



**CAPILANO
UNIVERSITY**

**MINUTES
REGULAR MEETING OF THE BOARD**

Tuesday, April 17, 2018
4:00 pm in BR126
North Vancouver Campus

Board:

Soon Kim, Chair
Imroz Ali
Duncan Brown
Nicholas Cartmell
Chris Clarke
Paul Dangerfield, President
Christopher Doll, Vice Chair
Michael Fleming
David Fung
Cherian Itty (by teleconference)
Hassan Merali
Aurelea Mahood
Andrew Petrozzi
Jessie Williams

Staff:

Tally Bains, Director, Finance
Irene Chanin, Executive Director, Advancement
Victoria Miles, Director, Comm & Marketing
Marika Morissette, EA to Board & President
(recorder)
Toran Savjord, VP Strategic Planning
Sandra Seekins, Senate Vice-Chair
Jacqui Stewart, VP Finance & Admin

Regrets:

Cheryl Nex

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

1. Approval of Agenda

It was moved (Chris Clarke), seconded (David Fung) and resolved:

THAT the Board approve the agenda as presented.

2. Consent Agenda

It was moved (Christopher Doll), seconded (Michael Fleming) and resolved:

THAT the Board approve the following items on the consent agenda:

- Minutes from the March 20, 2018 Board Meeting
- Correspondence
- Audit Committee Report

3. Board Chair's Report

Soon Kim provided a verbal report, and reminded Board members to complete the Board self-assessment survey before the end of the month. He stated that there is no need for a Board

meeting on May 16th, so the next meeting will be held on June 19, 2018. Although we explored the possibility of hosting that meeting at the ká lax-ay Sunshine Coast Campus, the location will remain in North Vancouver. The November 20, 2018 Board meeting will likely be held in Sechelt.

Board members are invited to attend the Second Annual Chief and Council luncheon taking place on June 15, 2018. Local Chiefs and Councils from the Sechelt, Squamish, Lil'wat and Tsleil-Waututh Nations have been invited to participate in community dialogue. Soon looks forward to learning about their goals and priorities in support of Indigenous student success.

The Annual Board Dinner is taking place on June 21, 2018 at the Pinnacle Hotel, following the Foundation Board Annual General Meeting. Soon encouraged everyone to attend.

The Chair indicated that three candidates have been short-listed for the Executive Assistant to the Board role, and that a decision will be made within the next week or two. In the meantime, Marika Morissette will remain in her current role as EA to the Board and President.

4. Senate Reports

Sandra Seekins, Senate Vice-Chair reported that Senate met on April 3, 2018. The Cap Core Implementation Ad-Hoc Committee presented recommendations with regard to Cap Core transfer students. Senate approved them with two modifications. The Research Task Force has crafted language regarding ethics around research which will be released shortly. Although the University has an existing policy on research, it will likely need further development.

Senate approved the adoption of an ad hoc committee for the development of student evaluation of learning. The Self-Evaluation Committee was requested to convene to begin work on the Senate self-evaluation survey and report. The Nominating Committee was requested to convene to determine candidates for the position of Vice-Chair of Senate. The By-Law, Policy and Procedure Committee brought forward the Final Grade Appeal Policy which was approved as presented with an implementation date of Sept. 1, 2018. The Senate Instructional Technologies Advisory Committee reported that the Open Education Resources Working Group is working on recommendations for the Student Success Task Force. Senate approved the nomination for Faculty Emeritus as presented by the Tributes Committee.

The result of the Senate elections for faculty, staff and students was reported as completed and the results posted on the website. There will be a further election called for the remaining vacant seats. The common expiry date of all Senate members' terms was brought up as a potential continuity problem. It was suggested that a review be undertaken as to whether or not to continue with this practice.

Soon Kim announced that Duncan Brown will be replacing Christopher Doll as the Board Liaison to Senate.

5. President's Report

Paul Dangerfield referred to Schedule 5 of the meeting package, which contains high-level updates from the Office of the President on topics including the Campus Master Plan, Academica, President's First Nations Advisory Committee, 50th Anniversary Program Highlights, Junior All Native Tournament, and Blues Annual Athletic Banquet. He explained that this new format was

initiated by Toran Savjord as a way of keeping the CapU community well-informed during Paul's medical leave. A more fulsome President's Report to the Board will be included at the June Board meeting.

Paul reported that Minister Melanie Mark and MLA Bowinn Ma will be attending Capilano University on April 20, 2018 to make a funding announcement. It's expected that Capilano University will be able to welcome more students to our in-demand 2D Animation and Visual Effects diploma and 3D Animation diploma programs as a result of this funding.

6. Draft Operational Plan for 2018-19

Toran Savjord shared a sample of the draft Operational Plan for 2018-19, specifically the First Nations Student Success section. He indicated that the 2018-19 Operational Plan will include operational goals from each area and measurable objectives that will serve as a solid foundation in preparing for the development of the next strategic planning cycle.

Board members commented that they liked the format, appreciated the baseline measures, and found the document easy to read. However, they would have preferred to review the full draft of the Operational Plan for 2018-19 prior to approving the budget for 2018-19. Toran explained that unfortunately, he didn't have enough time to complete the document since he spent two months filling in as Acting President. However, the key goals of the Operational Plan were taken into account during the preparation of the budget.

