

**Langara College Board of Governors
Minutes of a Public Meeting held on
Thursday, March 24, 2022
beginning at 5:31 pm
via Zoom videoconference**

Present: Maria Alonzo
Mary Lynn Baum
Armor Valor Corrales
Krisha Dhaliwal
Andy Dhillon
Janelle Dwyer
Michal Jaworski, Chair
Tess MacMillan

Ian Mass
Raza Mirani
Scott Murray
Rose Palozzi
Cole Rheaume
Melissa Roberts
Yusuf Varachia, Acting President

Employee Resources: David Cresswell, Vice-President, Administration and Finance (interim)
Marg Heldman, Vice-President, Academic (interim)
Jane Mason, Vice-President, People and Culture
Debbie Schachter, Associate Vice-President, Students (interim)
Pablo Vargas, Vice-President, External (interim)

Constituent Groups: Steven Brouse, Representative, CUPE Local 15/VMECW
Pauline Greave Aylward, President, Langara Faculty Association
Joanne Rajotte, Representative, Langara College Administrators' Association

Guest(s): Chris Arnold Forster, Director, Risk and Internal Controls
Elizabeth Barbeau, Dean, Faculty of Social Sciences & Community Programs
Eileen Chin, Associate Director, Finance and Purchasing
Lara Griner, Development Officer, Langara Foundation
Gerda Krause, Dean, Faculty of Science
Michael Koke, CFO (interim) and Director, Financial Services
Eva Lau, Associate Director, Budgets
Debbie Mohabir, Secretary-Treasurer, CUPE Local 15
Heidy Rahnumah, Development Officer, Langara Foundation
Sunita Wiebe, Director, Office of Academic Assurance

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 5:31 p.m. He conveyed regrets from those unable to attend, and welcomed all guests.

2. MUSQUEAM LAND ACKNOWLEDGMENT

The Board Chair delivered the acknowledgement that Langara College rests on the traditional unceded territory of the Musqueam peoples. He also acknowledged other First Nations territories that members may be participating from remotely.

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 disclose conflicts of interest for any agenda item that would relate to the ongoing business of the institution. R. Palozzi disclosed a conflict of interest with Item 8.1.b – 2023 Operating Budget and Capital Acquisitions Budget due to her secondment to CUPE. She will abstain from discussion and voting on this item. The Board Chair acknowledged the disclosure and proceeded with the meeting.

4. APPROVAL OF AGENDA/CONSENT AGENDA

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

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

- 4.1 Minutes of Meeting held January 27, 2022 - Approved**
- 4.2 President's Written Report – Acknowledged**
- 4.3 Confirmation of Remittances - Acknowledged**
- 4.4 Financial Summary to December 31, 2021**

Carried Unanimously.

5. LANGARA COLLEGE FOUNDATION – ANNUAL PRESENTATION

P. Vargas introduced Lara Griner and Heidi Rahnumah, Development Officers from the Langara College Foundation, who provided an update on the activities of the Foundation over the past fiscal year. They highlighted increased engagement-alumni relations, donation statistics, employee giving, priority projects, funding for other projects, Indigenous projects, and the work behind the scenes to support students beyond the classroom. They provided an update on the membership of the Foundation Board noting that Raj Arneja and Michal Jaworski (Board liaison) have stepped down, and Mary Lynn Baum, liaison from the Langara College Board, and Charlene Taylor, Director, Office of the Auditor General, have joined as new Board members.

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

- With regards to international students inability to apply for scholarships and bursaries and if that will change in the future, H. Rahnumah advised that entrance awards is a new initiative for the Foundation and it would need to go to the Senior Leadership Team for review and discussion. L. Griner further advised that currently bursaries and scholarships are open to domestic students and we have provided support to international students through the emergency bursary that has been provided through COVID and continues to be provided. Y. Varachia noted that these are ongoing discussions but entrance awards for international students are being formalized and changes are coming in the near future.
- With regards to the Community Cupboard, support to students used to be provided on a weekly basis and it has now been reduced to once monthly. H. Rahnumah noted that the College is extremely passionate to provide support through the Community Cupboard. However, the incredible need from students and funding has been a factor. Funding is done in conjunction with Financial Aid through the Registrar's Office, and they were closed for a month to reorganize the process in terms of applications and how

to distribute to the Community Cupboard bags. L. Griner added that there were also challenges with the supply chain to obtain items that were needed, and we are trying to improve that service even with the recent increase in cost of food.

