

*Open Meeting File 2014-05-15, approved June 19, 2014*

**IN ATTENDANCE****Board Members**

Graeme Bowbrick  
Mark Darville  
Gerry Gramozis  
Jillian Griffin\*  
Todd Harper, Chair, Education Council (ex-officio)  
Peter Kendrick, AFC Chair  
Nicole Liddell  
Scott McAlpine, President (ex-officio)  
Gerry Shinkewski\*, Vice Chair  
Tom Spraggs\*\*  
Sydney Tomchenko, Vice Chair  
Shelley Williams, Board Chair

**Administration**

Lauren Dailey, Executive Assistant to the President  
Kathy Denton, VP, Academic and Provost (VPAP)  
Shelagh Donnelly, Executive Assistant to the College Board; recording  
Blaine Jensen, VP, Educational Services (VPES)  
Guangwei Ouyang, VP, International Education and Strategic Partnerships (VPIESP)  
Hazel Postma, Associate VP, External Relations (AVPER)  
Vicki Shillington, Associate VP, Human Resources (AVPHR)  
Dave Taylor, Director, Marketing and Communications Office (MCO)  
Tracey Ternoway, VP, Finance and Administration (VPFA)  
Chris Worsley, Director, Finance

**Observers**

Ruab Waraich, DSU

**GUESTS**

Tracy Ho, Douglas Students' Union (DSU); Ian McLeod, CIO

**REGRETS****Board Member(s)**

Jeevan Khunkhun  
Jim Utley, HRC Chair

**Administration****Observer(s)**

Len Millis, DCFA  
Sandra Mountain, BCGEU

\* participated via conference call

\*\* late arrival

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**1. CALL TO ORDER AND CHAIR'S REMARKS**

There being a quorum present, Chair Shelley Williams called the meeting to order at 5:09 p.m. She conveyed regrets from those unable to attend, thanked those participating by conference call and welcomed new Douglas Students' Union (DSU) Constituency Group Leader Ruab Waraich.

**2. APPROVAL OF AGENDA/CONSENT AGENDA**

The Chair noted that the DSU's report on the needs of international education students contained strong language regarding cultural sensitivity issues, and asked for management's response to such concerns. The Chair also asked management to provide an update on its discussions with the DSU regarding the international report.. The President offered his perspectives on SMT's meeting with the DSU, reporting that it was positive. He advised that the Associate Vice President, Human Resources (AVPHR) had provided the DSU with formal and informal options and approaches that students could take if they had concerns regarding discrimination. The President spoke of the need for more effective communications. The Vice President, International Education and Strategic Partnerships (VPIESP) offered his insights on cultural isolation and reported on meetings he had subsequently undertaken with students.

The VPIESP reported that Douglas International hosts workshops at the beginning of each semester to outline procedures students may take if they have such concerns, and advised that Douglas International had recently hired a counsellor to support international students' needs.

## 2. APPROVAL OF AGENDA/CONSENT AGENDA, cont'd

It was moved by Mark Darville, seconded by Peter Kendrick, and unanimously resolved:

**06/2014** *THAT the Douglas College Board approve the agenda and approve/acknowledge the following items on the consent agenda*

- 2.1 Minutes of the March 20, 2014 Open Session Board Meeting – approved
- 2.2 Reports: Douglas Students' Union (DSU)
  - a) Constituency Group Leader's (CGL's) May 2014 Report– acknowledged
  - b) Needs of International Students: March 2014 Report – acknowledged
- 2.3 Reports: College President – April, May 2014 Reports to the Board and College Community – acknowledged
- 2.4 Reports: Correspondence and Events
  - a) Ministry of Advanced Education (AVED): Post-Secondary Administrative Service Delivery Transformation (ASDT) – March/April 2014 Update – acknowledged
  - b) Summer 2014 Graduation Ceremonies Invitations – acknowledged

## 3. PRESIDENT'S REPORT

### a) Douglas College 2010 – 2015 Strategic Plan Update

The President spoke of the internal Strategic Planning Advisory Group and of the Senior Management Team's (SMT's) preparation for strategic planning. He looked forward to presenting an environmental scan to the Board in June 2014, and hoped to have the Strategic Plan approved and in effect by November 2014.

