



MEETING MINUTES OF THE BOARD

Tuesday, April 16, 2019
4:00 pm in BR126
North Vancouver Campus

Board		Staff
Soon Kim, Chair	Duncan Brown	Jacqui Stewart, VP Finance & Admin
Cherian Itty, Vice Chair	Emily Gaudette	Laureen Styles, VP Academic & Provost
Paul Dangerfield, President	Hassan Merali	Toran Savjord, VP Strategic Planning
Andrew Petrozzi	Michael Fleming	Scott Blythe, Director Alumni & Development
Ash Amlani (via teleconference)	Mila Mattson	Tally Bains, Director of Finance
Aurelea Mahood	Patricia Heintzman	Marika Morissette, EA to the President
	R. Paul Dhillon	
		Regrets
		David Fung, Chancellor
		Carleen Thomas
Guest: Majid Raja, Senate Vice Chair		

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 4:00 p.m.

1. Approval of Agenda

It was moved (Duncan Brown), seconded by (Emily Gaudette) and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved (Duncan Brown), seconded by (Emily Gaudette) and resolved;

THAT the Board approves the consent agenda:

- 2.1. Minutes from the March 19, 2019 Board Meeting
- 2.2. Board Committee Reports:
 - 2.2.1. Finance and Audit Committee
- 2.3. Correspondence

3. Board Chair's Report

Soon Kim stated how pleased he was that the last Board meeting held at the *ká lax-ay* Sunshine Coast Campus was well attended by Board members, Executives, local Mayors, Councillors and members of the shíshálh Nation. He was very happy to report that Capilano University has

completed its application to Universities Canada and thanked management for all of their efforts and dedication. He expressed his enthusiasm for the program development update that will be provided by Laureen Styles at tonight's Board meeting.

The next Board meeting scheduled on May 16, 2019 will focus on Envisioning 2030, followed by an in-camera session. Soon anticipates that the June 18th Board meeting will have a very full agenda. He reminded Board members that the CapU Foundation AGM and Annual Board dinner will be held on June 25, 2019.

4. Senate Reports

4.1 Vice-Chair

Majid Raja, Senate Vice Chair, reported that Senate met on April 2, 2019. He noted there have been some changes to Senate membership. Senate was informed that the Senior Leadership Council approved amendments to Appendix A of the Student Awards Policy (S2018-02). Senate approved revisions to the Credential and Course Criteria Policy (S2015-05) to include minimum requirements for the Honours programs, Joint Majors and Double Majors. Senate approved 12 resolutions brought forward from the March 15, 2019 Senate Curriculum Committee meeting.

Senate was informed of the Senate Instructional Technologies Advisory Committee's general consensus on expanding the membership of the committee to include multiple representatives from larger faculties with more diverse programs and technological needs. The Senate Budget Advisory Committee also met and the Chair reported that a thorough review of the budget documents was undertaken and the Committee had accordingly fulfilled its mandate for this year's budget process. The Committee was presented with a comprehensive draft of the three year operating and capital budget for 2019/2020 – 2021/2022.

Senate is undertaking its annual self-evaluation survey that will afford the ability to review Senate performance in comparison with the self-evaluation results from the last two years. The results of the self-evaluation survey will be presented at the May 14 Senate meeting. It was also reported to Senate that the Ministry has provided the University with one-time funding for 2019-2020 to support students in adult special education, support for student mental health, community adult literacy programs and Indigenous students emergency funding.

4.2 Board Liaison

Nothing to report.

5. President's Report

Paul Dangerfield reported that work on the operating and capital budget and integrated planning has been front and centre. A lot of work has also taken place on engaging the community in Envisioning 2030 and shaping CapU's future.

Paul informed Board members that in celebration of our 50th anniversary, Capilano University commissioned Squamish Nation master carver Ses siyam (Ray Natraoro) to build a traditional Coast Salish canoe as a legacy to future generations. The 30-foot-long sea-worthy canoe symbolizes the University's commitment to Truth and Reconciliation. A special ceremony was held on April 11 at 2 p.m. in the Birch Building cafeteria.

Paul was pleased to announce Capilano University's plans to open a new branch campus in the North Vancouver community of Lower Lonsdale this September. At the end of August 2019, Capilano University will take occupancy of the second floor of 125 Victory Ship Way to deliver educational programs and services beginning in the Fall term. The new space will provide students with an exceptional learning and teaching environment that can also be adapted for meetings and community use.