ML Baum thanked the Advancement Team for the work they have done over the past year. She acknowledged the important work by Moira Gookstetter, Executive Director of the Foundation, who left the College on February 23, 2022, to pursue other projects. She thanked Moira for her many years of service to the Foundation and thanked the Advancement Team for carrying the load during this transition. Y. Varachia also acknowledged the work of M. Gookstetter who has been an important part of the Langara community. He noted that a search process for a new Executive Director will be started soon.

M. Jaworski thanked L. Griner and H. Rahnumah for the presentation and asked Board members who would like to donate to contact him or Y. Varachia for more information.

[It was noted that L. Griner and H. Rahnumah left the meeting at 5:52 p.m.]

6. CHAIR'S VERBAL REPORT

M. Jaworski congratulated Michael Koke on his new role as interim Vice-President, Administration and Finance, and to David Cresswell who will move back into his prior role as Chief Information Officer and Associate Vice-President, Strategic Information. He thanked them both for their energy, countless hours, and exemplary professionalism and dedication to the College during this transitional period.

M. Jaworski advised that he is in frequent communication with incoming President Paula Burns to discuss onboarding, establish the President's goals, and discuss the mechanics of the Presidential installation. He thanked Y. Varachia, J. Mason, and A. Hsu for the preparation that is being done for a successful transition.

M. Jaworski noted that the quarterly Chair's meeting, set up by I. Mass, met after a brief hiatus and is an excellent opportunity to share strategic issues and identify areas for strength and collaboration. The College's strategic initiatives are in line with other colleges in the sense that we are proceeding with our Indigenization Strategy. He noted that Langara is not the only employer dealing with the job market as other colleges are also having difficulty finding staff and faculty to fill vacant positions. There are fantastic opportunities in both the private and public sector, and to approach this we will have other colleges join us in sectoral support.

7. PRESIDENT'S VERBAL REPORT

In addition to his written report, Y. Varachia highlighted the following:

- The community is looking forward to welcoming Dr. Burns and have started planning for the Presidential installation with a tentative date identified as Thursday, June 16th with more information to come.
- As M. Jaworski noted, we have both been in regular contact with Dr. Burns to help her transition to the College and she is building a strong awareness of what our successes

are and a firm appreciation for some of our external pressures. When she arrives, she will have the information she needs to move Langara forward.

- Communications and Marketing is currently working with Dr. Burns on her introductory message to the community.
- He thanked Michael Koke for taking on the role as interim Vice-President, Administration and Finance, and thanked David Cresswell for everything he has done. Working with them has provided an opportunity to learn from their skills and perspective.
- He noted that there are direct impacts on the College community from the Ukraine war. The college has a number of requests from the community asking how we could support those impacted. Currently the College has approximately 12 students from the Ukraine and 22 students from Russia. This is information from data we have, but there could be others we may not know about. We have reached out directly to the registered students to offer support and assistance. On February 24th, a message was shared with the community and put in The Langara Post identifying what the College could do. We have also been in touch with our Member of Parliament to see how we could assist our students in contacting their families. We have informed the community of the supports available through Immigration, Refugee and Citizenship Canada, and current students who are in an emergency situation for financial aid can reach out for support. This will be done on an individual basis as students have different needs. It has been difficult for these students and Langara has a strong sense of community and is providing support to anyone who needs support.

8. COMMITTEE REPORTS/APPROVALS

8.1 Audit and Finance Committee

A. Dhillon highlighted the following items:

a. Draft Minutes of Meeting held March 14, 2022

A. Dhillon highlighted the draft Minutes of the Audit and Finance Committee meeting held March 14, 2022, attached to the agenda for information.

b. 2023 Operating Budget and Capital Acquisitions Budget

M. Koke acknowledge the work of the budgets team and cost centre managers across the College. The amount of work that has been done has been incredible and is sincerely appreciated.

