

1. **CALL TO ORDER:** The meeting was called to order at 6:15 pm.
Present: A. Kitching (Chair), C. Gibson*, M. Hemmingsen, B. Kendall, K. McKitrick*, D. Miles*, A. Peacock, M. Russell* N. Steinman, A. Taylor*, A. Yang
Ex-officio: S. Meshwork, S. Witter
Administration: J. Lindsay, B. Jensen, M. Exmann, B. Barber, C. Worsley, M. Murray
Other: S. Briggs (DCFA); D. McCormack (BCGEU)
Scholarship Winners: F. Daigle*, C. Hilhorst*, C. Smith* and family and friends
Guests: L. Currie, J. Fox*, Y. Irani, M. Leibbrandt, P. Lewis*, G. Paterson*,
Regrets: N. Dardi
* attended portion of meeting
** for reporting purposes the minutes have been returned to agenda order
2. **APPROVAL OF AGENDA:** The agenda was approved as distributed.
3. **PRESENTATION OF CANADA MILLENNIUM SCHOLARSHIP NATIONAL IN-COURSE AWARDS:** Ann Kitching congratulated the three Canada Millennium Scholarship National In-Course Award winners, Frederick Daigle (Community Social Service Worker Diploma Program); Christine Hilhorst (Bachelor of Therapeutic Recreation Program); and Charlotte Smith (Early Childhood Education Diploma Program) and indicated it was a pleasure to present them with the Certificates received from Ottawa. The Millennium Scholarship is in its fourth year. It was established to recognize and foster academic excellence, and active citizenship in upper-year post-secondary students who have demonstrated a commitment to the values of community service, leadership and innovation. Two students (F. Daigle and C. Hilhorst) received Second Level awards which are renewable for one additional year; and Charlotte Smith received a Third Level Award. All three received \$4000. Ann gave background on each student and presented the Millennium Excellence Awards.

The students responded with remarks on their respective programs, any future plans and what the scholarships meant to them. A short pause was taken for photographs.
4. **APPROVAL OF MINUTES:** Under item 12 Board Members there was an addition as follows to recognize the reference at the meeting to the reconstituted Douglas Students' Union. Paragraph 2, page 8 now reads, "Nav Dardi, as a new Board member, expressed the desire to work with the Board and DSU to improve their relationship. Ben Kendall responded that given the unprecedented procedure to ratify the DSU elections, the status of the DSU is in question". The minutes of September 21, 2006 were approved as amended.
5. **BUSINESS ARISING FROM THE MINUTES:** There was no business arising from the minutes.

6. INFORMATION/COMMUNICATIONS:

6.1 DCFA: Susan Briggs reported the DCFA is focussing on contract administration and bargaining, and has been dealing with arbitrations and grievances, working closely with M. Exmann and other staff members. She highlighted the College matrix as an issue that they have not been able to arrive at a workable solution i.e. three-hour cross-college meeting blocks. 2007 will have three separate start and finish times. It is hoped that the College and DCFA will find a better solution.

S. Briggs asked that in the next Budget the Board ensure that money is put aside for faculty initiatives including re-funding DCFA Educational Leaves. She indicated that it was important to faculty members that funding be available as it helps them stay current in their fields.

The DCFA is holding an Open House on December 13 with a free lunch. People are welcome to drop in and say “hello”.

6.2 DSU: There was no report.

6.3 BCGEU: Drena McCormack reported that there will be a BCGEU membership meeting on November 24 with a full agenda. One item will be on pension issues. There is some concern at the College from younger members of the bargaining unit as to why they are paying into a pension plan that may have nothing left over by the time they retire. The provincial union have a policy convention on November 25th and there will be initiatives coming from that. None of the bargaining units will be bargaining for the next four years. The question will be how can the lives of BCGEU members and other people in the province be improved other than at the bargaining table and what kind of policies and actions should be encouraged for the time being. These are issues that people who work at the College are concerned about, as well as workload in some departments. She acknowledged that the Board table was not the appropriate place for discussion on these issues.

