarding Immigration, Refugees and Citizenship Canada (IRCC)'s recent removal of 178 fields of study from eligibility for the Post-Graduation Work Permit (PGWP), representing nearly 20% of the previously PGWP-eligible CIP (Classification of Instructional Programs) codes. The announcement was made yesterday without prior warning or transition time for the sector, and will impact many international students' ability to obtain post-graduate work permits. The College still needs to sort out its impact on the College, including the new program on today's agenda for Board approval, as it is no longer on the list of eligible CIP codes.

Discussions ensued and Board members' questions were answered.

9. FUTURE FOCUSED STRATEGIC FRAMEWORK 2025 -2028

President Burns referred to the draft Future Focused Strategic Framework 2025 – 2028 included in the agenda package and advised that, given the constantly changing context, a strategic framework, rather than a traditional five-year strategic plan, was created deliberately. It is intended to provide a high-level, overarching guide to the College while ensuring the College continues to align with the Government's priorities and Langara's purpose and values.

P. Burns then gave a presentation to provide a high-level overview of each section, including the College's vision, mission, values; commitments to Indigenization and Reconciliation, Equity, Diversity, and Inclusion, and Sustainability; the Academic Centres as the core component of the framework; and the five strategic priorities: excellence in programs, teaching and learning; student success, recruitment and retention; human capacity; technology utilization; and campus development.

Lastly, President Burns emphasized that the Board is approving the strategic framework with a focus on the Academic Centres model and five strategic priorities. She highlighted the major

milestones over the next three years and noted that more detailed milestones for each commitment, the Academic Centres, and each strategic priority for the next three years are still being developed.

Discussions ensued, and Board members' questions were answered.

It was moved by S. Murray and seconded by S. Howard:

THAT, the Board approve the Langara College Future Focused Strategic Framework 2025 – 2028 as presented.

Carried Unanimously.

10. NEW PROGRAM FOR APPROVAL

10.1 Diploma in Digital Media and Design

P. Burns noted that a briefing note on the new Diploma in Digital Media and Design was included in today's agenda package. She acknowledged the work of Dean D. Bernaerdt and instructor M. Brown and invited them to provide the Board with an overview of the program.

D. Bernaerdt recognized M. Brown for leading the program review and noted that the program was created based on the past success of the General Education diploma. He then provided an overview of the proposed Diploma in Digital Media and Design, highlighting that the program was designed to balance technical skills in web and user interface design with soft, essential, and durable skills that will help graduates progress in their career while technical skills may become outdated in the future.

President Burns noted that the Education Council has reviewed the curriculum, and the Board's responsibility is to ensure the program's financial sustainability. A financial summary is included in the program package for the Board's review.

Discussions ensued and Board members' questions were answered.

It was moved by S. Murray and seconded by W. Choy:

THAT, the new Diploma in Digital Media and Design and the proposed Tuition fees (per credit) for DGMD courses, as shown in the attached revised 'Schedule A', Domestic Student Fees, of By-Law 204 Tuition Fees and Other Charges, be approved.

Carried Unanimously.

11. EDUCATION COUNCIL REPORTS

11.1 Summary Report of Meeting held May 20, 2025

This agenda item was removed and deferred to the next meeting.

12. COMMITTEE REPORTS/APPROVALS

12.1 Audit and Finance Committee (AFC)

The AFC Chair, S. Murray, advised that Audit and Finance Committee held a meeting on June 2, 2025.

a. Accountability Plan and Report for 2024/25 Reporting Cycle and 2025/26 Planning Cycle

S. Murray invited Y. Varachia and C. Fabri to present the Accountability Plan and Report attached to the agenda.

Y. Varachia advised that the Accountability Plan and Report is prepared annually in accordance with the Ministry's guidelines. He thanked C. Fabri and her team for their efforts in reviewing the mandate letters and ensuring alignment across the College, and acknowledged their work in reviewing and showcasing data to help the College community understand the College's current position, and make Langara a data-informed institution.

C. Fabri noted that there are minimal changes in this year's report compared to last year and, in the absence of an institutional mandate letter last year, institutions were asked to simply align with the minister's mandate letter. She highlighted key areas with good news stories including former youth in care, dual credit program for Early Childhood Education, and Appendix 1 that covers the College's participation in the Truth and Reconciliation Commission Calls to Action and United Nations Declaration on the Rights of Indigenous Peoples. She also reviewed the Performance Measures, Targets, and Results sections, noting that some targets were not achieved and explaining the reasons.

C. Fabri advised that the report will be submitted to the Ministry on July 11 for review, with feedback expected by August or September, and final approval for publication in November or December.

Discussions ensued and Board members' questions were answered.

In response to a suggestion, President Burns confirmed that the annual Accountability and Report is included in the new Board member orientation package.

It was moved by K. Dhaliwal and seconded by W. Choy:

THAT, the Board approve the Accountability Plan and Report for 2024/25 Reporting Cycle and 2025/26 Planning Cycle.

Carried Unanimously.

b. Audit Findings Report for FYE March 31, 2025

M. Koke noted that, historically, the Audit Findings Report and Financial Statements were presented together at the Board Public Meeting. However, following Ministry's direction not to post financial statements until the Government releases its consolidated financial information for the year, the College's Audited Financial Statements for the year ended March 31, 2025, will be presented at today's In-Camera meeting.

