

1. **CALL TO ORDER:** The meeting was called to order at 6:10 pm.
Present: D. Miles (Chair), C. Gibson, M. Hemmingsen, A. Kitching, A. Peacock, A. Yang
Ex-officio: S. Meshwork, S. Witter
Administration: B. Jensen, J. Lindsay, K. Maynes, M. Exmann, H. Postma, B. Barber, C. Worsley, M. Murray
Other: D. McCormack (BCGEU); S. Briggs (DCFA)
Guests: S. Kelly*
Regrets: N. Dardi, B. Kendall, K. McKitrick, M. Russell, N. Steinman, A. Taylor
* 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. **APPROVAL OF MINUTES:** The minutes of December 14, 2006 were approved as distributed.
4. **BUSINESS ARISING FROM THE MINUTES:** There was no business arising from the minutes.
5. **INFORMATION/COMMUNICATIONS:** Written reports to be included in the Board package have been requested from Constituency Group Leaders.
 - 5.1 DSU: There was no report.
 - 5.2 BCGEU: There was no report.
 - 5.3 DCFA: Susan Briggs was thanked for her written report and Board members expressed appreciation for receiving it in the Board package for pre-reading. The Board Chair asked that any Board member wanting to take up the invitation to visit Douglas College classrooms should contact the Board Secretary to arrange this.

Susan Briggs thanked the Board for responding to her letter requesting support for the DCFA bargaining proposals. She indicated that she understood the Board's position.
6. **REPORTS:**
 - 6.1 **Board Chair:**
 - .1 Chair's Report: Diana Miles reported that earlier this week Susan Witter, Ann Kitching and she met with Iain Black, MLA Port Moody-Westwood. This meeting was planned earlier to discuss transit issues. It was decided to change the focus when they arrived at his office because of the decision made by Treasury Board early in the year that Colleges and University Colleges will not be receiving the inflationary grant as part of our 2007/2008 Budget. For Douglas College this

is a \$1.375 million dollar shortfall. Mr. Black was informed how this would significantly disadvantage the College if these funds were not restored, particularly at this stage of the College's expansion at David Lam Campus. Mr. Black was not able to attend the December Treasury Board meeting, however he will take our issues forward.

A discussion did take place around transit on what is happening and what the government priorities are in the future. The College will be able to depend on Mr. Black as an advocate for rapid transit, although not on any one particular style.

6.2 Education Council:

.1 Chair's Report: A written report was included in the package. Susan Meshwork added that the Strategic Plan Visions and Goals Statement will be on the Education Council Agenda one more month before she can provide feedback.

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

6.3 President:

.1 President's Report: A written report was included in the package. Susan Witter added that she has two meetings scheduled – one tomorrow with the Deputy Minister and one on Monday with the Minister and other CEOs. There will be strong impact statements made at both meetings on Treasury Board's announcement that it was not approving the inflationary adjustments for Colleges and University Colleges. There is optimism that the funds will be restored but not in time for this year's Budget. The College will be looking at a \$1.375 million shift in funds to be discussed in the closed session. We are not allowed to budget a deficit so we will have to make changes.

A concern over the \$7,000 per regular FTE funding amount was highlighted. It was suggested that this issue be brought up at these meetings as this amount has been in existence for a long time and does not truly reflect the costs. It was emphasized that this was included as a recommendation in the Auditor General's Report.

It was confirmed that there was no advance notice given that the inflationary request would be denied. At the Board Chairs' Meeting in November, the Minister had a number of things to discuss and budgeting was not one of them.

.2 Recommendation on Credential: Diploma in Animal Health Technology: Education Council approved the Diploma in Animal Health Technology program at its December 11, 2006 meeting. Background documentation was included in the package which included the rationale for the program and its goals and objectives.

It was moved:

**THAT the College Board approve the establishment of a credential:
Diploma in Animal Health Technology.** A. Kitching/Carried

6.4 Staff:

.1 Presentation on Marketing Methods and Measures: Blaine Jensen introduced Sean Kelly, Manager, Marketing and Operations in the Communications and Marketing Office. Sean will answer any questions on specifics. Blaine Jensen provided context on what the College is doing with marketing and Brad Barber, the Director of Communications and Marketing, provided the detail.

