

**Langara College Board of Governors**  
**Meeting Minutes**  
**Public Meeting**  
**Thursday, March 26, 2026, 4:30 p.m.**  
**Boardroom B141 and via Zoom**

**Board Members:**

Paula Burns, President and CEO	Scott Murray, Board Chair
Willa Choy	Dawen Nozdryn-Plotnicki
Armor Valor Corrales	Rose Palozzi
Mark Goldberg (via Zoom)	Cole Rheume (via Zoom)
Joey Hartman	Melissa Roberts
Sophie Jeon (via Zoom)	Ali Safdari
Cindy Lee (regrets)	Nick Smith
Tess MacMillan, Chair, Education Council	

**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  
Raged Anwar, Vice-President, Langara Faculty Association (LFA)  
Rosi Woodley, Chair, Langara College Administrators Association (LCAA)

**Guests:**

Anne Baxter, Director, Enterprise Risk Management (via Zoom)  
Sophie Bennett, Shop Steward, CUPE Local 15/VMECW  
Kirsten Chan, Director, Financial Services  
Spencer Dane, Division Chair, Creative Arts & Industries  
Denise Leech, Associate Director, Marketing and Brand  
Kenneth Wong, Associate Director, Financial Planning & Analysis  
David Wright, Interim Dean, Faculty of Arts and Faculty of Management

**Visitors:**

Approximately 25 College community members attended either in person or via Zoom

**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 4:32 pm. He 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 territory of the Musqueam people. He also acknowledged the Indigenous peoples of all the lands the online participants were calling in from remotely to the meeting. He acknowledged the importance

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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.

He advised that he and the First Vice-Chair, N. Smith, joined President Burns in a meeting with Gail Sparrow, the Musqueam Special Advisor to the President. The group had a conversation focused on getting to know each other and building relationships. He thanked G. Sparrow for taking the time to come to campus to meet and build connections.

## **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 noted a procedural change to the order of the Stakeholder Members Report, moving it earlier in the agenda to support more meaningful engagement. He indicated that stakeholders' written reports are now submitted in advance to allow Board members to review prior to the Board meeting and come prepared for discussion, with the intent of enabling more informed and active dialogue.

It was moved by W. Choy and seconded by R. Palozzi:

**THAT, the Langara College Board approve the agenda, and approve and acknowledge the items and motions on the Consent Agenda:**

**3.1 Minutes of Meeting held January 29, 2026 – Approved**

**3.2 I Langara College Financial Statements to January 31, 2026 – Acknowledged**

**3.3 Confirmation of Remittances – Acknowledged**

**Carried Unanimously.**

## **4. STAKEHOLDER MEMBER REPORTS**

### **4.1 CUPE Local 15**

S. Bennett, Shop Steward, CUPE Local 15/VMECW, presented the CUPE members' report, expressing concerns regarding recent staffing reductions at the College, particularly in frontline student services. She highlighted perceived impacts on counselling services, student accounts support, and overall student access to services, including reduced in-person availability and increased workload pressures on remaining staff. She raised concerns about the effects of organizational restructuring on student experience, employee workload, and service quality, and questioned whether staffing changes align with the College's stated strategic priorities. She urged the Board to consider the alignment of these decisions with the College's strategic plan and values, and to explore ways to restore frontline student support.

Discussions ensued. S. Bennett and management responded to the Board's questions including counselling office staffing levels and service coverage, impacts on student access to counselling and student accounts services, operational changes to service delivery models, the relationship between enrolment trends and counselling demand, the College's student support approach, and clarification on administrative staffing data in relation to Workday implementation staffing.

It was noted, as clarified by Debbie Schachter, Associate Vice President, Students, that there had been no layoffs of CUPE staff in counselling, and that counsellor reductions are proportionate to the current student population, which is now consistent with earlier levels. She described the College's Student Care Model, which takes a proactive, multi-disciplinary approach to student support involving counsellors, accessibility services, faculty, and the health clinic, and noted that security is one of several resources available in situations requiring an immediate response, and is not a replacement for counselling. She acknowledged that work is ongoing with Security and Facilities to ensure front-counter safety protocols are in place.

The Board Chair thanked S. Bennett for her report.