Paul also shared that Capilano University has signed a Memorandum of Understanding with AMPD Technologies, Greenstone Initiatives and Hynes Developments to build a Creative Tech Community (CTC) intended to be one of Canada's largest on-campus collaborations between education and industry. The collaboration is a joint effort to develop future generations of digital storytellers in technology-related areas such as animation, film, games, visual effects and emerging platforms.

The Honourable Jonathan Wilkinson, Minister of Fisheries, Oceans, and the Canadian Coast Guard and Member of Parliament for North Vancouver will be on campus tomorrow at 1:45 pm in the Bosa Theatre for an important funding announcement that will help foster Indigenous companies in the creative and digital sectors.

Paul reported that he travelled to Victoria, BC on April 4 and met with 2 Assistant Deputy Ministers, Tony Loughran and Kevin Brewster, from the Ministry of Advanced Education, Skills and Training. They discussed the campus master plan and regional campus initiatives, and Paul received lots of support on the approach that the University is taking. On April 5, Paul also met with Philip Steenkamp, President of Royal Roads University to discuss collaboration opportunities.

ACTION: Lesley Cook to send Board of Governors members an Outlook meeting invitation for the convocation ceremonies and lunches on June 3 & 4, 2019.

6. Draft Three-Year Operating and Capital Budget (2019/20 – 2021/22)

Paul Dangerfield provided Board members with background information on the draft three-year operating and capital budget for 2019/20 to 2021/22. An integrated planning approach engaged all departments in analysis, goal-setting, prioritizing, cross-functional collaboration and budgeting for both the short and medium term. The process looked at one, two and three-year priorities to consider initiatives that will span multiple years while at the same time addressing the immediate needs of the current fiscal year. Development of the budget was also informed by various other discussions including the Senate Budget Advisory Committee, the Board's Finance and Audit Committee and the Senior Leadership Council.

Initiatives receiving priority and new funding in the 2019/20 budget include: improvements to student success services and financial support for students; pursuing accreditation with Universities Canada; faculty positions for teaching and non-teaching roles; commitments to Truth & Reconciliation; the admissions review process (including staffing increases to facilitate the implementation of recommendations); investments in technology; training to improve operational processes; digital strategy and outreach; government relations; community engagement; and facilities maintenance and development.

The proposed budget is based on a two percent increase in tuition and mandatory increase for both domestic and international students. No material changes in funding from the Ministry of Advanced Education, Skills and Training are expected, beyond negotiated increases from collective bargaining and the new employer health tax.

A surplus of approximately \$5.5 M in the 2018/19 fiscal year is forecast. Board Chair Soon Kim remarked how pleased he was that the Administration has been prudent rather than frivolous in their spending. The explanation for the surplus mainly has to do with the fact that the University received higher revenues than expected, mostly from international students. Funds were released in the final quarter of the budget year to support both emerging priorities and initiatives that had been requested from earlier planning during budget development

Board members and individuals in the gallery asked numerous questions about the budget which were answered by members of the Executive Team. The main issues raised were around supporting admissions and the registrar's office, as well as advocating for mental health services for both students and employees. Union executives from the CFA and MoveUp expressed their opinion that there wasn't enough time given to consultation with the unions on the budget. Paul Dangerfield acknowledged that the integrated planning approach provided a different consultation process involving more people that then created tighter time lines to review the final budget. Going forward, every effort will be made to consult stakeholders (including union executives) on the budget earlier on in the process. Planning for development of the budget for the next fiscal year will begin in late summer working towards a draft university budget for 2021-22 by December.

ACTION: President to include a financial component to the monthly meeting discussions with MoveUp Executives.

It was moved (Duncan Brown), seconded by (Emily Gaudette) and resolved;

MOTION: *THAT the Board of Governors approve a 2% increase in tuition and mandatory fees for Domestic and International Students.*

It was moved (Duncan Brown), seconded by (Emily Gaudette) and resolved;

MOTION: *THAT the Board of Governors approve the 2019/20 operating and capital budget.*

7. Operational Plan Highlights 2019/20 to 2021/22

Toran Savjord, VP Strategic Planning, Assessment, and Institutional Effectiveness, referred to the document included in the Board package, which is intended to provide highlights of Capilano University's 2019/20 to 2021/22 Operational Plan. The document supplements the budget and is a result of the University's integrated planning process. A separate detailed document that outlines each Faculty and department's three-year plans and measurable objectives will be published in June 2019. This lag is due to the need for each Faculty and department to adjust detailed targets with the final approved balanced budget.

