



## MEETING MINUTES OF THE BOARD

Tuesday, February 27, 2024  
4:45 pm to 6:45 pm  
[In Person, BR126](#)

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### Board Members Present

Ash Amlani, Chair  
Rodger So, Vice Chair  
Paul Dangerfield, President  
Troy Abromaitis  
David Ayriss  
Janet Cox

Yuri Fulmer  
Patricia Heintzman  
Mayumi Izumi  
Shreya Miglani  
Majid Raja  
RJ Wallia

### Regrets

Sam Teclé

### Guests

Sue Dritmanis, Senate Vice Chair

### Staff

Tally Bains, VP Finance and Administration  
Kartik Bharadwa, VP People, Culture & Diversity  
Toran Savjord, VP Strategic Plan, Assess & Inst. Effect  
Kari Wharton, Interim VP, University Relations  
Laureen Styles, VP Academic & Provost  
Rav Goodison, AVP Digital Technology Services  
Miranda Huron, Director Indigenous Education & Affairs  
Aurelea Mahood, AVP Academic & Vice Provost  
Melissa Nichol, Strategic Director People, Culture & Diversity  
Lesley Cook, Executive Assistant, Board of Governors  
Angela Ruggles, Executive Assistant, VP of Finance & Admin

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We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

The Chair called the meeting to order at 4:45 p.m.

### 1. Approval of Agenda

It was moved (Rodger So), seconded (Mayumi Izumi) and resolved;

*THAT the agenda be approved as presented.*

### 2. Consent Agenda

It was moved (Rodger So), seconded (Mayumi Izumi) and resolved;

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

- 2.1. Minutes from the November 28, 2023 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
  - 2.2.5 Investment management
- 2.3 Correspondence

### 3. Place Holder

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

#### **4. Board Chair's Report**

Ash Amlani, Board Chair gave a verbal report. She reminded Board members that at the November meeting the Capilano University Student Union presented and that one of their topics was about food insecurity. Last week information regarding the Eat Care Share Campaign was circulated. Ash encouraged Board members to donate before February 29<sup>th</sup>. Secondly, the Ministry of Post-Secondary Education and Future Skills is hosting "Governing in the Public Interest" on April 26, 2024. There is still room for Board members to attend. If you're interested please contact Lesley Cook, EA to the Board.

#### **5. Senate Reports**

##### **5.1 Vice Chair**

Senate Vice Chair, Sue Dritmanis introduced herself to the Board of Governors. She's an instructor and a former co-chair in the School of Communication, Faculty of Business & Professional Studies. She's been at Cap for 17+ years, joined Senate 3 years ago, and became Chair of one of its subcommittees, Academic Planning and Program Review, known as SAPPRC.

Very sadly, we lost our Senate Vice-Chair, Robert Thomson in December. We're grateful to Stephen Williams who stepped in as Acting VC when Robert left on medical leave earlier in the fall. She's grateful to have been elected to step in for 6 months as Senate Vice Chair and to update the Board on important academic decisions made at Senate since October.

There have been some productive discussions about the academic schedule at several meetings. The Registrar is reviewing Senate's concerns around December/January timelines. Senate would like students, staff, and faculty to have more time between the end of term in December and the start of term in January.

Senate welcomed new Senate members Dr. Laura Kinderman, Dean of the Faculty of Business & Professional Studies, and Alysha Monk, Research Grants Officer, representing staff in November. Senate also approved revisions and updates to the Senate Bylaws and Senate Election Procedures. Senate welcomed a new student representative, Gurjot Singh in December. Micki McCartney presented on Chénchenstway, and Dr. Brit Paris presented on the new Digital Learning Framework. Senate voted to adopt and implement this framework.

In January Senate approved a list of 472 students for graduation, representing a 12% increase over Fall of 2022. Senate voted in favour of revisions for the Programs of Study Outcomes Policy and new procedures.

Senate approved a slightly revised Senate Meeting Schedule in February. The President's Office undertook research to ensure that meeting dates do not conflict with significant religious or cultural celebrations, and the August and September dates were shifted to allow for a Senate Orientation and social gathering in August, followed by the Senate meeting later in September. Senate also welcomed a new Alumni representative, Emily Walmsley.

##### **5.2 Senate Liaison**

Patricia Heintzman, Senate Liaison and Board member commented that as Sue's report was comprehensive, she didn't have anything further to add.

## 6. President's Report

President Paul Dangerfield thanked the Board for accommodating him virtually. He joined the Board meeting from Singapore while he's attending the Universities Canada-in-Asia Conference. Capilano University hosted a workshop which was run by CapU Alumni and is part of an alumni ambassador network across the globe.