D. McCormack brought up the subject of workers in other bargaining units on our campus. Specifically the cafeteria people (Chartwells employees) and the problems the employees had with their employers in the last two sets of negotiations. She indicated that the BCGEU would “go to the ends of the earth for these people” as they paid the biggest price in job action last year. She then brought the Board’s attention to the situation with the DSU employees who belong to CUPE, and wanted to speak in support of these employees. Neal Steinman made a Point of Order asking the Chair to confine the speaker to give an appropriate BCGEU report as these matters are political in nature. The Chair ruled that this was not the right place for that discussion.

Board members were asked if there were any other questions for Drena McCormack.

7. **REPORTS:**

7.1 Board Chair:

.1 Chair's Report: The Chair's report is included in the next item.

.2 Report on Board Chairs' Meeting with Minister: Nov 16/06: D. Miles attended the Board Chairs' Meeting with Minister Coell today. She indicated that it was a positive meeting and the first one held with all post-secondary academic institutions, including the universities. She highlighted the partnership between SFU, UBC, BCIT and Emily Carr at the GNWC (Great Northern Way Campus) indicating that it is making tremendous headway. It is something for all of us to watch as far as what they are going to achieve. D. Miles will give a more complete report on the meeting with the Minister at the December meeting.

.3 Report from Board Vice Chair on Campus 20/20 Symposium: October 31 – November 1, 2006: Ann Kitching attended the Symposium reporting there were about 150 participants from a wide range of backgrounds such as past and present post-secondary educators, representatives from employer groups, a small group of students from the Faculty of Education at Simon Fraser University and a small contingent from First Nations. There were a number of small group sessions consisting of about 10 people. Interesting discussions took place. All this information, including the information gathered at other forums, will be synthesized into one report which everyone will have a chance to review in early Spring.

.4 Letter to MPs, MLAs, TransLink Board: Request for Financial Support for a Rapid Transit System for the North East Sector and Responses to Date: A letter sent to all the MPs and MLAs in the College region with a copy to TransLink Board Members was included in the package. A coloured brochure produced by TransLink showing the Douglas College Station was circulated. Ann Kitching was in contact with James Moore, MP and Iain Black, MLA and they are both adamant that there will be a rapid transit system, the emphasis being on the word "rapid". The Evergreen Line will be very slow as there are so many stops between David Lam Campus and Lougheed. A. Kitching had also attended a TransLink Board meeting. There was a long list of speakers at it. B. Kendall attended the October 4th Evergreen Line Information Session at David Lam Campus and was pleased to see the number of community members present to see the update of the plans.

.5 College Board Annual Calendar of Significant Planning and Decision-Making Points: This was included in the package for reference and will be included in the Board Orientation Manual.

7.2 Education Council:

.1 Chair's Report: A written report was included in the package and there were no further questions.

.2 Board Member Liaison Report: There was no report.

7.3 President:

.1 President's Report: A written report was included in the package and there were no further questions. Susan reported that Diana and she were leaving for China tomorrow (November 17) to join the Premier's visit to Beijing. There will be a major event on November 20 when the Premier signs a major agreement on transfer credits with the Chinese Minister of Education. The College will be signing an agreement with the Beijing Language and Culture University on this trip around credit transfer as well.

Susan reported on the flooding at the College on Sunday, November 12 around a backflow preventer. Water leaked into the cafeteria, a storage room and exercise room. There was no damage to any of the exercise machines. Because we have security 24/7 it was discovered fairly early on. An assessment is being made of the floors and where carpets have to be replaced. It was explained that the College is self-insured for \$3,000.