7. Three-Year Operating and Capital Budget (2018/19 – 2020/21)

Paul Dangerfield referred to Schedule 7 of the meeting package, and explained the process that the University went through to develop the three-year Operating and Capital Budget for 2018/19 – 2020/21. He emphasized that there was a great deal of consultation with the Senate Budget Advisory Committee and union groups in putting together the budget, and that he was very proud of the efforts of everyone involved. He gave a special shout out to Jacqui Stewart, Tally Bains, and the rest of the Finance team.

Traditionally, the budget and forecast have been developed centrally by Financial Services. Over the next fiscal year, work is required to understand departmental budgets and develop a costing model to understand the sensitivities and relationships of tuition revenues, student enrolments, faculty sections and operating costs. The monthly and quarterly review of key revenues and expenses will help inform the financial outlook for 2018/19.

Jacqui Stewart reviewed the purpose, legislative framework, and financial framework that the University adhered to in the development of the 2018/2019 – 2020/21 budget. She outlined the assumptions regarding the University's financial outlook, with reference to planning horizon; starting point – "as is" budget; operating grant; student enrollment, tuition and mandatory fees, and agency fees; new programs or expanded capacity; salaries and benefits; new investments; student housing; and capital.

Jacqui also summarized the potential risks to the budget, which include factors such as any material change to the operating grant from the provincial government, declining tuition revenue from domestic students, increasing tuition revenue from international students, cyber security threats and challenges, aging infrastructure, and unforeseen expenditures.

Soon Kim referred to page 33 of the meeting package, and noted that the total revenue for 2018/19 is projected at \$107,800,118 which is approximately a \$9M increase over last year. He observed that expenses related to salaries and benefits are also going up by \$4.7M.

Board members reviewed the attachments in detail and asked a number of questions for clarification. There was a discussion about enrolment management, domestic targets (4050 FTEs), admissions processes, retention rates, and international recruitment. A strategic enrollment management plan will be created over the coming year, and recommendations from Academica's admissions review will be implemented.

Board members asked whether the proposed budget is sufficient in order to accomplish everything that the University wants to do in the coming year. Toran Savjord responded that in most areas the budget will be adequate, but there are certainly still a number of asks that can't be accommodated within the current budget. Strengthening capacity and more students on campus remain the top priorities for the University. More resources will be needed on a go-forward basis.

Imroz Ali inquired as to whether or not the Ministry of Advanced Education, Skills & Training has allowed the University to use the forecasted \$4 million surplus on deferred maintenance projects and capital investments. Unfortunately, the request was turned down. Paul Dangerfield will be attending a meeting in Victoria on Thursday, and intends to follow-up on this issue.

The University was directed to look at ways of distinguishing CapU from others in the marketplace. One suggestion was to consider getting a license for online textbooks so that students wouldn't have to pay for textbooks. BC Campus offers some material, but only for certain subjects.

ACTION: Paul Dangerfield and Bernadette Andrade to prepare a briefing note for the Board regarding the University's approach to developing anchor degrees.

David Fung requested that in the future, the proposed budget package include graphs to accompany the numbers and to illustrate changes from year to year. Jacqui Stewart responded that she would work on this for the coming year.

David Fung asked about how the capital budget relates to the Foundation's fundraising efforts. Irene Chanin stated that the Foundation will be fundraising for capital projects, specifically the new Student Success Centre. The next Foundation Board meeting will be held in May.

It was moved (Hassan Merali), seconded (Nicholas Cartmell) and resolved:

THAT the Board adopt the Operating and Capital Budgets for 2018/19.

It was moved (Chris Clarke), seconded (Christopher Doll) and resolved:

THAT the Board endorse the notional Operating and Capital Budgets for 2019/20 and 2020/21.

Nicholas Cartmell left the meeting at 5:52 pm.

8. Program/School Review Schedule for 2018/2019

Paul Dangerfield, in his capacity as Acting VP Academic, notified Board members of the list of programs and schools identified to start the review process in the upcoming academic year. Senate has reviewed and approved the list (*please see Schedule 8.*) This is part of Capilano University's educational quality initiative, and will allow the University to move forward with the application to Universities Canada. The program/school review schedule has been mapped out for a 5-year period, but the information provided is for 2018/2019.

9. Website Redesign Project Update

Victoria Miles gave a presentation on the University's website redesign project. The website goals are to create and sustain an engaging web presence that achieves the University's goals. Content will be improved to increase student recruitment. Six fundamental elements of the website were identified for improvement: presenting a compelling value proposition; communicating key selling points; ensuring audience relevance; enhancing audience engagement; presenting calls to action; and improving the site's overall visual impact. The new website will also be mobile-optimized and deliver search engine optimized information in a clear, concise and consistent manner with easy and user-friendly navigation.

The anticipated launch date is June 12, 2018 which occurs prior to a busy registration period, and allows various departments to become familiar with the site prior to registration. This date honours the expectation that the University's new website will be launched in advance of its 50th anniversary academic year, and the celebrations and events that begin in September.

Board members were given a preview of the new website. Christopher Doll commented that he was impressed with the stunning product that was presented. The new website is a tremendous advancement from the current site. Hassan Merali congratulated the team for their work on this project. Jessie Williams expressed her thanks and recommended that the University find ways to engage students in the website redevelopment. Victoria responded that the project involved consultation with high school students, high school student parents, high school counsellors, CapU employees, as well as current CapU students.

David Fung requested that the new site capture statistics on the number of visits/hits and length of stay on specific pages. That information will be useful in determining how effective the new site is. Victoria advised that KPIs have been established and confirmed that they align well with the project goals.

10. Adjournment

The Regular Meeting of the Board adjourned at 6:39 pm.