

Open Meeting File 2013-11-21, approved January 23, 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
Sydney Tomchenko, Vice Chair
Jim Utley, HRC Chair
Paul Wates
Shelley Williams, Board Chair

Administration

Kevin Commerford, Director, HR, for V. Shillington
Laureen 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)
Karen Maynes, VP, Finance and Administration (VPFA)
Guangwei Ouyang, VP, International Education and Strategic Partnerships (VPIESP)
Dave Taylor, Director, Marketing and Communications Office (MCO)
Tracey Ternoway, VP, Finance and Administration (VPFA)
Chris Worsley, Director, Finance

Observers

Madison Paradis-Woodman, DSU
Jen Tasseo, BCGEU

GUESTS

Faye Douglas***, Tracy Ho, Douglas Students' Union (DSU), Jeevan Khunkhun*, Blessing Ojo***, Adam Rahemtuloo***, Meg Stainsby**

REGRETS**Board Member(s)**

Tom Spraggs

Administration

Hazel Postma*, Associate VP, External Relations (AVPER)
Vicki Shillington, Associate VP, Human Resources (AVPHR)

Observer(s)

Len Millis, DCFA
Sandra Mountain, BCGEU

* late arrival

** early departure

*** departed as meeting was called to order

1. CALL TO ORDER AND CHAIR'S REMARKS

There being a quorum present, Chair Shelley Williams called the meeting to order at 5:11 p.m. Conveying regrets from those unable to attend, the Chair welcomed incoming Vice President, Finance and Administration (VPFA) Tracey Ternoway and all guests in attendance.

2. APPROVAL OF AGENDA/CONSENT AGENDA

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

33/2013

THAT the Douglas College Board approve the agenda and approve/acknowledge the following items on the consent agenda, with the transfer of the item originally numbered 2.2, Report: Douglas Students' Union (DSU) – September 2013, to a latter portion of the agenda

- 2.1 Minutes of the September 19, 2013 Open Session Board Meeting – approved
- 2.2 Report: BC Government and Service Employees' Union (BCGEU) – acknowledged
- 2.3 Report: Douglas Students' Union (DSU) – acknowledged
- 2.3 Reports: College President – November, October 2013 Reports to the Board and College Community – acknowledged
- 2.4 Report: Correspondence and Events – acknowledged

3. PRESENTATION: COLLEGE BRAND UPDATE

The Director, Marketing and Communications Office (MCO) provided members an update on progress with the College brand and invited and responded to questions. The AFC Chair commended the MCO team on tremendous progress as reflected in the recent metrics report to the Board. Members applauded and thanked the Director, MCO for the scope of education and talent he'd brought to the College.

Reference: Appendix "A"

4. PRESIDENT'S REPORT

a) Douglas College 2010 – 2015 Strategic Plan Update

Expanding on the early completion of the College's Strategic Plan, the President congratulated and thanked the Board, the Senior Management Team (SMT), the Marketing and Communications Office (MCO) and all faculty and staff for the implementation of the Plan.

b) New Administrative Policy A17.01.01, *Program Cancellation*

At the President's invitation, the Vice President Academic and Provost (VPAP) reported on the consultative process undertaken in development of this new administrative policy.

c) Revision of Administrative Policy A01.01.02, *Death of A Student*

At the President's request, the Vice President, Educational Services (VPES) expanded on the revision of this administrative policy and responded to Board members' questions.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS

5.1 Board Chair

5.2 Board Executive and Governance Committee (BEGC)

a) Chair's Report

The Chair reported that it had been a busy two months since the Board last met, and thanked all members who had actively represented the Board and College at a number of internal and external events and meetings. Reminding members of the Board portal's calendar of upcoming events, the Chair reported that management would provide a list of business-related events for inclusion on the Board portal. She asked that all members identify how they could share in representing the Board at such events.

The Chair reported on Ministry of Advanced Education (AVED) Minister Amrik Virk's November visit to campus, and his meetings with students and the Senior Management Team (SMT). She congratulated the President on his recent nomination for the City of New Westminster's *Platinum* award.

b) Development of 2014/15 Government Letter of Expectations (GLE)

Subsequent to September 2013 correspondence from Ministry of Advanced Education (AVED) Deputy Minister Sandra Carroll, the Chair advised, the President had now received a draft GLE for input by December 12, 2013. The Chair advised that the BEGC would review the draft with the President during the BEGC's December 2013 meeting, and circulate information to members for information and feedback.

c) Board Succession Planning: Appointment of Mr. Jeevan Khunkhun

The Chair reported on the appointment of Mr. Jeevan Khunkhun to the Board effective December 31, 2013, and looked forward to welcoming him as a guest later in the meeting.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS**5.2 Board Executive and Governance Committee (BEGC), cont'd****d) Board Development and Goal Setting: 2013 Retreat**

The Chair reported on a highly productive retreat held Saturday, October 19, 2013 and advised that the BEGC would provide a concise report to the Board for consideration at its next meeting. She thanked all members, and management who participated in a portion of the retreat, for their active participation and engagement.

e) Board Policy and By-Law Review: Board Policy B01.01.01, Planned Changes to the Organization, Structure and Operation of Educational Programs and Services

Noting February 2013 correspondence from the Chair of Education Council, leading to discussions of the above policy during the February 2013 Closed Session Board meeting, the Chair reported on the Board's commitment to prioritise review of this policy as part of its ongoing review of its by-laws and policies. She reported that the policy was redundant to legislation, and was so broad and abstract in scope that its effectiveness was diminished, with capacity to generate confusion and inappropriate expectations regarding this governing body's involvement in operational matters.