### b) Government – BC's Skills for Jobs Blueprint: Re-Engineering Education and Training

#### i) Demographic and Labour Market Demand for Post-Secondary Education in Lower Mainland BC

The President expanded on his report on the recently released provincial *Skills for Jobs Blueprint*; he considered the College well aligned to government's plans, and did not anticipate any material budget impact for the current or upcoming fiscal periods. The President suggested that the report highlighted accountability – rather than system – changes and encouraged reading the Hanover report contained in the agenda package.

## 4 CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS

### 4.1 Board Chair

### 4.2 Board Executive and Governance Committee (BEGC)

#### a) Chair's Report

The Chair reported on an April 2014 meeting she and Vice Chair Gerry Shinkewski attended with the President, the Vice President, Academic and Provost (VPAP) and Ministry of Advanced Education (AVED) representatives in Victoria. Members supported the Chair's recommendation to invite the Deputy Minister to a future Board meeting.

The Chair highlighted recent sector, business and College events attended by Board members, and thanked Gerry Shinkewski for representing the Board at the recent employee recognition event hosted to honour both longevity and excellence of service.

With seven graduation ceremonies scheduled over the course of June 3 – 5, 2014, the Chair noted confirmations of members' attendance to date, and encouraged all to attend ceremonies wherever possible. She advised that members Mark Darville and Jillian Griffin had now completed their studies at the College, and that Mr. Darville would be among the June 3rd graduands.

**4.2 Board Executive and Governance Committee (BEGC), cont'd****b) Notification of Motion Approved at the March 20, 2014 Closed Session Board Meeting:  
Allocation of \$500,000 of 2013/14 Operating Fund Surplus to the Douglas College Foundation**

The Chair highlighted the resolution approved during the March 2014 Closed Session meeting, and advised that further discussion would occur during Closed Session.

Motion C08/2014:

“THAT the Douglas College Board allocate \$500,000 of the 2013/14 Operating Fund surplus to a permanent endowment to the Douglas College Foundation, with terms and conditions to be determined subsequent to this meeting”

**c) Board Insights: Strategic Planning Process**

With the Board conducting a strategic planning session the afternoon of June 19, 2014, members noted a delayed, 5:30 p.m. start to that day's Open Session meeting.

**d) Correspondence – Ministry of Advanced Education (AVED); Reference 96812**

- i) Office of the Auditor General of BC's Report, *University Board Governance Examinations***
- ii) Assessment of Douglas College Board Governance Practices Against Report and Responses**

Members noted the highlighted aspects of effective governance practices, and the Douglas College Board assessment undertaken as recommended by government. The assessment reflected the Board's adherence to recommendations contained in the report, with one exception: while this Board undertakes annual evaluations of the Board, Board Chair and Board committees, and draws on evaluation reports to inform its retreat agendas, individual members have not undertaken self-assessments.

**e) Correspondence – Ministry of Advanced Education (AVED); Reference 96667: Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan**  
<http://www.aved.gov.bc.ca/aboriginal/policy-framework.htm>

Members were advised of the Ministry's update.

**f) College Board Succession Planning:**

- i) Reappointments of Order in Council (OIC) Members of the College Board**
- ii) Incoming Members Elected by Students: Aaron Bayes, Katie Koenig**

The Chair reported that government had reappointed each of Gerry Shinkewski, Sydney Tomchenko and Jim Utley, but that some changes were imminent. She advised of Sydney Tomchenko's intent to resign effective July 1, 2014, and Ms. Tomchenko apprised the Board of imminent relocation plans. Jillian Griffin, participating by conference call, advised that she had secured employment in Kamloops and would continue to serve on the Board until June 30, 2014. Both student members were about to launch careers in other cities, and Mark Darville advised that he would resign effective June 3, 2014, upon graduation from the College.

Observing that this represented Mr. Darville's last meeting with the Board, the Chair commended him for tremendous growth and contributions over the course of two years' service. She wished Mr. Darville and the soon-to-be-departing members well, and thanked the outgoing members for their efforts to ensure quorum was achieved.