He noted that there is an additional cover report attached to the President's Report regarding the international student visa cap by Immigration, Refugees and Citizenship Canada (IRCC). The intake cap is intended to stabilize new growth over a 2-year period, standardize the quality of education, and add safeguards for international students in B.C. The application of these new standards is primarily aimed at the private post-secondary sector, which will be impacted the most. The government's action involves all levels of government and how each post-secondary institution in the private and public sectors oversees their international students. There will be implementation of a provincial attestation letter process. Prior to the government's announcement Capilano University had already incorporated many of the quality controls and safeguards for its international student body as part of CapU's regular and on-going institutional standards. The University is well prepared for any further changes ahead.

## 7. Board of Governors Closed Meeting

### 7.1 Enterprise Resource Planning System Project

Board Chair Ash Amlani provided a highlight from the Board's Closed meeting. After much discussion and a lengthy process, Capilano University has chosen an Enterprise Resource Planning (ERP) system. She was happy to announce that Workday is the new system and Deloitte is the implementation partner. VP Finance and Administration, Tally Bains and the team will be working on the plan and integration.

## 8. Executive and HR Committee

### 8.1 B.512 Human Rights, Diversity, Inclusion and Equity

Melissa Nichol, Strategic Director, People, Culture & Diversity summarized the revision process. She went through the changes to the policy.

- Reference to "fairness", has been removed as equity and fairness do not always co-exist
- Indigenous Identity has been added to the list of protected grounds to reflect updated legislation
- Language that read as a guarantee, where it may not always be achievable, was clarified. For example, section 4.2 was changed to read, "endeavor to ensure" and section 4.3 now reads "committed to provide".
- Section 1.3 includes language around procedural fairness, that's in alignment with B.506 Standards of Conduct

Section 6.3 includes a reference to the Conflict of Interest Policy, and uses language consistent with the Board of Governors Manual.

It was moved (Rodger So), seconded (RJ Wallia) and resolved;

*THAT the Board of Governors approve the revisions to policy B.512 Human Rights, Diversity, Inclusion and Equity as presented.*

## **8.2 B.514 Acting President Policy**

Melissa summarized the background and the requested revisions to the policy. The following recommended changes were reviewed and applied.

- Language was added to provide clarity on whether the assigned Interim President is included for quorum purposes.
- The language was clarified to note the difference between Acting President versus Interim President and to further define the roles and responsibilities of each position.
- Prescriptive steps on which Vice President assumes the acting role were removed.
- The President will assign an Interim President, normally from the existing Executives was added.
- The President will inform the Board Chair and the Board of who will take the role of Interim President for coverage of the President's temporary absence.

It was moved (Rodger So), seconded (David Ayriss) and resolved;

*THAT the Board of Governors approve the revisions to policy B.514 Acting President Policy as presented.*

## **9. Finance Committee**

### **9.1 Fiscal 2024/25 Operating and Capital Budget**

Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness, gave an overview of the Integrated Planning (IP) process for Fiscal 2024-25. The IP process is annual and provides guidance for CapU's resource allocation decisions and operational activities. It links the planning process to budget development and brings them into line with the Ministry's Mandate Letter.

He summarized the IP timeline. The University is shifting into the next 3-year cycle of Envisioning/Illuminating 2030. The focus for IP 2024/25 is to continue to shift to plan and budget for a 3-year cycle, enhance and refine the planning and resource allocation process, and ensure the long-term financial stability of the University.

In November, the members of the Senior Leadership Committee (SLC) were asked to provide input on priorities for planning and budgeting. The focus for IP and resource allocation priorities includes the following: Academic Initiatives Support, Implementation for new plans, Employee Engagement, and Squamish Campus. See pages 61-62 of the agenda package. This year the SLC wanted to undertake more work to do with the refining process. The Administration worked with them to accomplish that. This further contributed to this IP year being the most refined in 7-years.

Tally Bains, VP Finance and Administration gave an overview of the Operating and Capital Budget. The operating budget is a surplus of \$3.1 million with revenues of \$177.3 million and expenses of \$174.2 million. The 2024/25 operating budget includes \$9 million of additional resource allocations to support university priorities to ensure alignment with Envisioning 2030 and Illuminating 2030.

The Executive team also took time to review and update the budget resource allocation principles to reflect the university's current state and ensure alignment with Envisioning/Illuminating 2030. Supporting the long-term financial sustainability of the university was ranked as the number one priority.

The changes in the Fiscal 2024/25 budget compared to the Fiscal 2023/24 budget align with the variance between the Fiscal 2023/24 forecast and budget. Tally explained the majority of the changes were in the enrolment category plus salary budgets were updated to reflect the new collective agreements for faculty and staff.