The Chair advised that the policy, created in 1999, appeared to be unique with the college sector and that other colleges do have program cancellation policies such as this College's new administrative policy A17.01.01, *Program Cancellation*. The Chair noted that the new administrative policy aligned with provincial practices and, consistent with the College and Institute Act, stipulates that the Board shall consider advice from Education Council and from the President.

It was moved by Peter Kendrick, seconded by Nicole Liddell, and unanimously resolved:

34/2013 *THAT the Douglas College Board revoke Board Policy B01.01.01, Planned Changes to the Organization, Structure and Operation of Educational Programs and Services*

h) Recognition of Outgoing Board Member: Paul Wates

With the evening representing Paul Wates' final meeting as a member of the Board, the Chair reflected on Mr. Wates' numerous contributions, including service on the ad hoc Policy and By-Law Review Committee, the Finance/Audit and Finance Committee, which he chaired, leadership as Chair of the 2008 and 2009 Presidential Search Advisory Committee (PSAC), and acclamation twice to the role of Board Chair, a position he held from 2009 – 2013. The Chair expanded on Mr. Wates' contributions and exemplary representation of the Board and College at untold numbers of events, and offered thanks and appreciation. Members applauded Mr. Wates, and the President added his appreciation to that already expressed.

Note: Jeevan Khunkhun joined the meeting at this point.

i) Recognition of Vice President, Finance and Administration (VPFA): Karen Maynes

Offering that members and employees would also soon bid farewell to Karen Maynes, who would retire at year's end after providing 26 years of astute leadership, the Chair reflected that Ms. Maynes originally joined the College as Assistant Comptroller. Over time, she was promoted to Comptroller, then Director of Finance, and Acting Vice President, Finance and Administration before her appointment, almost 14 years earlier, as Vice President, Finance and Administration. The Chair reflected that Ms. Maynes also served throughout this time on numerous external bodies, including the College Pension Plan Board of Trustees, to which she was first appointed in 2005. Numerous Board members, past and present, worked with Ms. Maynes on the Board's Audit/Audit and Finance Committee (AFC) and the Chair observed that the high turnout of six past or current AFC Chairs, six past or current Board Chairs and four past or current College Presidents at Ms. Maynes' recent retirement celebration spoke volumes. The Chair thanked Ms. Maynes and, as with Mr. Wates, expressed hope that this would not be "goodbye". The President expressed appreciation for Ms. Maynes' stewardship and excellence.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS

5.2 Board Executive and Governance Committee (BEGC), cont'd

j) Literacy Program

The Chair reported that the Board had received a request from an I-CARE volunteer requesting an opportunity for representatives to present to the Board; she advised that the BEGC met and recognised that some steps, including a meeting with members of the Senior Management Team (SMT), had been missed. The Chair referred to the previously announced cancellation of *Level 1 English Upgrading* (ENGU) and *English as a Second Language* (EASL) courses. People who take Level 1 EASL or ENGU seldom advance to post-secondary courses.

Given that this is a post-secondary institution and that the College was significantly overproducing targets, the Chair advised, SMT made the decision to reduce the first level, while the others levels are intact, to enable access to College programs. The Chair noted that there had been no changes to the College's I-CARE program, which is intended to train tutors to go out into the community. She noted that, while this was an administrative decision, the President had discussed it with the Board and established plans; transition plans were made for students already in ENGU Level 1 courses, with individuals' progress monitored in order to support them if they were able to proceed to the second level of ENGU.

The Vice President, Academic and Provost (VPAP) confirmed that the College was tracking students' progress in Level One; she reported that approximately 12 such students had indicated intent to continue their courses in the Fall, and the College had scheduled such courses and continued to track progress. The VPAP suggested that some students may pass, and some may not; she advised that the College had been trying to determine when it was best to offer such classes and the Dean had recommended offering one class in both the day and evening. The VPAP reported that the College had done so, and would continue to do so until the 12 students can move through the courses or, if that was not the case, move on.

The Chair advised that, since this was an administrative matter, and since the College administration had a transition plan in place, the BEGC made the decision to not receive such a presentation at the Board meeting. The Chair noted that Dean Meg Stainsby, in attendance at this Board meeting, was actively monitoring the transition, and that the President and VPAP had scheduled a meeting with the volunteer. The Chair offered that it was unfortunate that information surrounding the volunteer's request of the Board had been inaccurately reported in a newspaper, and that the Board looked forward to a report from the President.

The Chair invited questions to which she, the President and the VPAP responded. Members noted that the matter had been handled appropriately and observed that people could not expect, when working through a controversial issue, to turn to a governance board on administrative matters. The Chair reflected that it was not appropriate to bypass management on such matters; she expressed hope that people would meet with the Dean and then, as appropriate, the President and Vice President, Academic and Provost (VPAP) to resolve transition issues.

