

Open Meeting File 2013-03-21, approved May 16, 2013

IN ATTENDANCE**Board Members**

Bruce Clarke
Mark Darville
Peter Kendrick, Vice Chair
Marina Kolar
Scott McAlpine, President (ex-officio)
Elizabeth McCausland,
Education Council Chair (ex-officio)
Gerry Shinkewski
Tom Spraggs
Sydney Tomchenko
Jim Utley, Vice Chair; HRC Chair
Don Valeri
Paul Wates, Chair
Shelley Williams, AFC Chair

Administration

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

Observers

Devlin Pereira, DSU
Erin Rozman for Len Millis,
DCFA

GUESTS

Bob Cowin*, Director, Institutional Research and Planning, Jenelle Davies*, Carollyn Fong*, Jillian Griffin*, Tracy Ho, Douglas Students' Union (DSU), Keiko Nariya*, Tim Rattel, DSU*, Jesse Stamberg*, Stephanie Toth*, Marshilla Zainal*

REGRETS**Board Member(s)**

Nicole Liddell

Administration

Dave Taylor, Director, Marketing and Communications Office (MCO)

Observer(s)

Len Millis, DCFA
Sandra Mountain, BCGEU

* early departure

1. CALL TO ORDER AND CHAIR'S REMARKS

There being a quorum present, Chair Paul Wates called the meeting to order at 5:08 p.m. He welcomed all in attendance and conveyed regrets from those unable to attend.

2. APPROVAL OF AGENDA/CONSENT AGENDA

It was moved by Marina Kolar, seconded by Mark Darville, and resolved:

08/2013 *THAT the Douglas College Board approve the agenda and approve/acknowledge the following items on the consent agenda.*

- 2.1 Minutes of the February 21, 2013 Open Session Board Meeting – approved
- 2.2 Report: College President (March 2013) – acknowledged
- 2.3 Correspondence, Publications:
 - i. Board Development Report
 - ii. Vancouver Sun Editorial – Scott McAlpine, February 26, 2013
- 2.6 Report: Invitations to Events

3. PRESENTATION: COLLEGE BUDGET PLANNING AND STUDENTS' PERSPECTIVE FROM THE DOUGLAS STUDENTS' UNION (DSU)

Devlin Pereira thanked the Board for the opportunity and introduced his fellow presenter, Jenelle Davies. In discussion following their presentation, the students advised that discontinuation of credit card payment options had limited access for students, since some had formerly relied on credit cards to finance their education, paying card balances off over two to three payments as a short term solution to funding gaps. Board members suggested that such an approach, with credit card debt accruing at interest rates of up to 20% – in comparison to the cost of a proposed two percent tuition fee increase – was significantly more expensive than other options. The presenters offered that there weren't other options for many students, a number of whom do not meet government eligibility requirements for student loans.

3. PRESENTATION: COLLEGE BUDGET PLANNING AND STUDENTS' PERSPECTIVE FROM THE DOUGLAS STUDENTS' UNION (DSU), cont'd

Board members commended students on the report included in the agenda package. They noted some of the DSU's proposals, and asked for insights on alternate revenue sources Board members identified as necessarily accompanying such proposals. Board members had further queries regarding loan accessibility, and asked what percentage of students who apply for loans each year are successful. The students conveyed that eligibility is difficult for those who had graduated from secondary school more than 48 months prior to entering post-secondary education, and that considerations such as ownership of a vehicle, and students' parents' income levels – which didn't necessarily reflect ability/intent to fund their children's education – also adversely impacted eligibility for a number of students. They expanded on complications for students seeking loans, and discussion of College bursaries and other considerations ensued. The students commented that only a small portion of this institution's students are eligible for Douglas College bursaries.

Board members acknowledged that student debt can be considerable, and one Board member offered that this had been his reality, as well. The Board Chair echoed other Board members' thanks to Mr. Pereira and Ms. Davies for the highly effective written presentation and for the discussion.

