



MEETING
MINUTES OF THE BOARD
Tuesday, November 26, 2024
4:45 pm to 6:45 pm
[In Person, BR126](#)

Board Members Present

David Ayriss, Chair
Rodger So, Vice Chair
RJ Wallia, Vice Chair
Yuri Fulmer, University Chancellor
Paul Dangerfield, President
Ash Amlani
Sam Teclé
Janet Cox
Troy Abromaitis
Pegah Yaghmaie

Staff

Tracy Penny Light, Interim VP Academic and Provost
Tally Bains, VP Finance and Administration
Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness
Kari Wharton, VP, University Relations
Debbie Jamison, Senate Vice Chair
Melissa Nichol, Strategic Director People, Culture & Diversity
Angela Ruggles, Executive Assistant, VP of Finance & Administration (minutes)
Nooshin Shafieian, Executive Assistant to the President

Regrets

Shelley Frost
Prince
Sam Teclé

The meeting started at 4:49PM.

David Ayriss, Board Chair respectfully acknowledge the Líl'wat, x̣ẉməθḳẉəỵəm (Musqueam), shíshálh (Sechelt), Sḳwx̣ẉú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations on whose territories our campuses are located.

1. Approval of Agenda

It was moved by Amina, seconded by Yuri and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved by Yuri, seconded by RJ and resolved;

THAT the Board approves the following items on the Consent Agenda:

- 2.1 Minutes from the September 24, 2024 Board Meeting
- 2.2 Board Committee Reports:
 - 2.2.1 Audit and Risk Committee
 - 2.2.2 Executive and Human Resources Committee
 - 2.2.3 Finance Committee
 - 2.2.4 Governance and Planning Committee
- 2.3 Correspondence - none

3. Place Holder

There were no items pulled from the Consent Agenda for discussion.

4. Board Chair's Report

David Ayriss, Board Chair noted that the last few months have been busy especially with the presidential search process and there is more work to be done in the coming months. Additionally, a focus of the Board will be on budget and the changes that may come with the student composition and cost of living factor.

5. Senate Reports

5.1 Vice Chair

Senate Vice Chair, Deb Jamison noted that there are several vacancies to be filled on the Senate and provided an update to the Board on the highlights of the October and November Senate meetings.

In October, the academic schedule with suggested changes was presented to Senate and 2 graduate studies policies were approved. Senate also approved revised learning outcomes to be effective for the 25-26 academic year.

In November the CSU presented their activities for the 24-25 Academic Year and the Senate approved the creation of a Graduate Studies Sub-Committee to support the Graduate Program development. The language proficiency and labour market requirements have been changed for PGWP and include changes to the process for switching universities with a study permit. The Senate also approved revisions to the student awards policy. Elder Dr. Latash attended the November meeting and reflected on the importance of student's having the strength to stand up for themselves.

Deb also noted that student recruitment for the academic 25-26 year has commenced and the Senate subcommittees have started the annual review of their Terms of Reference.

Further information on the composition of the Graduate Program sub-committee was requested and Deb explained that the composition will be developed with the Terms of Reference.

5.2 Senate Liaison

Amina El mantari, Senate Liaison and Board member had nothing to further to add to the Senate Vice Chair report.

6. President's Report

President Paul Dangerfield reviewed the President's report contained in the agenda package. Paul highlighted that the Federal Government decisions around PGWP and Study Permits is a hot topic in the sector across Canada. The sector is pushing the government to communicate how it will repair the damage that has been done to the international student community.

Paul also noted that the new BC Cabinet was sworn in on November 18th and reviewed the changes to the Ministry of Post Secondary and Future Skills leadership. Ann Kang has been appointed the new Minister with Trevor Hughes as the new Deputy Minister.

7. Academics

7.1 Illuminating 2030 Update

Tracy Penny Light, Interim VP Academic & Provost provided an update on Illuminating 2030, the Academic Plan, and noted that this update was presented to Senate in October.

Tracy reminded the group of the President's goals which include launching the new Squamish campus, Strategic Enrolment Management (SEM) aimed at increasing domestic recruitment and retention, and graduate studies. Tracy provided an overview of recent academic activities that support these goals.

A question was asked about the destination programming at Squamish and the other campuses as well. Tracy noted that academic planning at Squamish has been done to showcase the campus and suggested that Squamish can act as a pilot to test programming or initiatives that may be difficult at a larger campus.