5.3 Audit and Finance Committee (AFC)

a) Chair's Report

The AFC Chair proceeded to consider items 5.3 b) through h).

b) Ministry of Advanced Education (AVED) – October 16, 2013 Correspondence: Fiscal 2013/14 - 2015/16 Operating Grant and Full Time Equivalent (FTE) Targets

At the AFC Chair's request, the Vice President, Finance and Administration (VPFA) reviewed the operating grant and student FTE targets.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd**5.3 Audit and Finance Committee (AFC), cont'd****c) Financial / FTE Reporting to September 30, 2013**

The Vice President, Finance and Administration (VPFA) reported on increased revenues resulting in a 2013/14 surplus projected to be \$1.1 million greater than anticipated. The VPFA advised that the Senior Management Team (SMT) had been tasked with identifying potential "One Time Only" (OTO) uses of the unplanned additional surplus, to be considered by the Board. The President reported that enrolments were such that the College would be able to report a Full Time Equivalent (FTE) student count exceeding 9,000 for the first time in its history. He commended his colleagues for all their hard work and efficiencies.

d) 2014/15 Operating Budget Development Timelines

The AFC Chair noted that, as Vice President, Finance and Administration (VPFA), Tracey Ternoway would commence stewardship of the budget process in January 2014, and invited questions. Members recommended hosting budget forums at both campuses, and the President suggested that would represent a challenge in that some employees would receive information in advance of others. The President noted intent to hold forums for both students and employees on the same day. The AFC Chair acknowledged the challenges, given exam schedules, in students' ability to attend the 2013 budget forums.

e) 2014/15 College Budget Guidelines: Advice From Education Council

The Education Council Chair had no further comments.

f) 2014/15 College Budget Guidelines: Recommendation

The VPFA reviewed the recommended 2014/15 College budget guidelines.

It was moved by Paul Wates, seconded by Sydney Tomchenko, and unanimously resolved:

35/2013 *THAT the Douglas College Board approve the 2014/15 College Budget Guidelines as presented*

f) Proposed Board By-Law B1008, Douglas College Board Investment Policy

The AFC Chair invited and responded to questions of the proposed by-law; he confirmed that the College would rely on Mr. Brendan George, Partner, George & Bell Consulting, in selecting a fund manager.

It was moved by Gerry Shinkewski, seconded by Peter Kendrick, and unanimously resolved:

36/2013 *THAT the Douglas College Board approve establishment of Board Policy BP1008, Douglas College Board Investment Policy, as presented November 21, 2013*

g) Annual Metrics Report to the Board

The AFC Chair apologised that members were in receipt of the report only the previous day, and advised that the AFC had reviewed it during their meeting earlier the same week. He reported that AFC members were pleased with the metrics report, and invited members with any questions to send them to the Board EA. The Board Chair noted Ms. Ternoway's experience with dashboard reports and offered that the Board looked forward to the benefit of her expertise in this respect.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd**5.4 Report: Human Resources Committee (HRC)****a) Chair's Report****b) Committee Terms of Reference (TOR): Annual Review**

The HRC Chair expanded on the recommended revisions to the HRC Terms of Reference, and noted the distinctions between board and executive compensation. Consideration of Article III. g) of the TOR, and the Board's oversight and due diligence responsibilities, ensued.

It was moved by Gerry Shinkewski, seconded by Jim Utley, and unanimously resolved:

37/2013 *THAT the Douglas College Board approve revision of the Human Resources Committee's Terms of Reference (TOR) as presented November 21, 2013, with a revision to Article III. g) to read, "To review the College's compensation philosophy and strategy, and to make recommendations as necessary"*

Members considered the motion recommended with respect to the HRC undertaking compensation-related studies.

It was moved by Jim Utley, seconded by Nicole Liddell, and unanimously resolved:

38/2013 *THAT the Douglas College Board authorise the Human Resources Committee to undertake studies associated with Board compensation*

c) Evaluation of President and CEO Performance

The HRC Chair reported that Nicole Liddell was taking the lead on a process review, and was seeking feedback from the President.

5.5 Reports: Education Council**a) Chair, Education Council: October and September 2013 Reports**

The Education Council Chair invited and responded to questions of the reports; none arose.

b) Credential Recommendation

The Education Council Chair outlined the rationale for the recommended motion, and invited and responded to questions. Board members queried whether past graduates could apply to secure a renamed credential. The Vice President, Academic and Provost (VPAP) offered that, while this hadn't been previously done at this college, other institutions have done so and Douglas College could explore the logistics.

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

39/2013 *THAT the Douglas College Board withdraw the credential Diploma in Animal Health Technology, and establish the credential Diploma in Veterinary Technology, effective May 31, 2015*

c) Education Council Liaison's Report

Education Council Liaison Mark Darville had nothing further to add.

5. CHAIR, COMMITTEE AND LIAISON REPORTS AND RECOMMENDATIONS, cont'd**5.6 Report: Douglas College Foundation Liaison**

Douglas College Foundation Liaison Sydney Tomchenko reported on the Foundation Board's November 12, 2013 meeting and plans to survey attendees of the *Class Act* fundraiser and appoint a liaison from the alumni association. She advised that the Foundation Board had determined to shift from use of the term "fundraising" to "act of giving".

6. INTRODUCTION

The Board Chair introduced and welcomed Jeevan Khunkhun, whose service to the Board would commence on December 31, 2013, and thanked him for attending this meeting as an observer.

7. NEXT MEETING AND ADJOURNMENT

There being no further business, the Chair adjourned the meeting at 6:24 p.m.