.2 Recommendation on Budget Guidelines 2007/2008: The Budget Guidelines included in the package will be used in the decision-making for 2007/2008 and 2008/2009. Considerable amendments were made to the Budget Guidelines two years ago. No recommendations for change were received from Constituency Group Leaders this year. Clarification was given on bullet 5 which details the conditions under which new programs, disciplines and services will not receive base funding. The concern was that there are some programs developed that do not have funding attached to them. It was indicated that the Academic Plan is being followed. As new programs come forward in the Plan for the year of implementation, considerable resources are planned in the budget. The College receives FTE for new programs and we have to ensure we generate the students.

It was moved:

THAT the College Board approve the 2007/2008 and 2008/2009 Budget Guidelines document. M. Russell/Carried

.3 Recommendation on Credential: Diploma in Legal Studies: Education Council approved the Diploma in Legal Studies at its September 18, 2006 meeting. Background documentation was included in the package which includes the rationale for the credential.

It was moved:

THAT the College Board approve the establishment of a credential: Diploma in Legal Studies. A. Taylor/Carried

.4 Strategic Plan: Draft of Strategic Vision: Since the Board Retreat on October 21, the Senior Management Team has worked with Bob Cowin, Director of Institutional Research, to capture the points the Board wished to include in the Vision Statement. The draft dated October 30 was included in the package for endorsement. Once endorsed, the Strategic Vision with a Summary of the Strategic Plan (5 pages), will be forwarded to Education Council and to the College community for one more round of consultation. The Summary has been redrafted to reflect feedback to date. After input it will come back to the Board for approval, probably in February.

After discussion it was agreed to put the last paragraph first. The remainder of the text is an explanation of the bulleted points. In the first line of the fourth paragraph it reads "...to demonstrate teaching and organizational excellence." It was felt that the addition of "teaching and" was an important element. The hyphen was deleted from "outcomes". With these changes the document will be ready for the next round of consultation.

.5 Senior Management Team: Code of Ethics for a Respectful Workplace: A copy of the Code of Ethics for a Respectful Workplace was circulated. This will be mounted around the campuses where people congregate. There have been positive comments on this document. In response to a question on whether there was a second part to this document along the lines of accountability or follow-up to the commitment, Susan Witter indicated that follow-up will require each individual to ensure they are aware of and following the guidelines. Should there be a need to bring attention to behaviour that is at odds with this Code of Ethics, then direct feedback would be the route to follow. Any further discussion on the Code should be with the SMT (Senior Management Team).

7.4 Staff:

.1 Enrolment Management Report: Blaine Jensen reflected on what has been put in place since the Board asked for a Strategic Enrolment Plan approximately two years ago. Major documents, now in place and being worked from, direct Enrolment Management to increase the College's reach in the community and to increase our retention of students. This includes a Comprehensive Marketing Plan, the Academic Plan, Tactical Plans (more on that in the next agenda item) and the Learning Support Services Plan. The thrust of the Strategic Plan, currently in the final consultation process, is geared towards supporting broad-based education.

Specifically, in the recruitment areas, the College has tried to reach new markets and to reach students in new ways. The College image is on the back of buses. There is advertising on the Skytrain and in newspapers, publications and documents that have never been done before, in an effort to try and attract new students. Particular attention is paid to the launch of new programs by the Communications and Marketing Department to ensure there is an awareness of these programs by the public. The success of this has been demonstrated by

the filling of these new programs in their intakes. A specific marketing plan is developed for every program.

An Office for New Students has just been launched and there is a new Manager to head this up. College representatives have covered nineteen more institutions this Fall than in the past. In addition to Burnaby, Coquitlam's Tri-Cities area and New Westminster, the College has branched out into other areas, like Surrey, and have been well received. A new person, who will be a recruiter, will be hired in the next couple of months. That person will have to interact with High School counsellors on an ongoing basis. Students were welcomed in the Fall by a new approach to orientation - FLOW (Fully Loaded Orientation Week). This will be expanded to include January. The College has also partnered with school divisions in Coquitlam, New Westminster and Burnaby to mail out individualized letters to all Grade 11 and 12 students in these areas which involved dealing with confidentiality and sharing addresses of their students. The direct mail is up 5,000 over last year. By increasing the awareness of what the College is doing it is hoped this will attract more applications for Fall.

