



**CAPILANO
UNIVERSITY**

**MINUTES
REGULAR MEETING OF THE BOARD**

Tuesday, March 14, 2017

4:00 pm in BR126

North Vancouver Campus

Board:

Soon Kim, Chair
Chris Clarke
Paul Dangerfield
Chris Doll, Vice Chair
Michael Fleming
Michelle Gervais
Cherian Itty
Aurelea Mahood
Cheryl Nex (via teleconference)
Jessie Williams

Staff:

Irene Chanin, Executive Director, Advancement
Nanci Lucas, Vice Chair, Senate
Jacqui Stewart, VP, Finance & Admin.
Marika Morissette, EA to Board & President
(recorder)

Regrets:

Nicholas Cartmell
David Fung
Carol Howorth

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 (Michelle Gervais) and resolved:

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved (Chris Clarke), seconded (Aurelea Mahood) and resolved:

THAT the Board approves the consent agenda:

- Minutes from the February 21, 2017 Board Meeting
- Audit Committee Report
- Policy and Planning Committee Report

3. Board Chair's Report

Soon Kim thanked Nicholas Cartmell for taking on the responsibility of chairing the Investment Committee, and expressed his appreciation to Cheryl Nex for chairing the Audit Committee. Soon advised that Marika Morissette will be ordering Capilano University business cards for Board members, and will start to update the Board intranet site. Soon commented that he was impressed with the logic of the budget brought forward for approval at today's meeting, and thanked Jacqui Stewart and her team for their work and preparation on it. Soon also remarked

that he has met with several different stakeholder groups and is looking forward to meeting with First Nations leaders within the next few months.

4. Senate Reports

Nanci Lucas reported that Senate has approved B.106-01 Program Review Procedures and B.106-02 Program Approval Procedures. They will come to the Board as an information item later on.

The Senate Budget Advisory Committee unanimously approved that the Committee had met its mandate with respect to the 2017/2018 University budget.

Senate approved two nominations for Honorary Doctorate candidates and one nomination for Faculty Emeritus.

5. President's Report

Paul Dangerfield provided a written report in the Board agenda package and highlighted certain areas such as work completed on the University's 2017/2018 Operational Plan and supporting budget. The University is participating in many exciting initiatives such as the upcoming American Marketing Association (AMA) Case Competition in New Orleans March 15-17. The Capilano team was one of ten teams in North America to be selected as finalists. This is a great achievement and a recognition of our marketing program.

Students from the School of Business and Professional Studies also competed at the CPA BC Case Competition held in mid-February and they won against all the BC schools of business.

Paul advised that the recent President's Reports have been posted to the Capilano University website under the President's Office section (<http://www.capilanou.ca/about/president-office/Reports-Initiatives/>).

6. Three-Year Operating and Capital Budget (2017/18 – 2019/20)

Paul Dangerfield referred to Schedule 6 of the meeting package, and explained the process that the University went through to develop the three-year Operating Plan and the corresponding budget. Each department and faculty developed a rolling three-year operating plan, and the individual plans were consolidated into a single operating plan that resulted in a short-list of priorities for 2017/18 – 2019/20.

The combined requests for the operating budget exceeded \$8.0 million in 2017/18 and increased to \$10.0 million per year in 2018/19 and 2019/20. The requests were ranked against the priorities and the highest ranking requests were reviewed a second time given the available budget in 2017/18. Requests that can not be accommodated within the available budget may be considered later in 2017/18 depending on the overall financial position of the University, or will be considered in next year's budget development.

Jacqui Stewart reviewed the purpose, legislative framework, and financial framework that the University adhered to in the development of the 2017/2018 – 2019/20 budget. She outlined the assumptions regarding the University's financial outlook, planning horizon, starting point,

operating grant, tuition and mandatory fees, new programs or expanded capacity, salaries and benefits, student enrolment, new investments and capital.

Jacqui also summarized the potential risks to the budget, which include factors such as any materials change to the operating grant from the provincial government, declining tuition revenue from domestic students, cyber security breaches, aging infrastructure, and unforeseen expenditures. Positions that have been added in 2017/18 include 150 faculty sections, 21 staff positions and 5 administrators. Most of these positions are new and while some have been targeted for recruitment early in the fiscal year, other positions are targeted for later which will contribute to savings. One-time projects in 2017/18 include development of a campus master plan, renovations for the Student Success Centre and redevelopment of the website.

The proposed budget is inclusive of a 2% tuition increase for domestic and international students. Under government's policy, introduced in 2005, tuition and mandatory fee increases for existing programs for domestic students have been limited to 2%. Although it could be late into the summer before the University receives confirmation from the provincial government, there's no indication that a 2% increase is not going to be permitted this year. Although international tuition rates are not capped under government's policy, a 2% increase is in line with similar institutions.

It was moved (Chris Doll), seconded (Cherian Itty) and resolved:

THAT all domestic and international tuition rates and fees be increased by 2% for Fall 2017.

It was moved (Michelle Gervais), seconded (Chris Clarke) and resolved:

THAT the Board adopts the Operating Budget for 2017/18.

It was moved (Chris Clarke), seconded (Michael Fleming) and resolved:

THAT the Board adopts the rolling Three-Year Capital Budget (2017/18 – 2019/20).

It was moved (Cherian Itty), seconded (Aurelea Mahood) and resolved:

THAT the Board endorses the notional 2018/19 and 2019/20 Operating Budget.

7. Draft Annual Board Schedule

Paul Dangerfield referred to Schedule 7 of the meeting package, and proposed that the Board of Governors hold regular meetings in September, November, January, March, and June of each academic year, with additional meetings scheduled in April or May if needed. BOG Subcommittee meetings would take place in alternate months (e.g. October, December, February, etc.) The goal is to provide better planning and predictability for each month that the Board convenes. The Board members would also attend orientation and planning sessions in September, a BOG/Senate networking in December, as well as a Foundation AGM and Joint Board networking in June.

It was moved (Jessie Williams), seconded (Chris Clarke) and resolved:

THAT the Board approves the recommended approach for the annual board schedule.

8. 2017 Board Self-Assessment Survey

Chris Doll explained that each year, the Governance Committee is responsible for conducting an evaluation of the Board. In previous years, this has involved a self-assessment survey. The Governance Committee will be meeting on March 23, 2017 to review the survey questions from 2016 and determine whether any changes should be made to existing questions. The 2017 on-line survey will be sent to Board members for completion in April. Survey results will be available in June.

9. Adjournment

The Regular Meeting of the Board adjourned at 5:12 pm.