CHAIR

PRESIDENT


Appendix “A”

November 21, 2013 Presentation by
Dave Taylor, Director
Marketing and Communications Office (MCO)
to the Douglas College Board

DOUGLAS DOUGLASCOLLEGE

Perceptions of Douglas College

2013 Update



Dave Taylor
November, 2013

Marketing and Communications team

DOUGLAS

- Team of 13
 - Three web designers inc. supervisor
 - Two graphic designers
 - Two writers/content providers
 - Two project supervisors
 - Digital media specialist
 - Media buyer
 - Manager
 - Director

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About the director



- Background in journalism, non-profit marketing, politics
 - Reporter - politics, environment
 - Communications director, David Suzuki Foundation
 - Creative advisor for Liberal Party Ontario 2007 provincial election advertising campaign
 - Creative director Liberal Party of Canada 2008 national election advertising campaign (English)
 - Author, 2009, The Big Picture, with David Suzuki
 - Brought in by Douglas in 2010 to help turn college around

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The problem



- Static or declining brand image
- Undifferentiated in market
- “Dated” perception

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The strategy



- Focus on a revised, modern brand position
- Intensely involve college community in process
- Improve student experience
- Be innovative
- Be aggressive
- Lead the sector

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Improve engagement



- Work with college to improve student space
- Work with college to improve aesthetics
- Work with college to improve responsiveness
- Build pride

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Rebranding



- 14-month process
- Guided by cross-college committee
- Existing research
- Custom current student research
- Custom prospective student research
- Student and employee focus groups
- Online forum
- Market testing

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Marketing the new brand



- Do most work in house to be sustainable
- Save money by not using an Agency of Record
- Save money by buying media in house
- Be strategic about media selection
- Be ruthless about price

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Be bold and innovative



- Skytrain station dominations at key locations (First in PSE)
- HD billboards across Metro Vancouver (First in PSE)
- Full front-page wraps of community newspapers, as well as Metro and 24 Hrs (First in PSE)
- Banner ad across the top of Vancouver Sun (First ever)
- Full front wrap of the Georgia Straight (First ever)
- Macleans magazine university rankings insert (First ever)
- Superbowl television ad (First in PSE)
- Oscars television ad (First in PSE)

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Reduce costs



Print

- 60% reduction in price paid per agate line since 2010

SkyTrain

- 42% reduction in prices paid since 2010


Bus shelters

- 58% reduction in prices paid since 2010

Today Douglas reaches 2x the people for ½ the cost vs 2010.

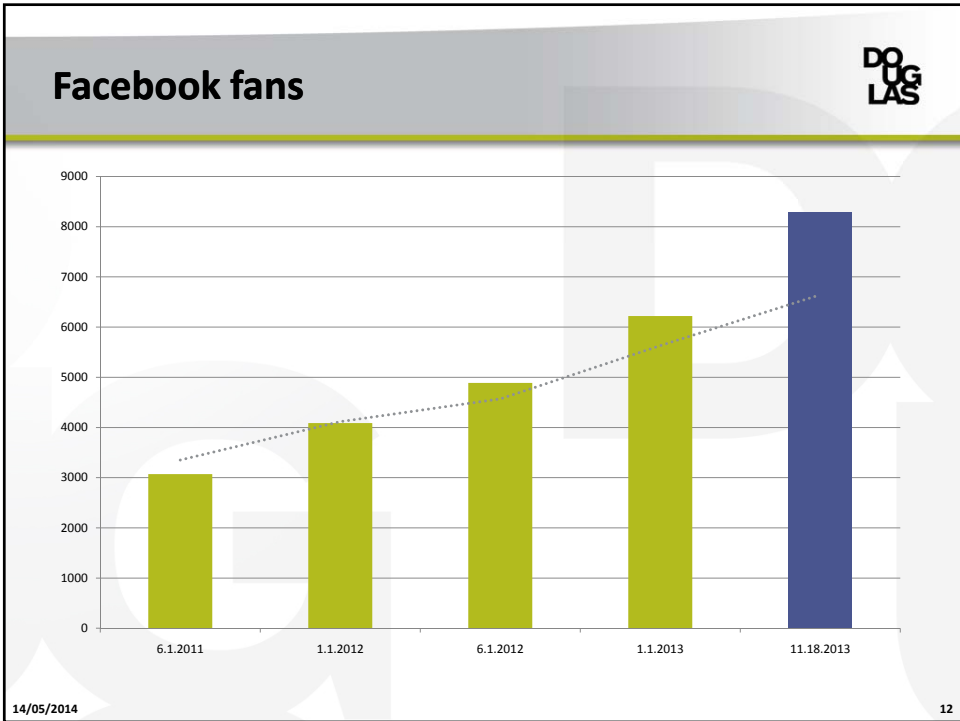
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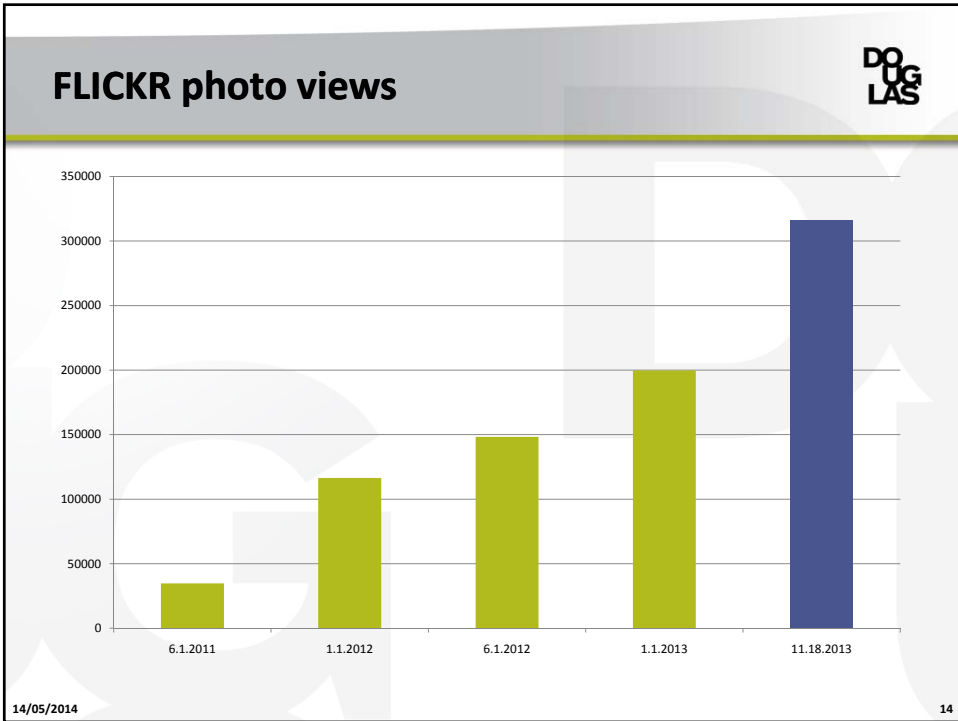
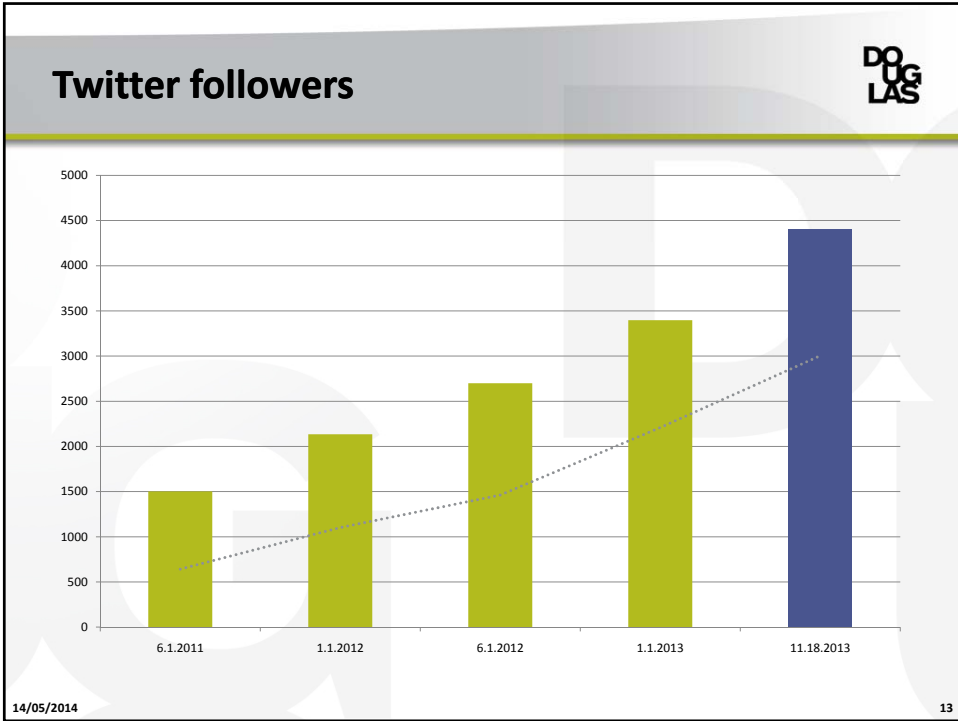
Engage with students