Note: Students in the gallery departed the meeting on conclusion of this agenda item.

4. BOARD EDUCATION: MEET THE DIRECTORS

4.1 Bob Cowin, Director, Institutional Research and Planning (IRP)

The Chair introduced Bob Cowin and thanked him for joining the meeting. The Director, Institutional Research and Planning provided insights into his background and IRP's role in the institution. When asked to identify the major benefit of a role such as his, the Director advised that institutional research dispels myths on a number of fronts. He noted that, while we may envision models about who our students are, IRP can provide specifics; it also shows that, while a number of students are graduating with huge debt levels, a large number of students are graduating without debt.

Board members queried potential to offer consistent methodology and IR resources to the public college sector as a whole. The Director, IRP advised that, while such research may become vulnerable if a given institution is retrenching, some such resources are already available through contributions by the BC Council on Admissions and Transfers (BCCAT). Discussion of the future of institutional research within the college sector ensued.

The Board Chair noted that Bob Cowin was highly instrumental in the development of this Board's first "Board Metrics: Annual Data" report presented to the Board in September 2012, and thanked him for his presentation.

Note: Mr. Cowin departed the meeting on conclusion of this agenda item.

Reference: Appendix "A"

5. PRESIDENT'S REPORT

5.1 Douglas College 2010 – 2015 Strategic Plan Update

The President expanded on his written report and congratulated Vicki Shillington and Tracey Denofreo on their recent appointments. He advised of a positive meeting on campus the previous day with the Deputy Minister of Advanced Education, Innovation and Technology (MAEIT).

He advised that Dr. Kathy Denton was now Vice President, Academic and Provost (VPAP) and Dr. Guangwei Ouyang was now Vice President, International Education and Strategic Partnerships (VPIES). Board members congratulated all involved.

6. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS**6.1 Board Chair****6.2 Board Executive and Governance Committee (BEGC)****a) Board Succession Planning**

The Board Chair advised that the Registrar's Office had reported on the results of elections to the Board; Graeme Bowbrick, Gerry Gramozis and Jillian Griffin would begin terms effective September 1, 2013 and the Registrar's Office had issued a third call for student candidates.

b) Board Succession Planning and Board By-Law B1004, Election of Officers of the Board

The Chair announced the election by acclamation of Shelley Williams as Board Chair, and Gerry Shinkewski and Sydney Tomchenko as Board Vice Chairs, with all terms to commence September 1, 2013. He thanked the Vice President, Finance and Administration (VPFA) for presiding over the process as stipulated by Board by-law.

c) Board By-Law and Policy Review

The Chair invited discussion of the proposed by-laws and Oath of Office.

It was moved by Shelley Williams, seconded by Peter Kendrick, and resolved:

09/2013 *THAT the Douglas College Board approve adoption of Board By-Law B1001, Terms of Reference (TOR), College Board Member as presented March 21, 2013*

It was moved by Tom Spraggs, seconded by Sydney Tomchenko, and resolved:

10/2013 *THAT the Douglas College Board approve adoption of Board By-Law B1002, Terms of Reference (TOR), College Board Vice Chair as presented March 21, 2013*

It was moved by Gerry Shinkewski, seconded by Mark Darville, and resolved:

11/2013 *THAT the Douglas College Board approve adoption of Board By-Law B1003, Terms of Reference (TOR), College Board Chair as presented March 21, 2013*

It was moved by Bruce Clarke, seconded by Peter Kendrick, and resolved:

12/2013 *THAT the Douglas College Board approve revision of the College Board Member's Oath of Office as presented March 21, 2013*

d) Ministry of Advanced Education, Innovation and Technology (MAEIT) and Douglas College 2013-14 Government Letter of Expectations (GLE)

The Chair reviewed the revisions to the GLE since the draft version was reviewed by this Board earlier in 2013; such revisions were not substantial. The Chair advised that the letter reflected a template signed by Chairs of all BC's public post-secondary Boards and invited questions or comments before he signed the letter; there were no such questions, and the Chair confirmed that he would complete and submit the GLE.

e) Recommendations on "One Time Only" Usage of 2012/13 Operating Fund Surplus

The Chair noted that the Board approved allocation of \$450,000 in "One Time Only" (OTO) funding during its February meeting: \$100,000 for bursaries to be disbursed prior to the end of March 2013, up to \$100,000 to augment the existing marketing campaign, and up to \$250,000 to renovate and upgrade the Douglas Room and Lower Cafeteria.

6. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd
6.2 Board Executive and Governance Committee (BEGC), cont'd
e) Recommendations on “One Time Only” Usage of 2012/13 Operating Fund Surplus, cont'd

The Chair referenced the Douglas Students' Union (DSU) presentation earlier in the meeting and queried whether the bursary within the proposed Douglas College Board Legacy Fund applied to international students. The Vice President, Finance and Administration (VPFA) advised that, by legislation, international students must cover their own costs; their tuition fees do cover their costs and serve as an additional contribution to the College.

The Vice President, International Education and Strategic Partnerships (VPIESP) advised that the College offers three categories of scholarships to international students: there is an entrance scholarship recognising academic excellence, and once every year we award at least 30 scholarships to international students, based primarily on academic excellence and community involvement. The third scholarship category has been increased in recent years from \$30,000 to \$40,000 and is available to any Douglas College student involved in international activities. Most of the monies in this third category have gone to domestic students participating in education in other countries. Independent of these awards, the College offers need-based bursaries for students in our joint programs in China.

Apart from that, the VPIESP observed, unexpected disasters or emergencies – such as earthquakes – sometimes occur in an international student's home country. In such instances, the College makes emergency funds available based on the individual circumstance. Historically, international students come from families of substantial means; occasionally, an international student's family encounters an emergency, in which case the College provides the student with support.

The President suggested that, while approval of the transfer of funds to the Douglas College Foundation was time sensitive, management could propose at the subsequent Board meeting a revised Terms of Reference (TOR) for the Board Legacy Fund. The AFC Chair urged the Board to deal with both approvals at the same time,

It was moved by Tom Spraggs, seconded by Jim Utley, and resolved:

13/2013 *THAT the Douglas College Board approve the use of \$1,000,000 in One Time Only (OTO) funding from the 2012/13 Operating Fund Surplus to establish a Douglas College Board Legacy Fund to be administered by the Douglas College Foundation, with Terms of Reference (TOR) to be approved by the Douglas College Board*

It was moved by Peter Kendrick seconded by Shelley Williams, and resolved:

14/2013 *THAT the Douglas College Board approve the Douglas College Foundation's Douglas College Board Legacy Fund Terms of Reference (TOR) as presented March 21, 2013*

e) Other

The Board Chair reported that he and Bruce Clarke attended the previous week's inaugural *President's Reception* honouring a number of people who contributed significantly to the College's success.

6.3 Audit and Finance Committee (AFC)

a) Chair's Report

The AFC Chair reported that the tuition fee by-law would be tabled this evening for discussion, and then for approval in May 2013. She outlined the College's commitment to government to develop an investment policy, and suggested that both the College and the Douglas College Foundation do so in tandem. The AFC Chair identified a consultant with whom both she and another Board member had previously and independently worked, and reported that she would contact him. She asked that the Vice President, External Relations (VPER) discuss with the Douglas College Foundation Board the opportunity for that body to also work with this person.

6. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd**6.3 Audit and Finance Committee (AFC), cont'd****b) Notice of Intent: Proposed Amendment of By-Law 83-5(A25), “Fees and Charges for Instruction”**

The Vice President, Finance and Administration (VPFA) presented for information and consultation the proposed amendment of the “Fees and Charges for Instruction” by-law, noting that the Audit and Finance Committee would present it again in May 2013 for approval. Discussion ensued.

c) Tuition Rebate Proposal

- i. Proposal
- ii. Resource Implications for the College
- iii. Recommended Motion

Don Valeri spoke to his proposal to rebate “to each student each year 2% of tuition paid for each course completed successfully, the revenue for the rebate shall be provided exclusively from the operating surpluses generated that year”. In the subsequent discussion, it was noted that surpluses were not anticipated on an ongoing basis following attainment of current Strategic Plan goals. Board members offered support for the concept of effective long term planning for allocation of surplus funds, and concurred with the concept of an investment policy and directing focus to long term gains.

Board members noted their previous request that, once the upcoming fiscal year was underway, management identify potential “One Time Only” (OTO) allocations should the College produce an unplanned surplus again in fiscal 2013/14. The AFC Chair advised of that Committee’s suggestion that this be a discussion for the October 2013 Board retreat, once 2013/14 enrollment levels become clear.

Resolution 15/2013, *“THAT the Douglas College Board approve the College rebating to each student each year 2% of tuition paid for each course completed successfully, the revenue for the rebate shall be provided exclusively from the operating surpluses generated that year”*, was moved by Don Valeri, seconded by Mark Darville, and defeated.

6.4 Report: Human Resources Committee (HRC)

The HRC Chair reported on work underway on the CEO evaluation process and oversight of collective bargaining.

6.5 Reports: Education Council**a) Chair, Education Council****b) Council v. Senate****c) Correspondence: College Board Chair – Education Council Chair**

The Education Council Chair thanked all for the Board’s full and thoughtful discussion, during the February 2013 Board meeting, of Education Council’s February correspondence regarding Board Policy B01.0.01, Planned Changes to the Organization, Structure and Operation of Educational Programs and Services. She advised that, subsequent to the February Board meeting, the President and the Vice President, Academic and Provost (VPAP) had met with Education Council for fulsome discussion that was well appreciated. The Board Chair’s March 7, 2013 correspondence to Education Council was also noted.

d) Education Council Liaison

Elizabeth McCausland and Board Liaison Bruce Clarke had no additional reports for this session.

6. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd

6.6 Report: Douglas College Foundation Liaisons

Liaisons Bruce Clarke and Sydney Tomchenko had nothing further to report.

7. NEXT MEETING AND ADJOURNMENT

There being no further business, the Chair adjourned the meeting at 6:28 p.m., after confirming that the subsequent meeting was scheduled for May 16, 2013 at the New Westminster Campus.

CHAIR

PRESIDENT

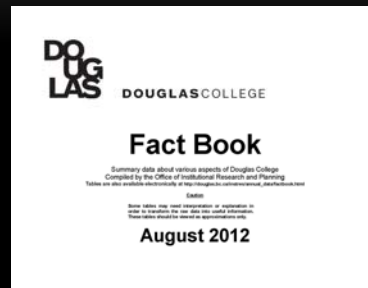
Appendix “A”

March 21, 2013 Presentation by
Bob Cowin, Director, Institutional Research and Planning (IRP)
to the Douglas College Board

