

1. **CALL TO ORDER:** The meeting was called to order at 6:05 p.m.
Present: A. Taylor (Chair), B. Clarke, C. Gibson, Y. Irani, B. Kendall, M. Russell*, M. Stainsby, Neal Steinman*, A. Yang
Ex-officio: S. Meshwork, S. Witter
Administration: B. Barber, M. Exmann, B. Jensen, K. Maynes, H. Postma, C. Worsley, M. Murray
Other: S. Briggs (DCFA), D. McCormack (BCGEU), M. Steinbach (DSU)
Scholarship Winners: R. Austin*, K. Chutter*, S. Dalrymple*, C. Rourke*
Guests: W. Case, K. Denton*, D. Estergaard*, T. James*, P. Lewis*, B. Logelin*, D. Pacheva*, C. Palmer*, G. Tennant*, P. Wilson*
Regrets: M. Hemmingsen, A. Kitching, D. Miles
* attended portion of the meeting

2. **APPROVAL OF AGENDA:** With the addition of item 8.1(e) New Board Member, the agenda was approved as distributed.

3. **PRESENTATION OF CANADA MILLENNIUM SCHOLARSHIP FOUNDATION 2007 NATIONAL IN-COURSE AWARDS AND 2007 GARFIELD WESTON MERIT SCHOLARSHIP FOR COLLEGES NATIONAL AWARD:** Andrew Taylor congratulated the three Canada Millennium Scholarship Foundation (CMSF) National In-Course Award winners, Kerry Chutter (Bachelor of Child and Youth Care Program); Sheena Dalrymple (Sign Language Interpreting Program); and Carol-Anne Rourke, Associate of Arts Program; and one student, Robert Austin (Child and Youth Care Counselling Program) who won a Garfield Weston Merit Scholarship for Colleges – National Award. The three CMSF winners received \$4,000 with Kerry's award renewable for one additional year. Robert's Garfield Weston Scholarship comprised a tuition waiver and a stipend of \$8,000 both renewable for one or two additional years, access to summer program funding, and a \$4,000 retroactive award payable upon selection to help defray accumulated educational costs. The Chair gave background on each student and presented the awards.

The students responded with remarks on their respective programs, any future plans and what the scholarships meant to them. Photographs were taken.

4. **PRESENTATION ON SERVING PEOPLE WITH DISABILITIES:** Ted James, Dean of Student Development, Bob Logelin, Adult Special Education (ASE) Coordinator and Daniela Pacheva, Centre for Students with Disabilities (CSD) Coordinator were introduced. The presentation covered the extensive programs and services that Douglas College provides for people with physical and mental disabilities. The College has had increasing success in this type of programming over the years and receives referrals from other institutions and agencies across the province.

An overview of the programming was included in the package. An important point highlighted was that there is a legal requirement and duty to accommodate

the needs of people with disabilities in order for them to gain access to the College, that they be able to understand, and that we understand their needs. People tend to think of disabilities as physical. That is not the face of disabilities in the College or in society; it is only part of it as it includes cognitive and mental health disabilities. Ten percent of the College is now being served for a disability in one way or another. Three recent awards that have been won attest to the fact that the College is a leader in post-secondary educational opportunities for people with disabilities.

Bob Logelin talked about the success and challenges highlighting three examples of students who have taken our program. The majority of people with disabilities are mild or moderate in disability, and yet 56% of the approximately 400,000 people with disabilities, remain unemployed. This was considered somewhat odd when we are looking to other countries for immigrant workers given the skilled worker shortage. The participation of people with disabilities has actually declined going from 2.7% to 2.3% between 1998 and 2004. Most of the outcomes from Douglas College programs are in the 80 – 90% going on to employment. He highlighted one program where 25 of the 29 graduates went on to employment.

Daniela Pacheva covered the wide range of services Douglas College provides, showing graphs on the types of disabilities that have been witnessed over the years as well as a Five Year Comparison 1996 to 2000 of the numbers of students served. Examples of how many hours the maintenance and support of individual students takes per week and per semester was provided. In addition to the dramatic increase in numbers of students served, what has been observed is the complexity they represent, i.e. students with multiple disabilities. From 2005/06 to now the number of students with multiple disabilities has doubled. There is also a doubling of students with mental health and learning disabilities. The complexity these students present put enormous pressure on the system.

In the past the Ministry identified an increased amount of funding for students with disabilities, thus allowing the College to address the challenges it faced in providing these services. Now funding is a major challenge as it is included in block funding and there are ever increasing costs to provide the complexity of services. It is hoped that post-secondary education will receive a portion of the \$288 million the Federal Government will be transferring to the Provincial Government.