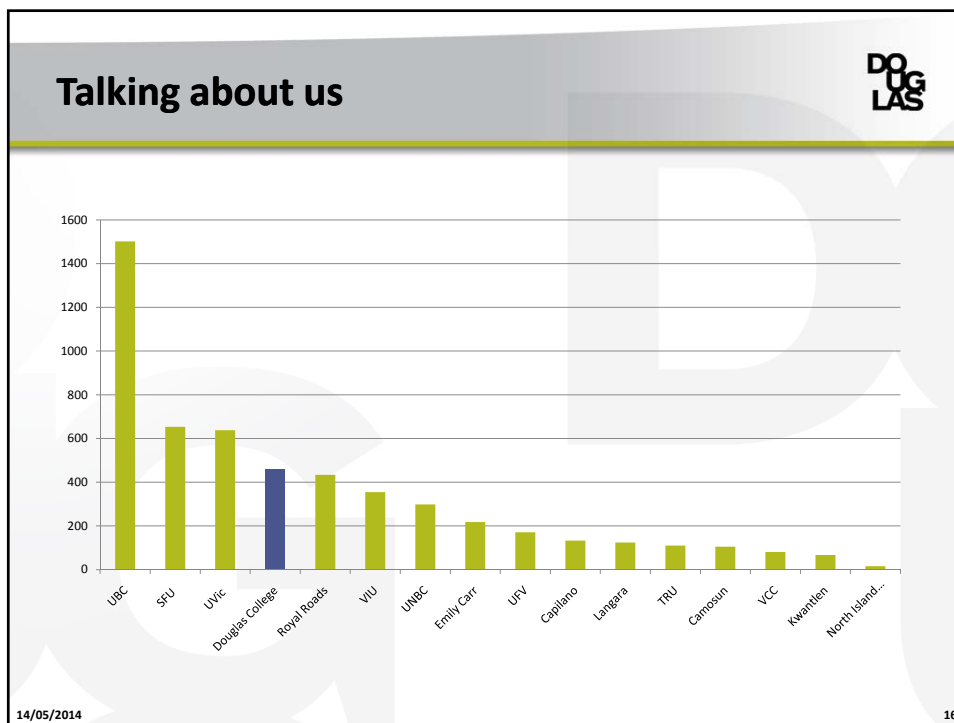
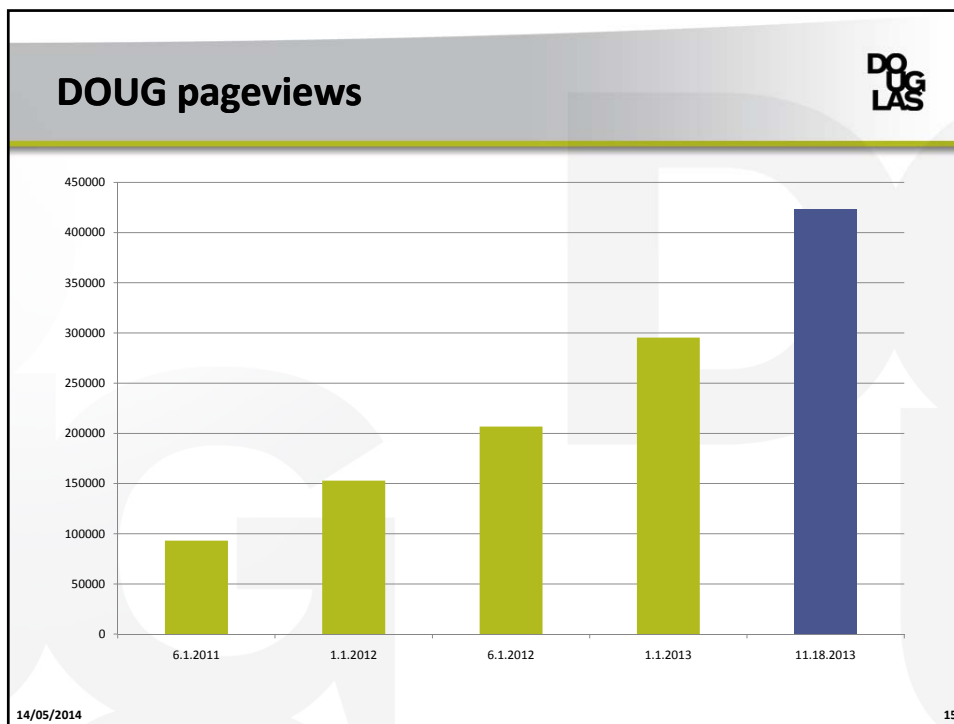