The Chair reported on the election of two students to succeed Mr. Darville and Ms. Griffin, with terms to commence September 1, 2014; members looked forward to welcoming and working with Aaron Bayes and Katryna Koenig.

## **4.2 Board Executive and Governance Committee (BEGC), cont'd**

### **g) Constituency Group Leader (CGL) Updates, Reflecting Recent Elections**

#### **i) Douglas College Faculty Association (DCFA):**

The Chair reported that Erin Rozman would succeed Len Millis, effective September 1, 2014.

#### **ii) Douglas Students' Union (DSU) Executive:**

The Chair congratulated Ruab Waraich, who succeeded Madison Paradis-Woodman in the position. At the Chair's invitation, Ms. Waraich expanded on her interest in the role.

### **h) College Board 2014-15 Meeting Schedule**

The Finance division sought endorsement of annual budget approvals each March, rather than May. There would be impacts to scheduling budget-related presentations and management's consultations with employees and students, but no impact to the originally proposed Board meeting schedule. Noting various school districts' Spring Break schedules, the Chair offered potential to delay the March meeting by a week; she asked that any members with specific preferences identify any scheduling challenges to the Board EA.

### **i) Government Compliance/Disclosure: 2013-14 Board Remuneration and Meeting Attendance**

The Chair advised of corrections to the document and asked that members review the report and advise the Board EA of any errors prior to publication on the Board website.

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

### **a) Chair's Report**

The AFC Chair reported on the election of Tom Spraggs as AFC Chair, to take effect August 1, 2014 given the current Chair's upcoming retirement from the Board; members extended their appreciation to Messrs. Kendrick and Spraggs.

### **b) Ministry of Advanced Education (AVED) Budget Letter**

The Vice President, Finance and Administration (VPFA) anticipated receipt of the budget in mid-June, with no revisions to projected funding.

### **c) Education Council's Advice to the Board on the College's Proposed 2014/15 Operating Budget**

The Education Council Chair provided a written report.

### **d) 2014/15 Budget Consultations: Feedback**

The President expanded on his written report and on pilot offerings of Friday evening library services. He advised that the Senior Management Team (SMT) would, over the summer, consider feedback associated with technology, academic programs and food services.

The Chair invited questions of the President, and of feedback received during the budget consultations. Members asked if management considered the proposed investments in printers and hardware sufficient, or if the Board should anticipate additional word of shortages in upcoming months. Discussion ensued, and the Chief Information Officer (CIO) confirmed that, within existing constraints, and given peak demand periods (10:00 a.m. – 2:00 p.m.), budget proposals were sufficient.

### **e) Presentation: 2014/15 Douglas College Budget Overview**

The AFC Chair outlined the motions presented for Board consideration, and spoke of the budget surplus philosophy the Vice President, Finance and Administration (VPFA) would present as an agreed approach to the allocation of such surpluses.

### 4.3 Audit and Finance Committee (AFC), cont'd

The Vice President, Finance and Administration (VPFA) provided a high level overview of the proposed budget, and noted the detailed supporting documentation contained in agenda packages. The AFC Chair confirmed the Committee's full support of the proposed budget, and invited questions. Members discussed the reference to a \$600,000 allocation to the Douglas College Foundation, and the President confirmed that this was a routine allocation, independent of the Board's recently approved \$500,000 allocation to the Foundation.

Reference: Appendix A, Consolidated Budget Overview – 2014/15

#### f) Recommended Revision and Renumbering of Board By-Law 8305(A-26), Fees and Charges for Instruction:

It was moved by Peter Kendrick, seconded by Tom Spragg, and resolved, with negative votes recorded by Mark Darville and Jillian Griffin:

**07/2014** *THAT the Douglas College Board approve the establishment of Board By-Law B1007, Fees and Charges for Instruction, and rescind Board By-Law 83-5(A26), Fees and Charges for Instruction*

#### g) 2014/15 Douglas College Operating and Capital Budget

It was moved by Peter Kendrick, seconded by Sydney Tomchenko, and unanimously resolved:

**08/2014** *THAT the Douglas College Board approve the 2014/2015 Consolidated Operating and Capital Budget as presented May 15, 2014, **subject to receipt of written confirmation of provincial funding ("the budget letter") as projected within management's proposed budget***

#### h) Expenditure Authorities

Members queried the reporting process for expenditures associated with the proposed motion, and the AFC Chair advised of the expectation that management would report to both the AFC and then the Open Session Board meeting at those bodies' subsequent meetings. Discussion of reporting options ensued, and members endorsed the AFC Chair's recommendation that management report back to the AFC and Board for the initial year in which the President held such an expenditure authority, with reassessment of reporting requirements the following year.