#### **4.2 Langara Faculty Association (LFA)**

R. Anwar, Vice-President, Langara Faculty Association, presented the LFA report on behalf of LFA President Pauline Greaves Aylward. He highlighted data obtained through a Freedom of Information Act request, showing that administrator headcount, as well as associated salary and benefits, had increased significantly over the years, and compared this with headcount increases for the LFA and CUPE, both of which were much lower.

R. Anwar emphasized the LFA's longstanding call for increased investment in teaching and learning, including smaller class sizes and improved access to required courses. He referenced Institutional Research and Planning survey findings on students' inability to enroll in needed courses, and stated that courses and programs should be the last areas affected by reductions at an educational institution. In conclusion, he reiterated the LFA's four asks as stated in the LFA's written report.

Discussions ensued about staffing ratios and trends across administrators, faculty, and CUPE staff, including comparisons over time and organizational structure considerations; interpretation and limitations of workforce data; impacts of enrolment changes on counselling demand and student services; counselling service delivery models and front counter operations; administrative staffing related to the Workday implementation; financial reporting concepts including accumulated surplus and cash resources; approaches to faculty consultation and engagement in institutional decision-making; and the potential role, costs, and implications of an external organizational review. Executive Leadership Team members provided answers and clarifications as required throughout the discussions.

The Board Chair thanked everyone for the discussion. He emphasized the importance of continued engagement between stakeholder groups and management, noting that ongoing dialogue should help build a shared understanding of key data and issues. He encouraged continued conversations to reach common ground in the interpretation of information, improve consistency in communication, and support accurate and coordinated messaging across all parties.

### **5. CHAIR'S REPORT**

The Board Chair noted that his written report was included in the meeting package. He advised that the Board continues to engage with government and others, as this remains important as the College moves forward. He also advised that the BC Colleges joint board chairs meeting was not held this cycle, as two meetings had taken place in the previous cycle.

## **6. PRESIDENT'S REPORT**

President Burns first thanked S. Bennett and R. Anwar for their reports and for the Board's engagement in the discussion. She noted that receiving materials in advance supported more fulsome dialogue. She also thanked the leadership team and the Deans, who have been working diligently on all aspects of the institutional recovery plan.

President Burns then highlighted the update on the Institutional Recovery Plan included in her written report in today's agenda package. She noted that the Enrolment Action Plan, one of the pillars of the Institutional Recovery Plan, has made significant progress, including reducing course and program barriers and creating new pathways and articulations. She thanked the Deans, faculty, Education Council, and all those involved for all their work.

President Burns also spoke about the recent report of the Federal Auditor General's review of Immigration, Refugees and Citizenship Canada (IRCC), which was tabled on March 23, 2026. The report recognized some of the issues that have been discussed within the post-secondary system, including overshooting intended reduction targets and unclear rationales for study permit refusals. While the issues have been identified by the Auditor General, changes are not expected to occur soon. Colleges and Institutes Canada (CICan), our federal advocacy body, will continue to work closely with IRCC. She and VP Varachia are also working with local MPs to plan a trip to Ottawa to discuss Langara's role in the system and the importance of transfer students to the College and research universities.

## **7. PROGRAM ITEMS**

### **7.1 New Citation in Photography Fundamentals**

P. Burns introduced S. Dane, Division Chair, Creative Arts & Industries, to speak to the proposed new Citation in Photography Fundamentals.

S. Dane advised that the new citation is cost neutral. He explained that the citation, similar to a minor for degrees, can be completed separately or embedded within the Diploma in Professional Photography. It is designed for students who do not want to become professional photographers but want to improve their photography, visual, and recording skills for use in social media. There are also a couple of electives that students can choose based on their interests.

Discussion ensued. It was noted that the supporting materials were lengthy, and the Board discussed what key information would be most helpful to support decision-making.

Education Council (EdCo) Chair, T. MacMillan, advised that the Citation allows for the backfilling of courses that are not filled by students in the Professional Photographers Diploma program. She confirmed that EdCo approved the Citation unanimously at its January 27, 2026 meeting, as it is a creative way of repackaging courses to appeal to a new group of students without compromising the existing program. She offered to provide a summary document from EdCo for future new program proposals, to include key information required for Board decision-making.

S. Dane also addressed the Board's concerns regarding the course schedule and explained why it is cost neutral.

Discussion further ensued about including financial analysis in the program development process and the time required to develop a new program.