The Capital Budget Summary (table 1.4) is broken down into further categories: New Capital Projects (table 1.5), Capital Budget (table 1.7), and Major Projects in Flight (table 1.8).

Tally reiterated that the most important part in developing the budget is examining revenues. Due to the strike action this process was started a little bit late. The Strategic Enrollment Plan was being developed alongside the development of the budget which combined with ongoing issues with legacy systems caused challenges in determining revenue figures. The team also looked at what was needed in Squamish. Securing Squamish housing and offering more programs in Squamish will change these numbers.

The new ERP system, Workday, will help with all the legacy systems' challenges. Workday will first address the area of faculty payroll, and then finance. It's anticipated that Workday will take approximately 2 years to fully implement.

It was moved (RJ Wallia), seconded (Patricia Heintzman) and resolved;

*THAT the Board of Governors approve the 2024/25 operating and capital budget.*

It was moved (Yuri Fulmer), seconded (David Ayriss) and resolved;

*THAT the Board of Governors approve a 2% increase in tuition and mandatory fees for domestic and international tuition for the 2024/25 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.*

## **10. Governance and Planning**

### **10.1 Rescission of B.103 Program Advisory Committees**

Aurelea Mahood, AVP Academic & Vice Provost, provided the Committee with the background and the rationale for the rescission of B.103 Program Advisory Committees and the creation of Senate policy S2023-01 External Advisory Committees, the corresponding procedures, and standardized terms of reference. This policy was due for review in spring 2023. During the review process, there was an opportunity to separate out elements that should be in a procedures document. The CapU community also wanted to look at the policy through the equity, diversity, inclusion, and Indigenization lens. As a result, the new Senate policy and procedures are much stronger and reflective of the University's values. She summarized the planned timelines for the associated awareness in spring 2024.

It was moved (RJ Wallia), seconded (Rodger So) and resolved;

*THAT the Board of Governors approve the rescission of B.103 Program Advisory Committees.*

Shreya Miglani left the meeting at 5:47 pm.

Troy Abromaitis joined the meeting at 6:06 pm.

## 11. Academics

### 11.1 Chénchenstway

Laureen Styles, VP Academic & Provost introduced Miranda Huron, Director Indigenous Education & Affairs and Chénchenstway a journey of reconciliACTION and learning.

Miranda gave an overview of Chénchenstway. She explained that it's very much a living document, "that responds to Capilano University's internal commitments to Indigenize and decolonize education at CapU campuses and learning locations". The Capilano University community is listening, changing, and adapting as it grows. Host Nations, students, faculty, and staff engagement has been extremely thorough throughout this journey, and that will continue. It's good to take time and have meaningful discussions.

The Chénchenstway film was shared.

The name Chénchenstway was gifted to Capilano University by Elder Latash Nahanee of the Squamish Nation. Overall, the document that has been developed reflects the priorities of the CapU community within themes that align with our responsibilities as a canoe family.

The collaborative development started in 2021 with community engagement sessions. Over three iterations of engagement sessions, the office of Indigenous Engagement and Affairs identified the following themes: Welcoming Paddlers, Honouring Paddlers, Expanding the Canoe Family, Waking Up the Canoe(s), and Reciprocity with Land and Water. These themes are summarized visually and shared on a summary document that is accessible to all.

Miranda responded to questions from the Board of Governors.

- Communication and accountability are a priority as we begin to do this work. We are already having ongoing dialogues with the Nations and the CapU community on our steps forward.
- It is recommended that the Board of Governors provide support by having a reflective exercise on their role within the work of Chénchenstway – an activity which could be supported by the office of Indigenous Education and Affairs.
- More on-campus visibility of Chief Joe Capilano and his history is in progress. Elder Latash Nahanee, a descendant of Chief Joe Capilano, is supporting us in our work to honour his Ancestor's story.
- CapU is also planning for a canoe home for Skw'chays.

Laureen clarified that this has come to the Board of Governors for information and that it's a living document that is understood and valued by everyone. This document is for the information of the Board and is not for approval. The process of approval is colonial and the opposite of what Chénchenstway cherishes. Board Chair Ash Amlani added that it's the Board's role to listen.

"A critical part of ReconciliACTION is how we continue to educate ourselves", Laureen Styles, VP Academic & Provost.

It was moved (Troy Abromaitis), seconded (Mayumi Izumi) and resolved;

*THAT the Board of Governors receive Chénchenstway for information.*

## **12. Meeting Close**

The Open Meeting of the Board finished at 6:45 pm.