It was emphasized that the grant funding downloaded by the Ministry and the complex services provided to students are only part of the pressures. Other pressures coming from outside include program orientation and transition; clients that have to be seen in relation to providing career orientation as different orientation and transition work is required for different programs; contact with external agencies regarding social support; contact with school counsellors for the transition from school to college; and even the need to work with parents who have no idea why the two systems are so different.

The final challenge is the legal one which was touched on earlier – the duty to accommodate. Within that duty to accommodate there are some reasonable limits within a reasonable timeframe. Student may not get everything they want. We focus mostly on access to level the playing field so that persons with disabilities can compete in the same environment. Traditionally we have provided services for students in credit courses; now the courts have included the non-credit courses. The College is held to an exemplary standard.

Discussion ensued. It was suggested that this could be an ideal area for partnership with future employers since many employers may not know about this resource and many may not know how to accommodate these people in the workplace. It was emphasized that there is a base of 2,000 employers and the program works actively with 200-300 employers. Some of the programs involve specific task-oriented training. The area being highlighted for partnership referred to career employment where employers do not know how to accommodate people with disabilities and bring them into the work force. It was suggested that more employers be encouraged to place people with disabilities into the workplace.

There was reference to the Provincial Policy Table where access for trades training is presently being tackled. It was felt that no one is aware of this untapped element as they are all talking about the immigrants. It was suggested that there is a possibility to get money directed at the program from this source.

In summary, success has its difficulties and there is a real need to address the costs and funding levels, staffing and resources, and the lack of financial aid for some students.

Ted, Bob and Daniela were thanked for their informative presentation.

5. **APPROVAL OF MINUTES:** Under 8.1 DSU, after the first sentence the following wording was added: “Yasmin Irani commented that she felt the College Board should be receiving input from the Constituency Group Leaders.” With this addition, the minutes of September 20, 2007 were approved.
6. **BUSINESS ARISING FROM THE MINUTES:** There was no business arising from the minutes.
7. **INFORMATION/COMMUNICATION:**
 - 7.1 **BCGEU:** Drena McCormack distributed a copy of the October 2007 *the Provincial* (the BCGEU provincial newsletter) as her report for this month highlighting the articles on climate change, Campus 20/20 and the two page spread (pages 10 and 11) on employees in the Douglas College bargaining unit.
 - 7.2 **DCFA:** Susan Briggs added to her written report information on the College, University College, and Institute Policy Table Committee she attended on

November 14. The eighteen representatives at the table represent a mixed group from across the educational sector. The focus is to work collaboratively on three key issues: Campus 2020; Improving Access and Planning for Literacy Programs Across the Province; and to Improve Access and Planning for Innovation in Learning.

The focus on Campus 2020 will be a system viewpoint rather than individual requests. The committee is looking at improving the aboriginal table and anyone with access problems. She suggested that this is where the Centre for Disabilities (earlier presentation) could benefit from government funding. Improving Access and Planning for Innovation in Learning relates to flexible seamless delivery to include more distance and online learning.

7.3 DSU: A written report was included in the package. A question was asked regarding the Annual General Meeting scheduled for November 28, 2007 and whether the Senior Management Team and the Board were invited to that meeting, particularly since there may be questions that could be answered by SMT. M. Steinbach indicated that the DSU Board decided not to have visitors, including the CFS (Canadian Federation of Students). Ben Kendall expressed his disappointment with this decision since it was more in the interest of transparency and would be considered good practice if one person was permitted to attend and observe. Yasmin Irani indicated that Alan Yang and she would be attending the DSU AGM.

The DSU is working on having a symposium on transit issues in about two weeks.

8. REPORTS:

8.1 Board Chair:

.1 Chair's Reports:

a. Report on Honourable Colin Hansen's Announcement on The Skills Connect for Immigrants Program, October 5, 2007: This is a provincial initiative designed to streamline opportunities for skilled immigrant workers. The program has been expanded into the Health Care sector. Andrew Taylor was pleased to reconnect with Minister Hansen as he had met him years ago under his Canadian Manufacturers background. The Minister was passionate about The Skills Connect program. A. Taylor also had the opportunity to meet some of the immigrants who are presently participating in this program. Many are highly qualified engineers and for various reasons have struggled to integrate into their new Canadian society. As a result of the program, many of them have been able to find significant employment in the province.

b. Report on Presentation to Select Standing Committee on Finance and Government Services, October 5, 2007: Susan Witter and Andrew Taylor made presentations to the Select Standing Committee on Finance and Government