It was moved by M. Roberts and seconded by A. Safdari:

**THAT, the new Citation in Photography Fundamentals be approved by the Board.**

**Carried Unanimously.**

## **8. EDUCATION COUNCIL REPORTS**

### **8.1 Summary Report of Meeting held January 27, 2026**

### **8.2 Summary Report of Meeting held February 24, 2026**

T. MacMillan referred to the two Education Council Summary Reports included in today's agenda package and highlighted the following items:

For the January 27, 2026 meeting:

- The new Citation in Photography Fundamentals was the highlight of the meeting.

For the February 24, 2026 meeting:

- English has a new course, ENGL 1136 – Introduction to Creative Writing, created in response to student demand and launching this September. This first-year-level course will act as a pathway to upper-level creative writing.
- English is relaunching ENGL 1127 – Essay Writing and Short Prose Selections, also starting this September. It is a first-year English course with lower prerequisites that will allow students to enroll without completing an English proficiency exam in advance.
- The SFU–Langara Co-Admission Program, which allowed students to begin at Langara while being simultaneously registered at SFU, has been suspended. The program never really took off and SFU decided to suspend the program. The Interim Provost will bring this suspension to the Board at a future meeting.

Discussions ensued. T. MacMillan and Y. Varachia responded to Board members' questions regarding the SFU Langara Co-Admission Program.

It was confirmed that EdCo will provide a one-page advice document for new program proposals going forward

It was moved by M. Roberts and seconded by N. Smith:

**THAT, the Summary Reports of the Education Council meetings held January 27, 2026 and February 24, 2026 be received.**

**Carried Unanimously.**

## **9. COMMITTEE REPORTS/APPROVALS**

### **9.1 Audit and Finance Committee (AFC)**

The AFC Chair, W. Choy, advised that the Committee met on March 9, 2026 and reviewed the financial statements up to January 31, 2026, as well as the College remittances, presented by VP Koke. She then invited M. Koke to present the following two items brought forward from the Committee's March meeting.



M. Koke provided an update on cash flow, noting ongoing discussions with our Ministry, and by extension the Ministry of Finance and the Treasury Board, regarding the College's financial position well over a year. He advised that the College's deficit mitigation plan has been well received, and that the Ministry has agreed to accelerate a portion of the regular block grant funding to support cash flow through the April to September period, which is typically the most constrained period for the College. He further noted that the Ministry has requested a worst-case cash flow scenario and will undertake a third-party audit of the College's cash flow needs. The Ministry may set aside funds required for the worst-case scenario, to be accessed by the College upon request with appropriate explanation, should the College experience cash flow crunch. He emphasized that the cash flow situation has been top of mind and that the College is doing everything possible to resolve it.

Discussions ensued and M. Koke answered Board members' questions.

## **9.2 Governance and Nominating Committee (GNC)**

The GNC Chair, N. Smith, reported that the Committee met on March 12, 2026, and is bringing forward two revised By-Laws, with motions, for Board approval today. He then invited S. McGillivray to speak to the two policy items.

### **a. Revised By-Law 200 – Code of Conduct and Conflict of Interest**

S. McGillivray referred to the briefing note and the revised By-Law 200 - Code of Conduct and Conflict of Interest included in today's meeting package. He noted that this By-Law is reviewed more or less annually and was most recently updated in 2024. He outlined the three areas of focus for this review, including clarifying the definition of "related person" in the conflict of interest context, addressing recommendations arising from a recent BC Auditor General's report to ensure the Board has mitigation plans in place where a Board member has a known conflict, and closing identified gaps in the by-law.

The GNC had a good discussion of the proposed revisions and recommended a few amendments, which have been incorporated into the version being presented for Board approval.

It was moved by J. Hartman and seconded by R. Palozzi:

**THAT, the Board approve the revised By-Law 200 -  
Code of Conduct and Conflict of Interest.**

**Carried Unanimously.**

### **b. Revised By-Law 205 – Reimbursement of Expenses**

S. McGillivray advised that By-Law 205 addresses the reimbursement of expenses for Board members and is required under the College and Institute Act. He noted that it is reviewed regularly and was last reviewed in 2021. As a relatively short by-law, it did not require many amendments, primarily to add flexibility, allow for discretion, and address conflicts of interest.

The GNC had a good discussion of the proposed revisions, and its recommended amendments have been incorporated into the version being presented for Board approval.