In other areas, the College is working towards introducing new scholarships. We have two new scholarships for High School athletes with BC Sports Association. We are working towards defining what our student experience will be by setting service standards for all departments in the College. Three weeks ago Blaine Jensen met with a Student Advisory Council who will meet three times a year to talk about their experiences. It is more of a focus group to define the student experience.

Concern was expressed on the approach to marketing as it appeared to be paper-related and there was a need to come up with new ideas to market. Blaine Jensen assured the Board that appropriate measures to meet the new markets are being used and asked Brad Barber, Director, Communications and Marketing, to address the College's electronic marketing process.

B. Barber reported that the College is communicating more and more with potential students by e-letter on a monthly basis to give updates. We invite them to react more with us on the internet. For example this spring we used electronic media and our web pages to attract students by giving away free tuition for the 30th anniversary. Podcasting is being reviewed as well as how our potential students use the electronic media. Internal marketing such as *MyDouglas* allows us to connect more with current students. Programs cannot be marketed in the same way so for each program there is an individualized marketing plan, and for each of these plans electronic forms of communication are identified. E-letters help communicate our program and program people to employers. Brad Barber emphasized that the College is not ignoring the new technologies. It is an ongoing challenge to evaluate them and decide what to home in on.

A group of marketing students are looking at how the College uses electronic media, and students in Grade 11 and 12 and 18 – 24 year olds are researching what forms they like to get information on and what parts of our website we

should change. They are not downloading many podcasts on post-secondary institutions. They are googling program choices and are going directly to our websites. Key words will have to be embedded in HTML. These are the challenges that the Communications and Marketing Department work with daily.

It was felt that when it comes to the budget discussions there is an accounting of where we are spending our marketing resources and how the marketing expenditures are being evaluated.

Considerable discussion ensued. It was suggested that it would be helpful if the Board was able to measure what is being done against the Strategic Plan, what program(s) is directed for retention or growth and how we measure marketing success. The concern was the FTE commitment and the gap and how we achieve and work on that gap. It was emphasized that this was not a comment on what is presently being done. The feeling was that the decline in some programs and the province's expectation of overall production of FTE is a significant strategic risk for the College and the Board.

B. Barber suggested that he provide a copy of the Marketing Plan which details the different categories and the strategies to be used for each of them.

Service standards and how you measure them was another area of questioning. A question was raised about students not paying registration fees and getting bumped for not paying in time. B. Jensen indicated that this did not seem to be a big problem. The student survey around the registration process indicated that they like the automated process. It is clear and understandable. Students' experiences with Academic Advisors were positive. As part of defining the student experience the College will set up service standards for all service areas.

In response to the question on the deregistering of students who do not pay fees in time it was indicated that a report yesterday confirmed that the number of students who registered and were de-registered has significantly declined and those that re-register are in the minority. When queried about the registration process the Student Advisory group has indicated that it is quite happy with their interaction with the College on the whole.

Susan Witter indicated that she had just received the results from the Fall 2006 Student Profile and Perceptions Survey which contains some interesting information. A summary will be provided to the Board next month.

.2 Education Division Tactical Plan: Outcomes Report for 2005/06: Jan Lindsay provided information in follow-up to the previous discussion regarding the enrollment report. She reported that the Auditor General's Report showed that in terms of FTE percentage growth from 04/05 to 05/06 Douglas College had outpaced most other colleges and university colleges. What J. Lindsay is bringing forward today (distributed at the meeting) is a copy of the Education Division Tactical Plan 2005-2008 (updated September 2006). This is being

provided to bring the Board up-to-date and informed on what is being done with implementation of the Academic Plan approved by the Board 1½ years ago. The Board is made aware of the program development work when it approves new credentials. However, the Board doesn't have the same opportunity to see progress on the other four of the five thematic areas included in the Academic Plan. Jan Lindsay has worked with the Deans on development of the overall Education Division Tactical Plan. Each Faculty is responsible for its own Tactical Plan which follows the same five themes of the Academic Plan.