B. Jensen indicated that this is all part of a larger enrolment management plan as we look at what we do and how we attract and retain students at the College. It is a system and process in place to make sure our enrolments are being benefited by our Marketing Plan. The Marketing Plan was presented to the Board in March 2006. Its purpose is to provide a greater awareness and understanding of Douglas College; to support specific interest in programs; and to motivate people into action. Market research is incorporated by using the Mustel Group; Ipsos Reid (we participate annually on awareness of post-secondary education in BC); Institutional Research; and internal sources.

The Marketing Methods and Evaluation document in the package gives a sense of the media and methods used to meet specific goals and objectives in the Marketing Plan (a detailed 50-page document). B. Barber reviewed the fundamentals relating to process which included identifying the specific purpose; working with constituent groups; developing and funding a Plan; co-ordinating activities; tracking the response rate and prospect reactions; followed by evaluating effectiveness; and reporting and monitoring. The plan depends on the audience we are trying to reach and the characteristics of the program.

Brad reviewed Awareness, Recruitment and Multicultural Advertising giving examples of each type. It is important that awareness of Douglas College is established in general. It is easier to attract people here if there is an awareness that Douglas College exists and a sense of trust that we are a well established and high quality institution. Based on a Mustel Group report there is an increasing general awareness of David Lam Campus. The purpose is to impress on people the wide range of programs we have. Brad pointed out that the effectiveness of general awareness ads are evaluated in aggregate. We buy into a survey each June. There are benchmarks we check against comparing ourselves to other institutions. We have been able to maintain a very high level of awareness always coming out in the top three. This is something that you have to keep working on.

Seventy-five percent of the Marketing Budget is spent on Recruitment Advertising to build specific knowledge of, and interest in, new, existing and unique programs. An example of program specific advertising for the Therapeutic

Recreation program was given. The College also does a considerable amount of Multicultural Advertising each year. A new series of program advertising encourages people to attend Information Sessions, an important tool for us. It is necessary to advertise in a wide variety of markets in order to reach specific markets. The advertising calls for a direct response, a call for action. The important question is how do we know if the ads are working and are we getting a return on our investment. In the Board package there was information on how much it costs to launch new programs. A Vancouver Sun full-page ad would cost approximately \$15,000 - \$20,000 depending on the day of the week. To gauge the effectiveness of program specific ads the main metrics we use are enquiries from the telephone, the website and information sessions.

Brad highlighted the Budget allocated for programs for the next year and the total advertising budget. After the initial launching of new programs and as we expand, we need more money to keep awareness up.

Considerable discussion ensued and questions were asked on whether the budget is sufficient to achieve the marketing targets; whether the marketing approach has changed; how Douglas College does in respect to its peers; what are the results of some of the monitoring; and has this resulted in a different approach to achieve more success with some programs.

Different types of advertising require different mediums. For recruitment the focus is more on electronic media and developing our web presence. Further work needs to be done on this. Having multiple sessions rather than one session with a particular faculty is also beneficial, particularly if a student is not sure what career to follow. Brad indicated that CMO is finding that more energies have to be spent to make a web presence. There are approximately 6,000 web pages. CMO has to keep current and continue to develop pages for each new program or service. The advantage with the website is that there is software allowing us to monitor traffic and analyze who is coming to the site, the pages they are checking, and for how long,

In current ads an integrated marketing approach is used where the ad itself will send people to the website. A survey showed that 87% of students say the web page is their most important source of information about the College. Email and electronic marketing is going to be an important aspect of promoting the College and providing all the information. A brochure aimed at University Transfer students showing the wide range of options they have at Douglas was distributed as an example of internal marketing. Email and announcements on myDouglas are also employed to give information to students and invite them to sessions. This not only becomes internal marketing, but also focuses on the larger subject of enrolment management.