INSTITUTIONAL RESEARCH

Information to support decision making

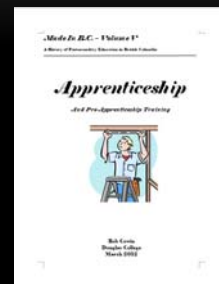
NUMERICAL INFORMATION

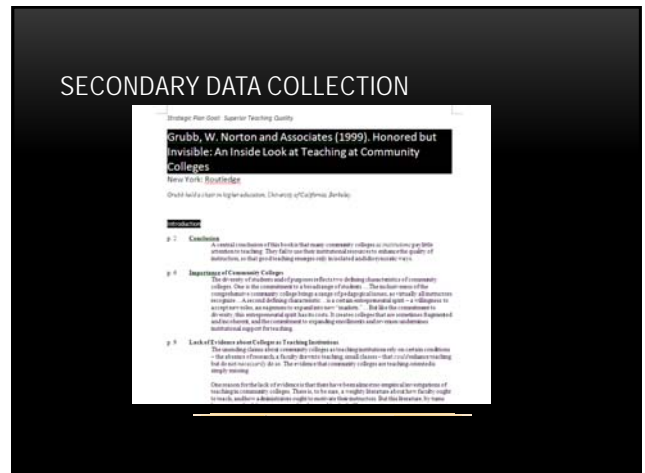
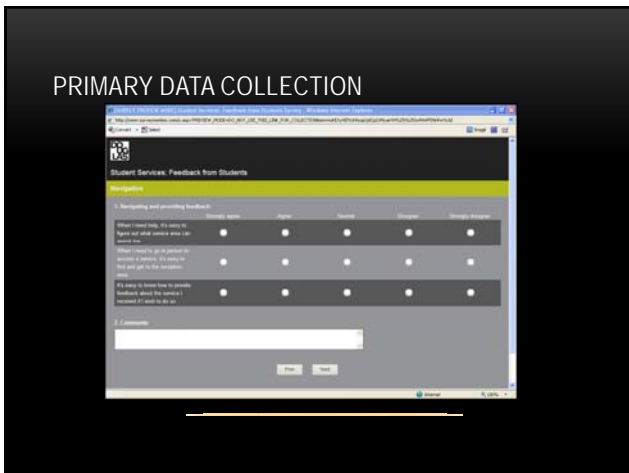
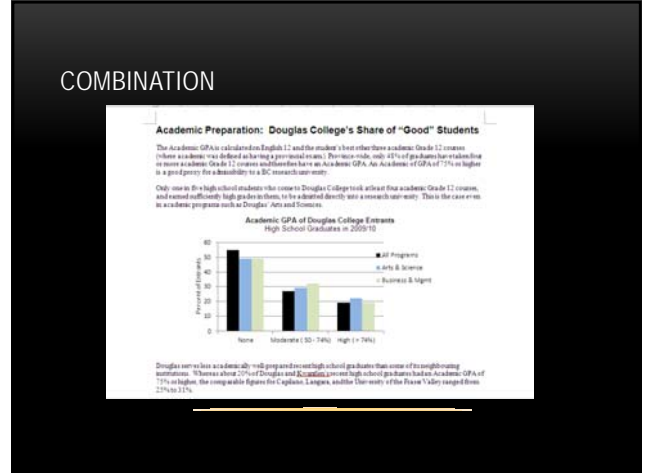
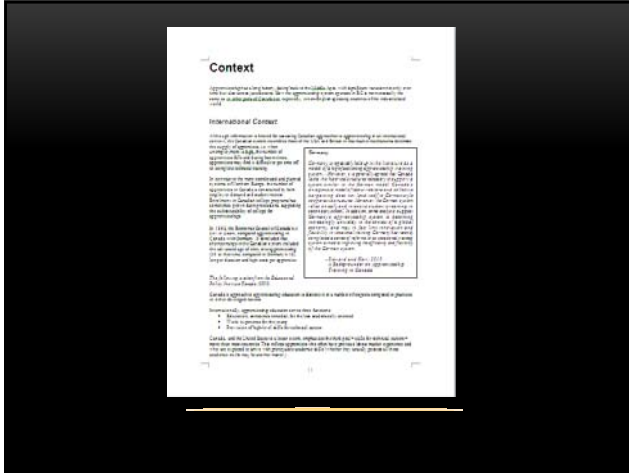