The Outcomes Report for 2005/06 (included in the package) highlights the cross-College outcomes of the Plan in relation to each of the five strategic directions implemented over the past year. An Academic Vision Statement is included for the Education Division, and as well each of the Faculties prepared their own Vision Statement to guide their particular area. This is for general information and to make the Board aware of what is being done with the implementation of the Academic Plan.

8. BOARD COMMITTEES:

8.1 Finance Committee: Ben Kendall indicated that there were a couple of points of interest regarding the DSU and there will be some discussion in camera. He highlighted the impeachment process as one he wanted Blaine Jensen to comment on as to how it functions in this situation and what kind of timetable we are looking at.

.1 DSU Compliance with Section 21 of the College & Institute Act: Blaine Jensen reported that his understanding of the impeachment process is that once the petition has been received by the DSU Representative Committee it has ten days to call a Special General Meeting. The meeting is open to all students. At the meeting a vote will be taken on the impeachment if there is quorum (i.e. 75 members in attendance).

It is not clear exactly what the next steps are if there is an impeachment. There would be a vote for election although it is not clear at present how that would be run and how soon it will be held. If there is a timeline it is not clear in the DSU Constitution.

There was discussion on what could happen. The Special General Meeting is on November 29. Yasmin was asked what the rules are for a motion to be passed. She indicated that a 75% vote is required.

Articles in The Other Press (distributed at the meeting) were highlighted (pages 4 – 6) for reading.

.2 Monthly Financial Report: Ben indicated that the College is on target to meet budget by the year end. In response to a question it was explained that Professional Development and Training includes all PD funds throughout the College.

.4 Planned Activities: Ben Kendall reported that the Committee will be pre-occupied with the Budget over the next three months as well as what transpires with the DSU. The Committee will also be reviewing the Finance Committee's fiduciary duty in the February time frame.

8.2 Human Resources Committee:

.1 Planned Activities: There was no report.

9. **ANNOUNCEMENTS AND GENERAL INFORMATION:** There were no further requests for information on this item.
10. **ISSUES ARISING FROM BOARD MEETING:** There were no issues arising from the meeting.
11. **BOARD MEMBERS:** Neal Steinman, Cathy Gibson, Andrew Taylor, Ben Kendall, Ann Kitching, Diana Miles and Adrienne Peacock enjoyed the Self Employment Awards night. Neal Steinman's firm was one of the sponsors and he presented the award in the consulting category.

Ben Kendall attended the information session on the Evergreen Line. He also attended the Douglas College Foundation meeting and was pleased to report that the Foundation has placed all funds into savings generating 4.5%. The Foundation is looking at an RPF (Request for Proposal) to replace HSBC. He attended the College-wide Forum on the Strategic Plan and commented on the good feedback from it. Ben also attended the 9th Annual Retirement Dinner. He came away thinking of the length of service of so many of the employees and the dedication they have to this institution. He found that heartening and gratifying.

Ben mentioned the Roundtable on Immigration and Settlement to be held at the David Lam Campus on November 27. Those members interest in immigration policy will have an opportunity to attend. Details will be forwarded by e-mail.

12. **DATE AND LOCATION OF NEXT MEETING:** The next Board meeting is scheduled for December 14, 2006 in the New Westminster Campus Boardroom. Prior to the meeting at 6:00 p.m. there is a Seasonal Social with faculty, staff and administration from 4:00 p.m. in the Main Cafeteria. As many Board members as possible were urged to attend.
13. **ADJOURNMENT:** The meeting adjourned at 7:45 p.m.

CHAIR

PRESIDENT