Toran explained that this past year, CapU piloted an Integrated Planning process that was designed to simplify and strengthen CapU's planning and assessment processes. Key features of this process include:

- Integrating Budget Development with Operational Planning:
 - Each Faculty and department was guided through a process of setting targets and aspirations to inform the budgeting process. Plans will be updated post resource allocation, based on final balanced budget.
- Merging Service Unit Assessment and Operational Planning processes:

- In previous years, each service area had to complete a plan and report outlining service outcomes for accreditation purposes. This has been incorporated into core Integrated Planning processes. Each department outlines their service outcomes and targets on a rolling three-year cycle for Integrated Planning.
- Streamlining Institutional Accountability Reporting with Operational Plan Reflection processes:
 - Reflection of past performance compared to plan will be conducted at year end. This will be conducted simultaneously with reporting activities for Institutional Accountability.
- Supporting all University Faculties and departments in adopting a performance-driven, data-informed mindset:
 - As a part of the Integrated Planning process, data on University Key Performance Indicators was made available and training was provided to help Faculties and departments understand the implications on their plans.

Toran commented that the approach taken this past year required a significant cultural shift and energy from everyone involved. He acknowledged how difficult change can be and thanked everyone involved in the process. His goal is to continue to streamline and improve the process for next year.

8. Program Development Update

VP Academic and Provost, Laureen Styles provided the Board of Governors an update on program development at Capilano University. As previously described and as identified in Board Policy B.106 and procedure B106-02, there is a well-defined process for program development through to approval, aligned with the level of credential (e.g., degree or non-degree) and expectations as set out by the Ministry of Advanced Education, Skills and Training, and the Degree Quality Assessment Board (DQAB) for degrees. Programs currently in development at Capilano University are listed in the chart on pages 40 and 41 of the Board meeting package. Both internal and external peer review are integrated in the approval process.

The following four degrees are moving with a goal of Board of Governor's review for Stage 2 approval at the June meeting: Bachelor of Human Kinetics; Bachelor of Arts with a Major in English; Bachelor of Science, General; and Bachelor of Arts with a Major in Psychology.

The following new credential proposals at the concept paper stage that will be further developed in the next year to two include: Bachelor of Arts with a Major in Sociology; Bachelor of Arts with a Major in Environmental Studies; Bachelor of Science with a Major in Data Science; Post-Baccalaureate Certificate in Data Science; Bachelor of Arts with a Major in Applied Social Justice (Community Engagement); Bachelor of Science with a Major in Environmental Technology; Bachelor of Science with a Major in Life Science; Bachelor of Health Studies; Concentration in Information Management; Master of Public Administration; Minor in Cinema Studies; Post-Baccalaureate in Motion Picture Industry Business Affairs; Bachelor of Digital Animation and Visual Effects; and Post-Baccalaureate in Social Innovation.

9. Declaration of Related Party Transactions

Jacqui Stewart, Vice President, Finance and Administration, advised Board members that the provincial government implemented the requirement for a *Related Party Disclosure* in April 2018. The requirement applies to numerous public entities including agencies, crown corporations,

school districts, health authorities, universities and colleges. The form requires the disclosure of any material transactions between related parties, during 2018/19, for transactions at a value other than fair market value and transactions that have a material monetary effect on financial statements at Capilano University.

The definition of a related party, for the purposes of this disclosure includes:

- entities within the governments reporting entity (e.g. Capilano University);
- key management personnel and their close family members (e.g. President and Vice-Presidents); and
- entities controlled by key management personnel or their close family members.

Three questions that need to be answered in the disclosure are:

- Are you aware of any transactions during the fiscal year between yourself and a government entity (Capilano University) that occurred at a value different than fair value?
- Are you aware of any transactions during the fiscal year involving a government entity (Capilano University) and a close family member that occurred at a value different than fair value?
- Are you aware of any transactions during the fiscal year involving a government entity (Capilano University) and an entity controlled by you or a close family member that occurred at a value different than fair value?

Board members present at the meeting completed and signed the declaration of related party transactions and submitted their paperwork to Marika Morissette, Executive Assistant to the President (on behalf of Lesley Cook, Executive Assistant to the Board.)

10. In Camera Session

It was moved (Soon Kim), seconded (Cherian Itty) and resolved;

THAT the Board move In-Camera following the adjournment of the Regular Meeting.

11. Adjournment

It was moved (Soon Kim), seconded (Cherian Itty) and resolved;

THAT the Regular Meeting of the Board be adjourned.

The Regular Meeting of the Board adjourned at 6:30 pm.