M. Koke highlighted the memo attached to the agenda and presented the 2023 Operating Budget and Capital Acquisitions Budget noting that the College is bringing forward a break-even budget for fiscal 2023.

During his presentation of the budget, he noted the following:

- The fiscal 2022 or current year budget was a \$7M deficit.
- We expect to finish the current year closer to break even which is a result of the normal spending pattern in public sector organizations where cost centre managers try to use up as much of their budget as they can before the end of the fiscal year. Also, the province has allowed the College to restrict a portion of our operating grant to be used for capital in future years. The impact will reduce our operating revenue

for the current year and provide revenue to offset amortization expense in future years.

- Although there are a number of items contributing to the surplus in the current year, the most significant are a \$4.5M positive variance for amortization, the result of an assessment done by a third party engineer that extended the useful life of some facilities on campus and a \$6M projected positive variance for salaries for the current fiscal year. This is reflective of the challenges we have seen over the past few years in attracting and retaining employees. This is not unique to Langara and is a pattern we have seen develop over the past few years and we expect to see for future years.
- The fiscal 2023 budget reflects what we have seen in fiscal 2022, with lower amortization and salaries expense that have helped us get to break even.
- The budget we have prepared reflects the realities of the upcoming year and with respect to salaries, we have not eliminated any positions from the budget but have tried to reflect the impact of vacancies over the year.
- COVID continues to impact the college which makes budgeting and forecasting a challenge. We will need to constantly monitor and adjust spending patterns throughout the year in reaction to changing circumstances. To that end, we have done a few things including moving from quarterly to monthly financial reporting, which will allow us to react to changing circumstances quicker.
- We have been able to hire the three additional budget roles that we have been trying to fill for over a year. This allows us to move to a portfolio-based model in our budgets area that will improve our communications between the budgets team and the operating parts of the College. From a finance standpoint, it will improve our understanding of what is happening in operations and will provide additional resources to cost centre managers as they build their budgets and monitor their actuals throughout the year.
- We are moving forward with Phases 2 and 3 of the Adaptive Planning implementation, which is a budgeting tool that is part of Workday. The entire College will be using Adaptive Planning for fiscal 2024 budget year, and using Adaptive Planning will allow more scenarios, analysis, and facilitate adjustments to the budget much easier.
- He thanked the Senior Leadership Team for their support in building the fiscal 2023 budget. They reviewed all the options for funding, and recommendations from VPs were taken on what requests were critical to their operations. The SLT have jointly developed and supported this budget, committed to regular monthly financial statement reviews, and will prioritize FY23 unfunded budget addition requests. If we find ourselves in a surplus position at some point in the year, we hope that we will be able to move forward with those initiatives that work from a budget, timing, and resource perspective.
- The College spends approximately 10-1/2 months a year building budgets, which has resulted in some significant budget fatigue over the past number of years. M. Koke recommended shortening the budget cycle, as discussed with the Audit and Finance Committee (AFC), noting that a more solid plan will be presented at a future date

Discussion ensued and Board Members questions were answered.

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

THAT, the 2023 Operating Budget and Capital Acquisitions Budget be approved.

Carried Unanimously

c. Langara College Foundation – Transfer of Funds

A. Dhillon noted some minor corrections to the motion included in the agenda. E. Chin highlighted the annual contribution to the Langara College Foundation as outlined in the memo attached to the agenda. She noted standard amounts such as the Building Legacy Fund and International Education Development Fund, as established by Bylaw 204, which are fees collected from students that help provide funding for new buildings and support to international initiatives that are aligned with the College's strategic priorities. She also noted that the new Indigenous matching fund of \$250,000 is for supporting the Foundation's initiative to build a matching fund to support Indigenous education.

Discussion ensued and Board Members questions were answered.

It was moved by S. Murray and seconded by M. Jaworski

THAT, the Board authorize a transfer of funds in the amount of \$1,876,033 to the Langara College Foundation as at March 31, 2022, as follows:

(a) Matching Donations - \$200,000

for the 2022 fiscal year of the Foundation, and THAT, the College indicate that these funds are for the sole purpose of matching donations received by the Foundation.