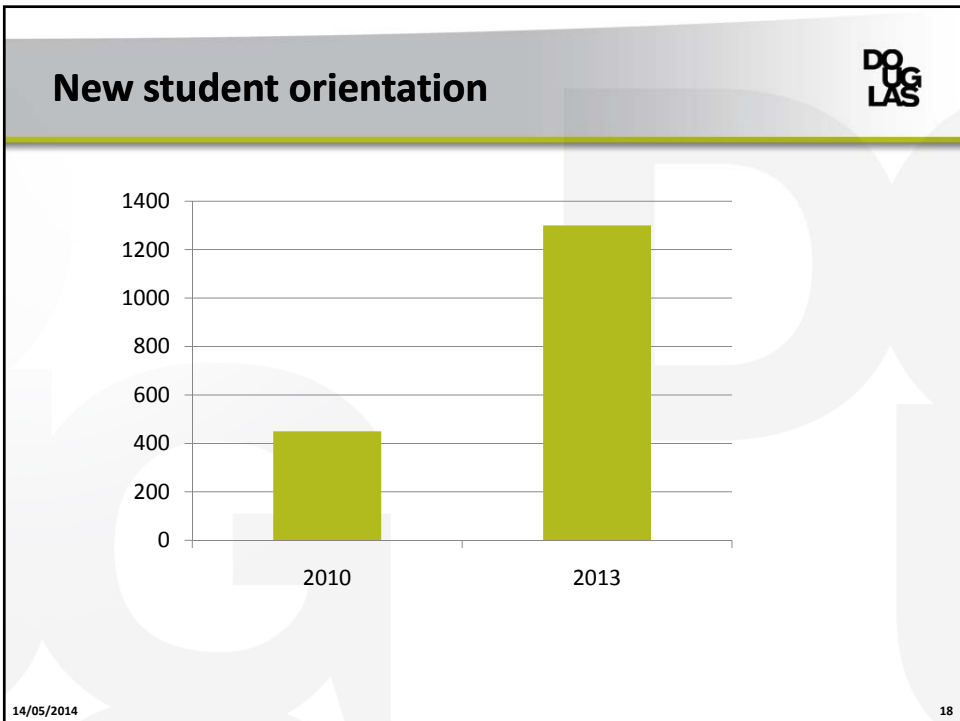
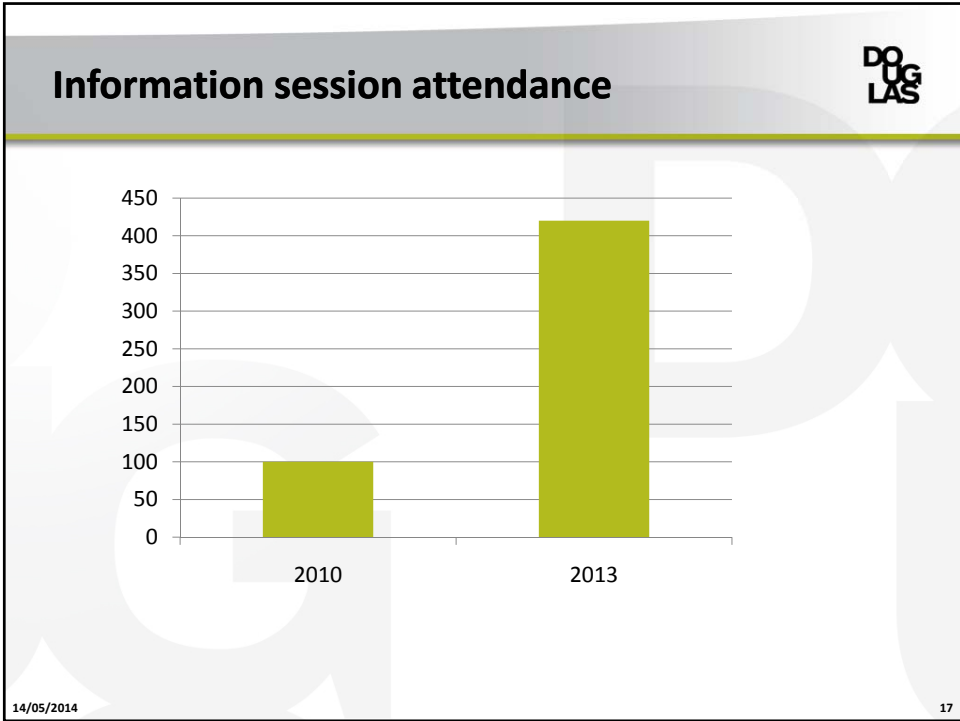
- Be social
- Be responsive
- Build community