M. Koke advised that KPMG attended the June Audit and Finance Committee meeting and reported a successful audit. He noted that a non-material error related to building amortization, which had been sitting on the books for many years, was identified by management and corrected in the current year rather than through a prior period adjustment, given the small amount. This approach was supported by the auditors.

It was moved by R. Palozzi and seconded by K. Dhaliwal:

THAT, the Board approve the Audit Findings Report for the fiscal year ended March 31, 2025.

Carried Unanimously.

12.2 Governance and Nominating Committee (GNC)

The GNC Chair, N. Smith, reported that the GNC held a meeting on June 12, 2025 and S. Howard chaired the meeting in his absence due to a work scheduling conflict. He advised that the Committee is bringing forward two information items and one motion to the Board for approval today.

a. Board Evaluation Update

S. McGillivray reported that the Board evaluations will launch soon, using the same set of questions as last year for continuity. He noted that the Board Evaluation Working Group continues to work on the College community aspect of the evaluation, which typically occurs every two years.

b. Committee Membership

N. Smith provided an update on committee membership, noting upcoming changes due to the departing Board members as mentioned by the Board Chair earlier in the meeting. He noted that both GNC and AFC will continue to meet their By-law requirements despite reduced membership. Given that new Board appointments are expected by the end of July 2025, GNC will bring forward its recommendations on the new Board members' committee assignments to the Board in September.

N. Smith advised that the AFC had asked the GNC to put forward a recommendation to appoint Willa as the new Committee Chair, effective September 1, 2025, since Scott will be assuming the Board Chair's role on August 1, 2025. This request was supported by the GNC.

It was moved by S. Murray and seconded by M. Roberts:

**THAT, the Board approve the appointment of Willa Choy
as the Chair of the Audit and Finance Committee, effective
September 1, 2025.**

Carried Unanimously.

c. President and CEO Performance Summary for July 1, 2024 – June 30, 2025

N. Smith reminded the Board that President Burns' goals for July 1, 2024 – June 30, 2025 were approved at the Board In-Camera meeting held on June 27, 2024. In accordance with Board Policy 435 (Evaluation of the President and CEO's Performance), the President should complete an annual self-evaluation for the GNC's review and recommendation to the Board. He confirmed that the GNC reviewed President Burns' performance summary for this reporting period at its June 12, 2025 meeting and will bring its recommendation to today's Board In-Camera meeting. This update is provided for information purposes in the Public Meeting.

N. Smith concluded the GNC update by noting that the Committee discussed additional items at its June meeting, including Fall Board Retreat, new Board member orientation, and proposed changes to Board Policies 400 (Vision and Mission) and 440 (Evaluation of Educational Programs and Services). He advised that these items require further discussion at the Committee level and will be brought forward when ready.

13. BOARD MEMBER REPORTS

P. Burns reported that the Langara College Foundation held a meeting on June 25, 2025 and reviewed its financials and performance at the meeting. She noted that VP Varachia is now leading the Foundation and will provide a more fulsome update at the September Board meeting.

14. STAKEHOLDER MEMBER REPORTS

P.G. Aylward introduced herself, thanked departing Board members for their service, and congratulated S. Murray on assuming the Board Chair role. Additionally, she referenced a recent news article circulating online and advised that LFA was not involved in any way.

P.G. Aylward advised that faculty are not opposed to the Academic Centres model and recognize its potential benefits but expressed concerns about its implementation, including the timing, impacts on students and employees, lack of detailed financial and impact analysis, suspension of programs such as the BBA, cancellation of Indigenous credentials, implementation timeline, unclear funding sources given the anticipated deficit, unclear positioning of the Applied Research Centre, and the status of the current academic leadership team. She urged the Board and the Executive Leadership Team to consider delaying implementation of the Academic Centres, emphasizing that the College's key assets are its students, faculty, and staff.

The Board Chair thanked P.G. Aylward on behalf of the Board for her ongoing advocacy and passion, noted that the management would take the faculty's concerns seriously.

President Burns added her thanks to P.G. Aylward for her comments, acknowledged the concerns raised regarding the Academic Centres model, and confirmed that implementation will be phased and no programs will be moved until further analysis is done. She noted that the analysis will be done over the next year and will involve LFA and faculty within each of the areas. What the Board approved is a concept; further work will be done before implementation.

Before proceeding with the meeting, the Board Chair presented a token of appreciation on behalf of the Board to Executive Assistant A. Hsu to thank her for all she does to support the Board. A. Hsu expressed her gratitude to the Board Chair for her thoughtful gesture.

15. VISITOR'S COMMENTS

There were no comments.

16. NEXT MEETING

16.1 Thursday, September 25, 2025

The next Board of Governors meeting is scheduled for Thursday, September 25, 2025.

17. ADJOURNMENT

It was moved by S. Murray and seconded by M. Goldberg:
THAT, the meeting be adjourned at 7:21 p.m.

Carried Unanimously.

Scott Murray
Chair, Board of Governors

Paula Burns
President and CEO