(b) Building Legacy Fund - \$1,133,233

for future Langara College capital projects at the Foundation's discretion, in an amount not to be greater than the College's revenues less its expenditures including all other transfers, for the year then ended, provided that any funds so transferred meet the requirements under Public Sector Accounting Standards to be accounted for as an expense, with such requirements to be agreed to by the College's auditors.

(c) International Education Development Fund - \$292,800

(d) Indigenous Matching for Bursaries and Scholarships - \$250,000

Carried Unanimously.

8.2 Governance and Nominating Committee

a. Summary of Meeting held March 17, 2022

R. Mirani highlighted the Summary of the GNC meeting held March 17, 2022 attached to the agenda for information.

8.3 Gerontology Social Service Worker Certificate

M. Heldman highlighted the memo attached to the agenda that spoke to the development of a Gerontology Social Service Worker Certificate, a result of considerable work done by the Social Services Department under the leadership of Elizabeth Barbeau, Dean, Faculty of Social Sciences & Community Programs. Dr. Barbeau was in attendance to answer questions. The eight-month credential is designed to respond to a market need by providing students with a broad and critical understanding of the aging process and social policies affecting older persons and their families. The Social Service Worker program, working with Psychology, Recreation, and some specific Gerontology programs, developed this new credential that is interdisciplinary and welcomed at the College. It has a significant experiential learning component. This program is one of the first contributions to the new Strategic Plan with regard to high quality programming. It is also the first program to be developed under the Academic Plan 2025 through the lenses of the holistic student and curiosity, creativity, and innovation.

Discussion ensued with Board members and the following points were noted:

- The briefing note ties nicely to the Strategic Plan.
- In response to a question about a list of practicum sites used by the Gerontology program, E. Barbeau advised that the Gerontology program is excited to be partnering with the community knowing that work-integrated learning is an important part of the Strategic Plan and is integral to all community programs, departments, and in particular Social Service Worker and Gerontology. Although the Gerontology certificate is new to Langara, a Gerontology diploma already exists and those relationships, key to the community based work-integrated experience, already exist. She will compile and send a list of agencies being used by the program and agencies that are being explored for future placement to the Board after the meeting.
- In response to a question about how much Indigenous content and working with Indigenous elders, both as clients and as advisors, there are, M. Heldman advised that Indigenization of our curriculum is an ongoing priority project. In light of the amount of movement in all sorts of industries and organizations, finding a curriculum consultant with Indigenous experience that is appropriate has proven most challenging. We do have an Indigenous curriculum consultant, so the work of Indigenization is ongoing and although it is not explicitly laid out in the documents on the website, those conversations are happening at the College and within the program. Support for Indigenization at Langara College is significant.
- There is an elders group that meets regularly at the Friendship Centre with a group of older people and our local First Nations communities have the same or similar movement. E. Barbeau advised that she will follow up on this suggestion noting that one of the benefits of having the opportunity to attend a Board meeting is to be able to come back to the programs and tell them what the Board is doing, how the Board is genuinely interested and engaged with the work in the programs, and let them know that the Board cares as passionately as they do about our connections with Indigenous partners in the community.
- Given there was a review of the pandemic and the impact on the elderly, it would be an opportunity to highlight with the Ministry the positive impacts that Langara has taken in regards to areas that have impacted the community over the past few years.
- In response to a question, it was noted that this is not a micro-credential but is a certificate and is captured as such in the credentials policy.

- It is expected that there will be no impact on enrolment in the diploma program but that this program will be attractive to more students than normally would have come into the diploma program. There is an opportunity upon completion of the certificate to ladder into the Gerontology diploma or move to the Social Service Worker program.
- The certificate is fulfilling a particular niche identified by students in the diploma program who advised the two-year length was a barrier for students who could not commit to two years of study but wanted a certificate they could take immediately out to the job market. There will be some students who will continue into one of the diplomas, but this new credential is aimed at students who would prefer to do the certificate and seek employment.

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

THAT, pursuant to Section 19(1)(g) of the College and Institute Act, the College Board approve the implementation of the Certificate in Social Service Worker (Gerontology).

Carried Unanimously.