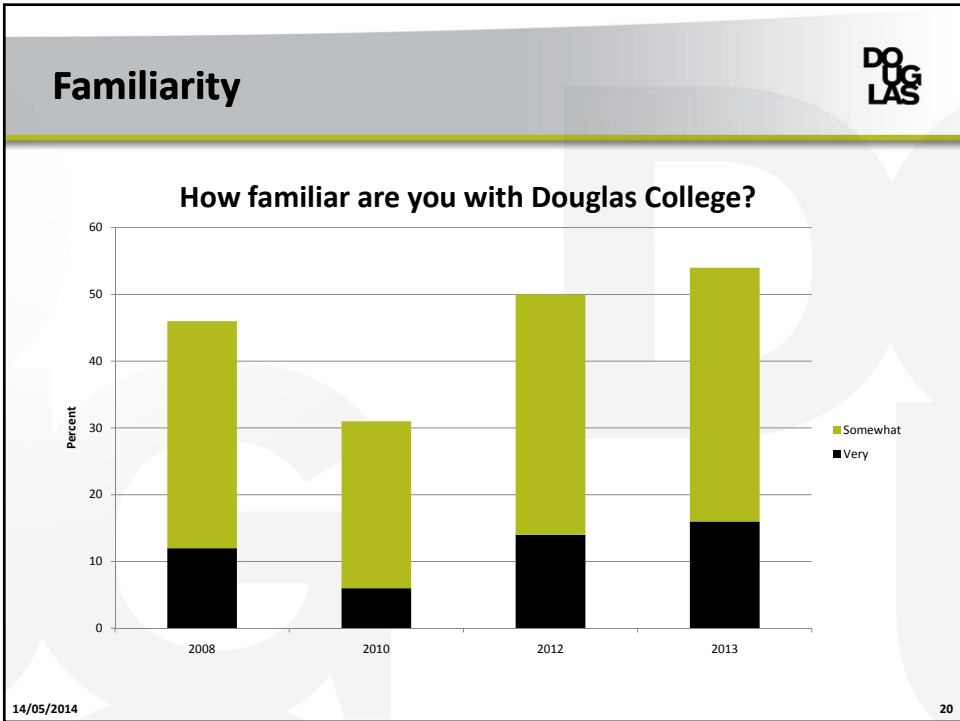
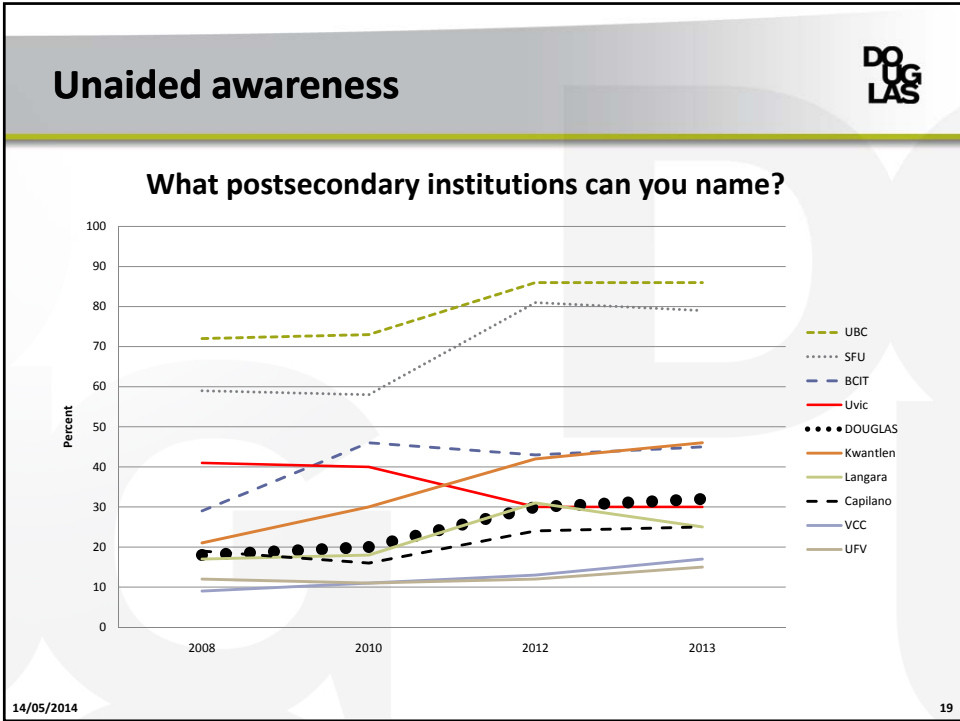
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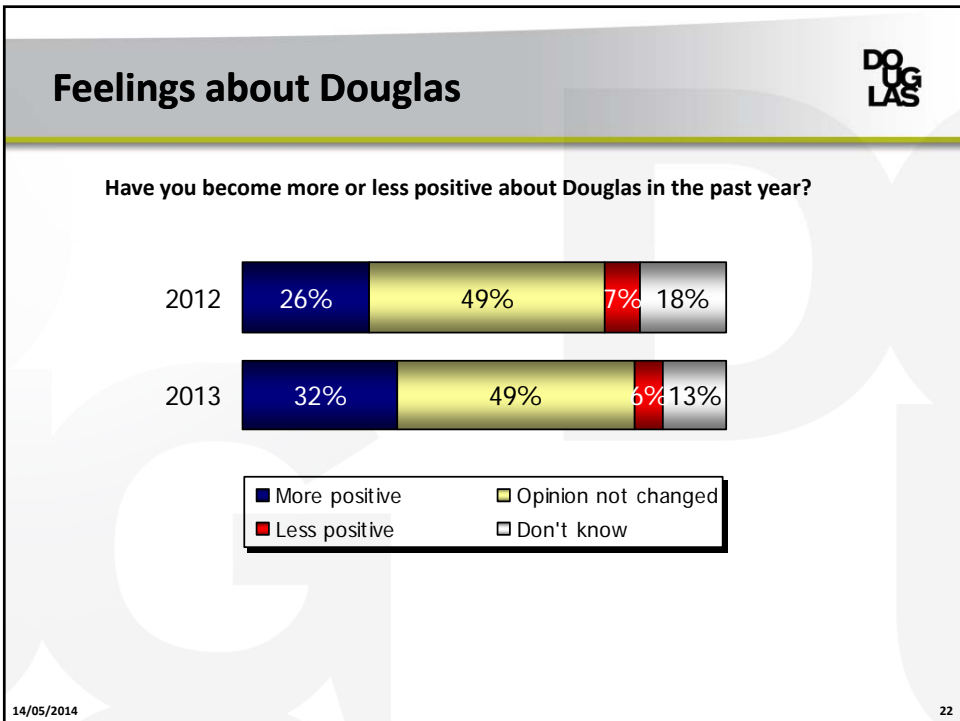
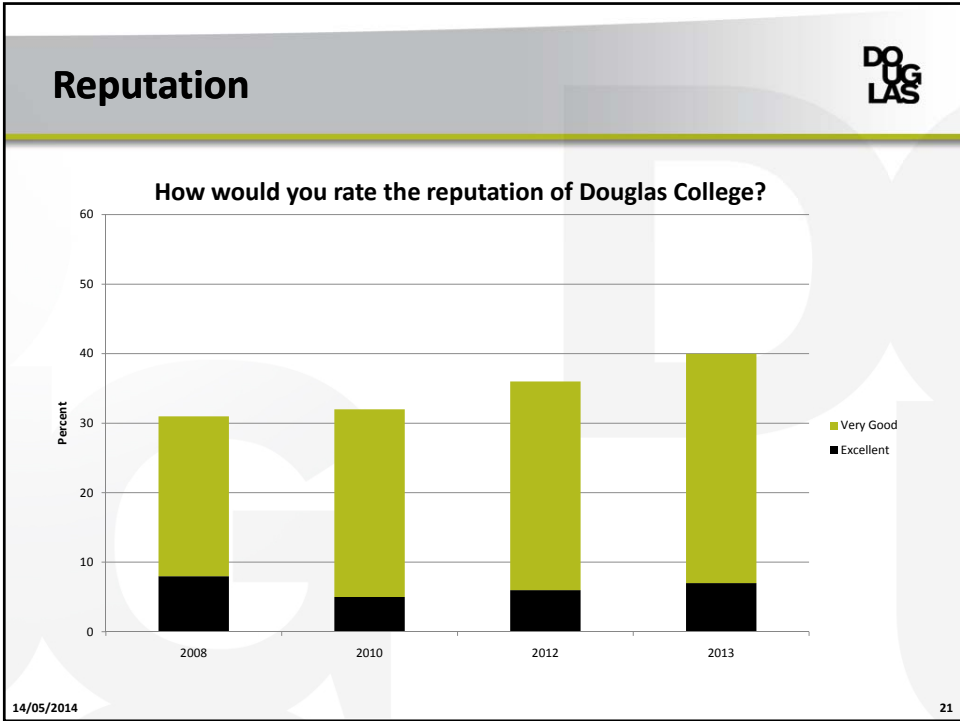














Top three reasons for the change



- Positive word of mouth – 47%
- Advertising campaign – 16%
- Program variety or personal experience– 11%

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Other noteables



- Approached by Langara, Kwantlen, SFU, UFV and others for advice on marketing and branding
- Presented to SFU public relations and external communications departments on building a successful rebranding process
- Used as an example of a successful college rebrand by CASE, the US Council for Advancement and Support of Education's Marketing and Branding Institute
- Won numerous national and international marketing awards – up for Marketer of the Year tonight at New West Platinum Awards

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Thank you

douglascollege.ca