The group discussed enrollment optimization and the Board was updated that International Education is working to actively diversify the international recruitment by hiring 4 new staff in China, Africa, Vietnam & Philippines. A question was asked regarding what is being done to strengthen domestic recruitment. It was explained that new degree development will provide programming that targets the local labour market and attracts students from across Canada. This will also help to dispel the reputation of CapU being a transfer institution and improve retention. It was noted that providing housing and reducing course waitlists will also aid in converting applications into student FTEs.

A question was asked about whether there are opportunities for attracting mid-career students and as another revenue stream, as well as support the local labour market. It was explained that many cheap or free online options for continuing education were generated during and following the COVID pandemic. This provides a challenge to smaller institutions and as an example, CapU has paused their Continuing Studies program. A point was made that there may be a market for mid-career credentials offered in a non-traditional mode.

It was moved by RJ, seconded by Pegah and resolved;

THAT the Board of Governors receive for information the update on Illuminating 2030.

8. Capilano Students' Union Annual Presentation

Angad Brar, Capilano Students' Union (CSU) President; Jessica De Gaust, Associate Executive Director, CSU; and Josh Thomas, Director, Policy & Campaigns, CSU provided a presentation on the CSU and its activities. The team provided an overview of the services that the CSU provides to students, reviewed the current advocacy focus and provided an update on the internal activities, strategic planning and financial status of the CSU.

The CSU team highlighted that the relationship with the University Executive is supported by monthly meetings and is considered strong and mutual.

The group discussed the issues of food insecurity and the increase in Required to Withdrawal (RTW) appeals.

The Board thanked the CSU team for an informative presentation.

9. Finance Committee

9.1 Fiscal 2025/26 Integrated Planning and Budgeting Update

Toran Savjord, VP Strategic Planning, Assessment and Institutional Effectiveness provided an update on Integrated Planning at the University. Toran pointed out that last year was the first time that the Strategic Enrollment Model (SEM) was used as part of the Integrated Planning process. The SEM is used to better predict tuition revenue and teaching costs based on course enrollment. Toran also reviewed the improvements to the integrated planning process for FY24-25 and the focus of the plan for the year.

The group discussed the reasons that students leave the University and the incentives for students to stay at the University.

Tally Bains, VP Finance and Administration provided an overview of the budget development process. Tally explained that the Immigration, Refugees and Citizenship Canada (IRCC) policy changes on international education were factored into the SEM received October 17th which has been used to develop the budget. The impacts of the IRCC changes on the tuition revenue predicted for FY25-26 have contributed to the development of a deficit budget of \$5.2M. Tally pointed out that although overall enrollment is predicted to be higher, the impact of the anticipated decrease in International enrollment contributes to a larger deficit budget overall.

Tally reviewed an analysis of international tuition rate per credit increases of comparable Post-Secondary Institutions. Tally explained that historically, CapU increases tuition by 2% each year, but the proposed increase of 5% to CapUs 25/26 International tuition would provide an additional \$2M to the overall budget. Tally also showed that CapUs international tuition per credit rate is the lowest compared to peer institutions and with a 5% increase in 25/26, it is still anticipated to be the lowest. Tally also reviewed the dollar impact to students taking various course credit loads. It was clarified that 5% was chosen based on consultation with the Executive and the AVP, International.

The group discussed whether CapU is underselling itself by having the lowest per credit tuition fee.

The group discussed the annual presentation of the budget to the CapU community and the changes in the response of the community. The messaging and presentation of integrated planning and budgeting has been improved and has included an educational component which has allowed faculty and employees to develop of a more mature understanding of the process.

It was moved by Pegah, seconded by Troy and resolved;

THAT the Board of Governors receives for information the Fiscal 2025/26 Integrated Planning & Budgeting Update.

10. Governance and Planning

10.1 Committees' Terms of Reference

Tally reminded the group that each Board Committee reviews and updates their Terms of Reference (ToR) annually and that the Governance & Planning Committee is responsible for reviewing and approving all Committee ToR changes. In November, the Governance & Planning Committee approved the changes to all Committee ToRs as presented in the agenda package for this meeting

and recommended them for approval by the Board. The group was reminded that the Committee ToRs are posted to the CapU public website.

It was moved by Sophia, seconded by Troy and carried to resolve the following 4 motions;

THAT the Board of Governors approve the changes to the Audit and Risk Committee's Terms of Reference.

THAT the Board of Governors approve the changes to the Executive and Human Resources Committee's Terms of Reference.

THAT the Board of Governors approve the changes to the Finance Committee's Terms of Reference

THAT the Board of Governors approve the changes to the Governance and Planning Committee's Terms of Reference

11. Meeting Close

The Open Meeting of the Board ended at 6:47PM.