9. FOR INFORMATION

9.1 Langara College Response to Quality Assurance Process Audit (QAPA) Assessor's Report – Academic Quality Assurance (AQA) Submission to Degree Quality Assessment Board (DQAB)

M. Heldman highlighted the briefing note attached to the agenda for information that spoke to Langara College's Response to the Quality Assurance Process Audit (QAPA) Assessor's Report – Academic Quality Assurance (AQA) Submission to Degree Quality Assessment Board (DQAB). She advised that in 2017 the Ministry, through its Degree Quality Assessment Board (DQAB), mandated all public post-secondary institutions undergo audits every seven years to insure the quality of their programming. The first round of reviews has been focused on the program review process, which includes not only the processes but policies in support of quality assurance at any institution. Over the last three years, Langara has developed processes and policies related to program creation, revision, renewal and review, all of which align with Ministry expectations. Program review was the subject of the Fall 2021 audit. The College responded to the QAPA assessors report earlier this Spring. Our response included the four goals detailed in the briefing note. We are committing to continue building quality processes that result in quality Langara programming. The Office of Academic Quality Assurance is responsible for developing those quality processes in alignment with Ministry expectations.

S. Wiebe, Director, Office of Academic Quality Assurance made a brief presentation on Why QAPA Matters (presentation attached to the minutes for information). The Quality Assurance Process Audit (QAPA) is administered by the Degree Quality Assessment Board (DQAB) and is crucial and linked to the work that is done at Langara every day. The work of Academic Quality is encircled by core pieces such as the Strategic Plan, Academic Plan, mandate from the Ministry, and Langara's Mission and Vision. Within this are core pieces of the academic enterprise such as development of programs and the launch of those programs. Then there is a review of programs which is very systematic at Langara and happens in a very systematic and standardized manner. Following the findings gleaned from the review, the programs are then renewed. Although

simple in its process, it is very rich in its implications because it means that the programs offered to the students fulfill those core pieces. The goals identified in the briefing note are in support of this core academic enterprise and is line with Ministry expectations.

Discussion ensued and in response to a question if the reports are available to the Board, M. Heldman advised Board members can go to the DQAB website and review the documents and reports of any public institution. Such a review would provide Board members with a good sense of the quality assurance processes at all public institutions within British Columbia.

M. Jaworski noted that this is a reputational issue that touches upon every aspect of the College. It is good to be aware of and have an opportunity to talk through the implications, even a good report, and what it means for the College's strategic goals. It is material that is publicly available and helps the Board celebrate the successes of the College and identify follow-up actions on how to implement any of the goals or establish reporting on how the goals are to be achieved.

AGENDA ITEM

[It was noted that S. Wiebe left at 6:49 p.m.]

10. EDUCATION COUNCIL REPORTS

The Board Chair reminded Board Members of Section 23 of the BC College and Institute Act that requires Education Council to advise the board on the development of educational policy.

10.1 Summary Report of the meeting held January 18, 2022

10.2 Summary Report of the meeting held February 15, 2022

T. MacMillan, Chair, Education Council highlighted the summary reports of the Education Council meetings held on January 18 and February 15, 2022. Of special note were the following:

- Social Services – Gerontology – changes to offerings of new Certificate as well as program changes to diploma and addition of practicum.
- Social Services – Gerontology – full program proposal approval for new Certificate.
- Changes to Bachelor of Science in Bioinformatics were returned to Education Council following DQAB's confirmation that the changes to the Math and English prerequisites did not constitute a new degree and did not require a new program proposal. These changes will be implemented Fall 2022.
- Introduction of a new course in Geology that replaces old course in Geology.

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

**THAT, the Education Council Summary Reports for
January 18 and February 15, 2022, be received.**

Carried Unanimously.

11. BOARD MEMBER REPORTS

There was no report.

12. STAKEHOLDER GROUP REPORTS

There was no report.

13. VISITOR'S COMMENTS

There was no report.

14. NEXT MEETING AND ADJOURNMENT

14.1 Next Meeting

a. Thursday, May 26, 2022

It was noted that the next Board meeting will be held on Thursday, May 26, 2022.

15. CONCLUSION

It was moved by I. Mass and seconded by S. Murray

THAT, the meeting be concluded at 6:54 p.m.

Carried Unanimously.

Michal Jaworski
Chair, Board of Governors

Yusuf Varachia
Acting President and CEO