Services at its Coquitlam hearings to make the case system-wide and College-specific on a number of issues. The most significant focus was on funding and our desire as a system to encourage the government to create a new method of funding post-secondary education. A. Taylor also covered transit, specifically the Evergreen line. Following the presentation, MLA Iain Black indicated that their approach had been more to the point and topical. In response to a question it was indicated that every year this Committee tours the province and asks for presentations prior to the preparation of the budget. More details on the presentations are available in Hansard. It was confirmed that the government is working on a plan for a new funding formula.

c. Report on Joint Board Retreat with Vancouver Community College: A. Taylor indicated that he was pleased and proud to see that Board members were out in force at this event and there were many questions from the Douglas College participants around the topic of Succession Planning. Overall it was quite insightful. The system is facing the challenge of succession and how to plan for it. A note of thanks for hosting the Joint Retreat was sent to Mark Stock, Chair of the Vancouver Community College Board.

d. Chair, Human Resources Committee: When Neal Steinman changed to membership on the Finance Committee, it left an opportunity within the Human Resources Committee to elect a new Chair. Cathie Gibson has been elected to that position.

e. New Board Member: The Chair announced that an Order-in-Council appointment has been received for a new Board member, Paul Wates, effective December 31, 2007. He is a Certified General Accountant (CGA) and is Chief Financial Officer for Arrow Transport Systems Inc. He has served as Board Chair of the Arthritis Society, B.C. and Yukon Division. We should receive the second Order-in-Council appointment in a week.

8.2 Education Council:

.1 Chair's Report for September and October: Written reports were included in the package. Susan Meshwork had nothing to add.

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

8.3 President:

.1 President's Report: A written report was included in the package. Susan Witter indicated that a draft budget will come forward to the closed session at the December meeting for Board support that the general direction is close enough to release it to the College community. With the Board's direction, the Budget will be very strategic this year. The College will move forward with the implementation of new programs. There will be growth and decline, and there

will be some layoffs. The Chair and Vice Chairs will be briefed at the Agenda Setting Meeting and the Finance Committee will be apprised.

Ben Kendall offered his congratulations to the people being honoured at the Employee Recognition Reception, and in particular to Jan Lindsay as it is well-deserved. He was pleased to see this type of recognition taking place.

.2 Recommendation on Two Amendments to Credentials Awarded at Douglas College Policy: Addition of Credential and Definition – Training Group Certificate; and Amendment to Definition of Associate Degree:

The definition of Associate Degree including the amendment (in italics) now reads:

“Associate Degree: as defined in provincial legislation, in Arts or Sciences, requiring a minimum of 60 credits of first- and second-year university-transfer courses; may include a thematic emphasis or *discipline* specialization. *A discipline specialization is met by completing 18 or more credits, including at least 9 credits of second-year courses, in a given academic discipline.*”

It was moved:

THAT the College Board approves the establishment of a Training Group Certificate credential be added to the Credentials Awarded at Douglas College Policy. B. Kendall/Carried

THAT the College Board approves the amendment to the definition of Associate Degree, as detailed above, in the Credentials Awarded at Douglas College Policy. B. Kendall/Carried

.3 Response to Assistant Deputy Minister on 2006/07 Student Enrollments: Susan Witter indicated that we were asked to respond to a number of questions by the Assistant Deputy Minister. The response was included in the package. Douglas College received a significant number of FTEs over a five year period. The College developed a detailed Academic Plan that projected the development of 31 new programs over that period. We have now developed 25 of these new programs. The Ministry has been to Cabinet once as the big concern is declining enrolments. They will have to provide some rationale when they go to Cabinet again.

S. Witter had dinner with the ADM last night to make sure she is clear on our needs including 168 FTE for next year. There are diploma and degree programs started this year which will require second year funding next year. The ADM is fully aware of our needs and feels confident that it is recognized at the Ministry level. At Cabinet we do not know what will happen. Last year Cabinet reallocated numbers to aboriginal programs, trades training and graduate seats

at University. The letter indicates what the College's needs are and what programs we have implemented.

8.4 Staff:

.1 Enrolment Management Report: Blaine Jensen focussed on the challenges the College is facing, particularly in the recruiting and retention of students. There have been significant changes to the labour market and to the psychodemographics which has resulted in changes being made to the College's recruitment efforts, especially in the last two years. Students expectations when they arrive on campus have also changed dramatically. They come with a level of expectation with regard to services similar to what the Centre for Students with Disabilities presented earlier in the meeting. Added to this is an increasing role of parent involvement in post-secondary education. The student is much more technologically aware and expects more at that level.

Brad Barber put together information on how complex it is to market one program. The College has launched 20 new programs, each one having the complexity you see here. There is a list of 8 items to market one program. Four years ago an ad in the paper or billboard was all that was required. The changes to our services and how we approach this is a challenge.

Considerable discussion ensued. The Marketing Plan included under item 11.5 on the agenda was highlighted. There had been concern on whether the College was watching where the information was being disseminated and what we were getting back. It was a relief to know that this was being put under the microscope.