HISTORICAL HEADCOUNT ENROLMENT BY SEMESTER

ACADEMIC YEAR	FALL		TOTAL
	FULL-TIME	PART-TIME	
1982/83	1,481	1,992	3,473
1983/84	2,112	2,321	4,433
1984/85	2,340	2,584	4,924
1985/86	2,400	2,838	5,238
1986/87	2,438	2,787	5,225
1987/88	2,857	3,151	6,008
1988/89	3,271	3,280	6,551
1989/90	3,230	3,491	6,721
1990/91	3,155	3,598	6,753
1991/92	3,424	4,136	7,560
1992/93	3,327	4,771	8,098
1993/94	3,102	4,552	7,654
1994/95	3,336	4,715	8,051
1995/96	3,118	5,098	8,216
1996/97	3,359	5,366	8,725

TEXTUAL INFORMATION





BOB COWIN: EDUCATION

- Undergraduate (UBC)
 - Social Sciences (Human Geography) and some Business
 - Secondary School teacher certification
- Graduate
 - Master of Public Administration (UVic)
 - PhD in process (UBC)
 - Cultural and value change in BC postsecondary education, 1960 – 2010

BOB COWIN: EMPLOYMENT

- Over Three Years
 - Universities Council of BC
 - Allocated grants, approved new programs, etc. on behalf of government
 - Douglas College
 - Institutional Research
- Under Three Years
 - Kwantlen: Institutional Research
 - Ministry: Two branches (College Facilities, Policy & Planning)
 - Coquitlam: Teaching

LEVERAGING A SMALL OFFICE THROUGH INTER-INSTITUTIONAL COLLABORATION

- Information Technology
 - QlikView Business Intelligence Tool
- Quality Assurance and Accountability
 - Former Student Surveys
- Enrolment Management
 - Student Transition Project

OLIKVIEW



SOFTWARE ACQUISITION THROUGH HEITBC



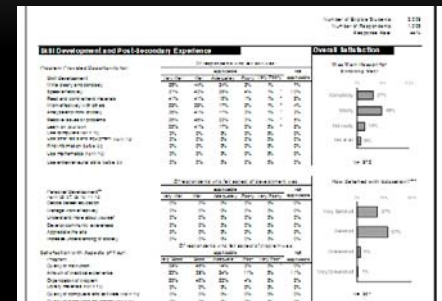
FORMER STUDENT SURVEYS



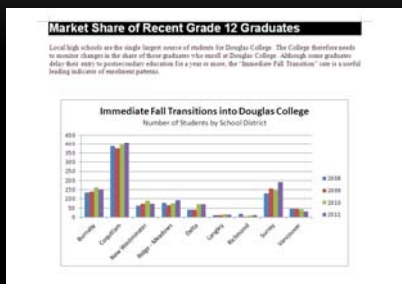
FAMILY OF FOUR SURVEYS

- Diploma, Associate Degree and Certificate Student Outcomes (DACSO)
- Baccalaureate Graduate Survey (BCS)
- Developmental Student Outcomes (DEVSO)
- Apprenticeship (APPSO)
- Collaboration of three colleges and BCIT in mid eighties
- Expanded in partnership with Ministry to all BC colleges and institutes
- Research universities subsequently joined

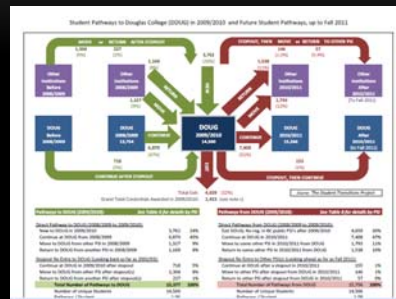
SHARED DATA COLLECTION AND REPORTING



STUDENT TRANSITIONS PROJECT



MOVEMENT INTO AND AMONG POSTSECONDARY INSTITUTIONS



RISKS TO INTER-INSTITUTIONAL COLLABORATION

- Loss of system-wide agencies
 - Exception of BC Council on Admissions and Transfer
 - Fragmentation into sectors and special topics
- Lack of Technical Redundancy
 - One person for each of STP and Douglas OlikView
 - Not allowed to replace vacancies in government
- Retirement
 - New hires lacking overview of inter-relation of project parts
- Funding Challenges
 - System infrastructure a low priority as institutions compete