It was moved by Peter Kendrick, seconded by Tom Spraggs, and unanimously resolved:

**09/2014** *THAT the Douglas College Board grant approval authority to the College President for up to \$500,000 of additional expenditures beyond the approved budget, provided the additional expenditures are aligned with the approved Strategic Plan and do not create a deficit*

#### i) Budget Surplus Philosophy

The AFC Chair reported that the Committee supported the following general approach to the use of surpluses in the future:

- A minimum of 50 percent of the total annual surplus shall be credited to the Major Capital Reserve to ensure the College has adequate reserves for its future capital requirements.
- The remaining total annual surplus *may* be used during the year for one time only ("OTO") expenditures as may be recommended by Management and approved by the Board

The VPFA also provided additional information regarding planned and potential uses of the Major Capital Reserve. The AFC Chair invited questions and a discussion ensued.

Members endorsed the philosophy and reinforced the need for management to maintain an "evergreen" list of potential OTO expenditures, with reporting updates to the Board every September and January. The Board Chair thanked all involved for the efforts associated with the budget development and surplus philosophy.

**4.4 Report: Human Resources Committee (HRC)****a) Chair's Report**

In the HRC Chair's absence, Committee member Nicole Liddell reported on the HRC's recent meeting and work underway on the comprehensive review of the CEO evaluation process.

**4.5 Report: Education Council****a) Chair, Education Council: March, April 2014 Reports**

The Education Council Chair invited questions of his report, leading to discussion of the College's Education Affiliations Policy, which requires assessments of prospective partnerships and the credibility of potential partner institutions.

Members congratulated Dr. Harper on the news that he had been re-elected Chair during the May 12, 2014 Education Council meeting, and would serve a second term on the College Board.

**b) Credential Recommendation**

Members sought and received additional insights on the course, which would be a self-supported Continuing Education program.

It was moved by Mark Darville, seconded by Peter Kendrick, and unanimously resolved:

**10/2014**     *THAT the Douglas College Board establish the credential, Certificate in Childbirth Education*

**c) Education Council Liaison's Report**

Education Council Liaison Mark Darville had no further information to report.

**4.6 Report: Douglas College Foundation Liaison****a) Liaison's Report**

Douglas College Foundation Liaison Sydney Tomchenko advised that the Associate Vice President, External Relations (AVPER) was absent in order to lead a delegation to Uganda; discussion followed.

The Board Liaison reported that the Foundation had completed a recent survey, and that the next step would be development of a business case. She advised of the Foundation's fiscal results, search for new Foundation Board members, and of plans for a fundraising golf tournament.

**5. NEXT MEETING AND ADJOURNMENT**

The Chair again encouraged members to attend upcoming graduation ceremonies. There being no further business, the Chair adjourned the meeting at 6:31 p.m.

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CHAIR

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PRESIDENT

**Appendix “A”**

May 15, 2014

Consolidated Budget Overview Presentation by  
the Vice President, Finance and Administration (VPFA)  
to the Douglas College Board



DOUGLAS COLLEGE

# CONSOLIDATED BUDGET OVERVIEW

2014/15





**For 2014/15 Douglas College will continue to execute the five year Strategic Plan. The overarching strategic priorities for this budget are:**

- Sustainability and Program Quality
- Modernization / Resolving Legacy Processes and Systems

# Statement of Operations – Consolidated (\$ millions)



Revenue	2014/15 Budget	2013/14 Projected Actual	Explanation	2013/14 Budget
Ministry	58.2	58.9	Year 2 of Grant reduction	58.8
Tuition fees*	42.7	39.9	Planned growth and rate increases	37.9
Contracts	15.5	16.9	Decrease in TG activity	18.2
Amortization- Revenue	3.8	3.8		3.7
Ancillary	5.8	5.8		5.5
Interest	0.8	0.8		0.8
Sundry	2.7	2.6	Higher enrolments	2.5
<b>Total Revenue</b>	<b>129.5</b>	<b>128.7</b>		<b>127.4</b>

\*Includes Domestic, International and Continuing Education.