Brad added that the enrolment funnel is the most important part of our plan. There are metrics they have to measure this and a dashboard of indicators has been developed so that response rates are available and can be monitored on an ongoing basis. Brad detailed some of the metrics used and indicated that the goal is to provide application and response rates on a desktop to every Dean.

In the past, marketing plans were developed eight months ahead of time. We are now working on two years out determining what the response rate is at each part of the way, and checking up on applications and registration. We now have a communications plan when a person first applies to us. There are a few things we are doing to respond to a different market.

We tried to call every student who applied, but did not register at the College last Spring. It was discovered the phone call was not as important as the timing. The returns on this approach were not worth the effort, and not as effective as the web.

Ann Kitching related an experience of a school counsellor giving a Grade 12 Coquitlam student negative advice about coming to Douglas College's Music program because she would not feel any change from High School. J. Lindsay indicated that a meeting is scheduled for all schools in Coquitlam to give advanced credit to students coming out of Coquitlam schools.

Blaine and Brad were thanked for the presentation. Diana Miles added that with the enrolment declines the Board is concerned that the College is doing everything it possibly can. There was a question on whether there was more that CMO needed to stem the tide in the way advertising and marketing can contribute.

Blaine emphasized that the current request for funds is absolutely necessary. It is more than just the marketing dollars. The Office of New Students needs to get things done like going into the High Schools to speak to counsellors.

7. BOARD COMMITTEES:

7.1 Finance Committee:

.1 DSU Compliance with Section 21 of the College & Institute Act: Mary Hemmingsen reported that at the Finance Committee meeting they were pleased to receive the report from Karen Maynes that the court had appointed a Receiver/Manager for the DSU.

The discussion moved to ways and means that the Finance Committee could spend its time and focus going forward. From the *Auditor General's Report on BC Government's Post Secondary Expansion – 25,000 Seats by 2010*, the Finance Committee will become engaged at a more strategic level from a finance and risk identification focus. K. Maynes has also provided information from KPMG on Audit Committee roles and responsibilities, current practice, emerging trends and prospective issues affecting their committee. The Finance Office is also looking at changing the format of the Monthly Financial Report and linking it more to strategies and plans of the College, how financial results and measures are demonstrated, how we are progressing and achieving targets.

In reviewing the Board Budget it was noted that, largely because of the focus on the DSU issues, the Board has not taken the opportunity of speakers or

development of the Board's competencies. Suggestions of speakers will be tabled with the Board for discussion.

.2 Monthly Financial Report: M. Hemmingsen reported that the College is on track to meet budgetary targets. There were no questions.

.3 Planned Activities: Work will continue on the budget and on items referred to in item .1 above.

7.2 Human Resources Committee:

.1 Planned Activities: The last meeting was cancelled because of the weather.

8. ANNOUNCEMENTS AND GENERAL INFORMATION:

In answer to a question on the joint summit of educational and First Nations leaders in Lac La Biche, Alberta in March 2007 to be held by the BC and Alberta Colleges, mentioned in a News Release in the package, Susan Witter confirmed that there would be a representative from the College attending.

Item 8.6.2 - Board members were touched by the letter of commendation from the mother of a student with autism and the exceptional relationship College faculty and staff have with her daughter. College employees named will see the letter.

9. **ISSUES ARISING FROM BOARD MEETING:** There were no issues arising from the meeting.

10. **BOARD MEMBERS:** Adrienne Peacock highlighted a phone call she had from John Fox, a faculty member in the Community Social Service Worker (CSSW) program, regarding funding to offset carbon credits to be used towards students' air fares to Uganda. Hazel Postma added that John Fox has been able to book Stephen Lewis for a fund-raising event to take place at the Massey Theatre in New Westminster on March 22 from 7 – 9 pm. The proceeds will support The Community Social Service Worker Uganda 2007 Project and The Uganda Endowment Fund. Final details are being worked out and more information will follow.

11. **DATE AND LOCATION OF NEXT MEETING:** The next Board meeting is scheduled for February 15, 2007 in the New Westminster Campus Boardroom.

12. **ADJOURNMENT:** The meeting adjourned at 7:08 p.m.

CHAIR

PRESIDENT