At an earlier meeting there had been a discussion on students not taking full course loads. B. Jensen clarified that on checking he found that in spite of demographic and labour market changes there has not been a significant move of full-time to part-time students over the past ten years.

In response to a comment on why parents have a role in post secondary education when students are considered adults in this environment, it was explained that parents have managed the lives of their children and they are still going to manage the lives of their students when they come to College. We are trying to attract students to attend, not turn them off. Parents are part of our marketing. A concern about confidentiality was raised in relation to parental involvement.

The growth in international education was highlighted and the question was whether this was the result of new recruitment funding or whether some other factor was at work here. It was indicated that this has been due to the hard work from Guangwei Ouyang's office and the concerted efforts made to change how marketing is conducted to recruit and retain international students. Generally, across the province, the international student numbers have decreased this year. Douglas College was fortunate that the above efforts were put into place.

.2 Educational Division Tactical Plan Update: Susan Witter indicated that she was pleased about both the Educational Division Tactical Plan and the Educational Services Tactical Plan. The Education Division Tactical Plan Outcomes Report for the academic year was included in the package as well as the updated Education Division Tactical Plan for 2007-2008. The Deans are now seeing the benefits of preparing these Tactical Plans.

.3 3 Year Educational Services Tactical Plan: Blaine Jensen indicated that this was the first draft for the Educational Services Tactical Plan. The goals are similar to the Educational Division Tactical Plan with outcomes and who is responsible highlighted. Each of his reports will use this plan as an annual indicator. It will be a revolving plan.

9 BOARD COMMITTEES:

9.1 Finance Committee:

.1 Financial/FTE Reporting – Fall Semester: This is the second time the Board has seen this report in its new format. Ben Kendall indicated that the Finance Committee would welcome any feedback.

.2 Planned Activities: The Committee is revisiting its Terms of Reference and when completed will bring forward a recommendation to the Board. Budget preparation is also on the agenda and a meeting is scheduled for November 26 to allow Senior Management Team more time to review additional possibilities before bringing initial Budget information to the Finance Committee. The Committee will continue to follow DSU activities in light of their upcoming Annual General Meeting.

9.2 Human Resources Committee:

.1 Planned Activities: Cathie Gibson indicated that the Human Resources Committee is working on compiling a Succession Plan and trying to keep on top of issues that come up.

10. POLICY: Susan Witter reminded the Board that there are three kinds of policy: Administrative Policies, approved by the Senior Management Team, that are operational, and come to the Board for information; Educational Policies, approved by Education Council, that are academic and educational in nature and come to the Board for information; and Board Policies, approved by the College Board, that are governance in nature.

10.1 Administrative Policy:

.1 Policy A10.01.04 Use of Douglas College Concourse/Atriums: The College tries to review policies every three years. The title of the policy has been changed to include the Atriums at the David Lam Campus. In addition, reference

to the posting of material on the College's bulletin boards has been removed from this policy, and incorporated under Policy A15.01.01 Advertising.

.2 Policy A15.01.01 Advertising Policy: This policy has been written in a more positive manner, updating titles and making it clear that the Director of Communications and Marketing is responsible for the overall administration of the policy.

11. **ANNOUNCEMENTS AND GENERAL INFORMATION:** There were no further requests for information on this item.
12. **ISSUES ARISING FROM BOARD MEETING:** There were no issues arising from the meeting.
13. **BOARD MEMBERS:** Bruce Clarke, Cathie Gibson, Mary Hemmingsen, Ben Kendall, Ann Kitching, Diana Miles, Mike Russell, Meg Stainsby, Neal Steinman, Andrew Taylor and Alan Yang attended the Joint Board Retreat at Vancouver Community College on October 18.

Neal Steinman indicated that for the third year his firm sponsored the Self-Employment Awards in the Consulting category. They plan on returning next year as a sponsor. Several other Board members attended the evening including Cathie Gibson, Ben Kendall, Ann Kitching, Diana Miles and Andrew Taylor.

Cathie Gibson attended the Foundation Board Meeting. She enjoyed the Retirement Dinner and was amazed to hear how long employees remained at Douglas College prior to retirement. Bruce Clarke, who also attended the Retirement Dinner, added that he found it interesting to see many previous retirees attend. Cathie attended the Douglas College Theatre and Stagecraft production of "Macbeth" and felt it was very well done.

14. **DATE AND LOCATION OF NEXT MEETING:** The next Board Meeting is scheduled for December 13, 2007 at New Westminster Campus Boardroom.
15. **ADJOURNMENT:** The meeting adjourned at 8:50 p.m.

CHAIR

PRESIDENT