# Statement of Operations – Consolidated

(\$ millions)



Expenses (by function)	2014/15 Budget	2013/14 Projected Actual	Explanation	2013/14 Budget
Salaries & wages	76.1	72.3	Planned growth	73.3
Employee benefits	15.6	15.4	Planned growth offset by rate decreases	15.2
Supplies & services	21.7	22.5	Planned growth offset by 13/14 OTO & 14/15 decrease in TG	22.4
Cost of goods sold	3.8	3.8		3.8
Amortization of assets	7.7	7.7		7.3
Maintenance & rehab.	0.8	0.8		0.7
Scholarships & bursaries	0.6	1.3	13/14 Board approved OTO	0.7
<b>Total Expenses</b>	<b>126.3</b>	<b>123.8</b>		<b>123.4</b>

# Statement of Operations – Consolidated

(\$ millions)



	2014/15 Budget	2013/14 Projected Actual	Explanation	2013/14 Budget
Total Revenue	129.5	128.7		127.4
Less Total Expenses	(126.3)	(123.8)		123.4
Annual Surplus	3.2	4.9		4.0
Beginning Accumulated Surplus	67.5	62.6		62.6
Ending Accumulated Surplus	70.7	67.5		66.6

# Statement of Operations – Consolidated (Listed by Fund) (\$ millions)

2014/15 Budget	Operating*	Ancillary	Capital	Special Purposes	Total
Total Revenue	112.6	5.8	6.7	4.4	129.5
Total Expenses	(108.9)	(4.9)	(8.5)	(4.0)	(126.3)
Transfers	(1.5)	(0.8)	2.3	-	-
Annual Surplus	2.2	0.1	0.5	0.4	3.2
Beginning Accumulated Surplus	(5.0)	1.1	62.3	9.1	67.5
Ending Accumulated Surplus	(2.8)	1.2	62.8	9.5	70.7

*\*The Operating Fund Beginning Accumulated Surplus of (5.0) is comprised of 2.8 per Board Surplus Policy and (7.8) for Vacation and Employee Benefits accrual.*

# Accumulated Surplus (\$ millions)

Accumulated Surplus	2013/14 Projected Actual
Operating - required per Board Surplus Policy	2.8
Ancillary - appropriated for subsequent year use	1.1
Capital Reserves	35.2
Special Purposes - to be spent subsequent years (e.g. PDIFE, Strategic Development)	9.1
<b>Total Reserves</b>	<b>48.2</b>
Invested in Capital Assets (Unamortized cost of College funded capital assets + land)	27.1
Vacation & Employee future benefits accrual	(7.8)
<b>Total Accumulated Surplus</b>	<b>67.5</b>

# Use of Surplus and Reserves

- **A minimum of 50 percent of the total annual operating and capital surplus will be credited to the major capital reserve for future use for planned capital expenditures.**
- **Remaining total annual surplus *may* be used during the year for one time only operating expenditures as may be recommended by Management and approved by Board.**
- **Major capital reserve may be used in future for:**
  - **Facility expansion or additions**
  - **Technology infrastructure and systems**
  - **Other major capital projects not funded by AVED**
    - **Server room relocation & upgrade - \$1,010,000**
    - **Electrical vault breaker & replacement - \$758,000**
    - **Brick sealing & recaulking - \$350,000**
    - **Library ceiling rehabilitation - \$1,100,000**



DOUGLAS COLLEGE

# Board Motions Required





# 2014/15 Board Motions Required

Two Board motions are required as follows:

- 1) A motion to approve the Tuition By-Law
- 2) A motion to approve the Consolidated Operating and Capital Budget
- 3) A motion to authorize the College President to approve up to \$500,000 of additional expenditures



DOUGLAS COLLEGE

Thank you

[douglascollege.ca](http://douglascollege.ca)

