



**CAPILANO
UNIVERSITY**

**MINUTES
REGULAR MEETING OF THE BOARD**

Tuesday, March 20, 2018

4:00 pm in BR126

North Vancouver Campus

Board:

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

Staff:

Irene Chanin, Executive Director, Advancement
Jennifer Jamieson, Mgr Policy, Privacy & Govern.
Mike Knudson, AVP Human Resources
Nanci Lucas, Policy Development Officer
Karen McCredie, Registrar
Marika Morissette, EA to Board & President
(recorder)
Toran Savjord, VP Strategic Planning
Sandra Seekins, Senate Vice-Chair
Jacqui Stewart, VP Finance & Admin

Regrets:

Chris Clarke

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

1. Approval of Agenda

Paul Dangerfield requested that the agenda be amended to delete the second motion under Section 7, Tuition and Mandatory Fees. The motion to approve revisions to Board Policy B.202 – Tuition Policy to reflect the two-percent increase for domestic and international tuition and mandatory fees for Fall 2018 needs to come forward to the Board in June 2018 rather than in March 2018.

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

THAT the Board approve the agenda as amended.

2. Consent Agenda

Cheryl Nex requested that the Audit Committee Report be removed from the consent agenda for discussion. She updated the Board that on February 26, the Audit Committee received a report on the financial position for 2017/18, and that a surplus of \$4 million was forecasted. Staff advised that the surplus was primarily due to higher enrolment of international students and lower costs in salary and benefits. After significant consultation with Paul Dangerfield and the auditors at KPMG, they recommended that a request be made to the Ministry of Advanced Education, Skills & Training to use the forecasted \$4 million surplus on deferred maintenance projects and capital

investments. The Committee supported this approach and staff have since made the formal request to the Ministry. At this time, the Ministry response is pending.

Jacqui Stewart clarified that it would not be staff's intention to request a restriction on an annual basis, but rather develop improved forecasting. Understanding the financial position earlier would lead to alternate spending plans. Training and development, improved financial literacy and supporting software tools would lead to identifying the financial position earlier so that appropriate action can be taken.

Paul Dangerfield stated that he sees the surplus as good news. It demonstrates that the University has done a better job at recruiting more students on campus, and that expenses have been well managed. The proposed budget for 2018/2019 will be brought forward to the Board for approval at the April 17th meeting.

It was moved (Christopher Doll), seconded (Duncan Brown) and resolved:

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

- Minutes from the January 23, 2018 Board Meeting
- Audit Committee Report
- Investment Committee Report
- Governance Committee Report
- Policy and Planning Committee Report

3. Board Chair's Report

The Chair remarked that Paul Dangerfield is looking well and that he is happy that his recovery following surgery went smoothly. He thanked Board members for all of their work to date this year. He mentioned that he recently received correspondence from the Ministry related to six board members whose terms are due to expire by the end of July and/or December 2018. He asked those Board members to think about their plans to renew membership, and to advise him of their decision.

ACTION: Soon Kim and Marika Morissette to complete the necessary paperwork for the board appointments process by April 6, 2018.

Soon Kim advised that the next Board meeting in April will mainly be focused on the budget. He suggested that a future Board meeting be held at the Sechelt campus rather than the North Vancouver campus.

ACTION: Marika Morissette to explore dates that might work for hosting a Board meeting at the Sechelt campus.

4. Senate Reports

Sandra Seekins, Senate Vice-Chair reported that Senate has met twice since the last Board meeting. At the February 6, 2018 meeting, a motion was passed that Senate send its advice to the Board to accept the List of Discontinued Courses as presented. The By-Law, Policy and Procedure Committee brought forward B.102 Policy Development and Management. The Academic Planning

and Program Review Committee discussed a Concept Paper for a new Baccalaureate Degree. The Budget Advisory Committee made progress in reviewing and clarifying the list of budget asks. The Cap Core Implementation Ad-Hoc Committee continued its work in determining whether courses are in line with literacy and science requirements. The Senate Curriculum Committee continued to work through very large agendas and to manage the volume of Cap Core courses and the new curriculum coming through. The Research Task Force will be providing policy recommendations to the Office of the President surrounding research in relation to Universities Canada membership requirements and ethics board requirements.

At the March 6, 2018 Senate meeting, there was a reminder that Senate elections were ongoing and that all faculty Senator terms are up this summer. The By-Law, Policy and Procedure Committee noted that there would be some streamlining to come in terms of process; a motion was made and passed that Senate's advice to the Board on B. 108 Credit and Non-Credit Courses Policy move forward to the Board of Governors. The Ad Hoc Committee for Release Sections put forward a proposed motion that was approved that the By-Law Committee discuss release sections for Faculty Chairs of the high workload Senate subcommittees: SAPPRC, SCC, and By-Law, Policy, and Procedure. The Budget Advisory Committee continued to review and rank high budget items. The Senate Curriculum Committee continued to bring forward new and Cap Core designated courses for approval at Senate. There was a short discussion of snow day protocol. It was announced that the Centre for International Experience would be facilitating workshops to assist faculty in understanding the cultural contexts from which International students are coming to Cap U and the support systems in place to assist them in their success.

Christopher Doll, Board Liaison to Senate, reported that he was unable to attend the March Senate meeting due to a scheduling conflict.

5. President's Report

Paul Dangerfield conveyed that it was good to be back at work and thanked everyone for the many cards, gifts and words of encouragement that he received during his medical leave. He acknowledged the Executive Team members for stepping up while he was away, and expressed his appreciation to the Board members for supporting the Executive team. He stated that his current priorities are to work on the budget, focus on hiring critical positions, and strategic planning.

Paul Dangerfield announced that Chris Bottrill has accepted the position of Director, International for Capilano University. Chris will have strategic and operational oversight for leading and managing the Centre for International Experience. He will also continue building CapU's government and institutional relationships both locally and internationally. He assumes this expanded role effective April 18, 2018. In the meantime, he will continue to serve in an acting capacity as VP Academic and Dean, Faculty of Fine & Applied Arts.

6. 2018/2019 Government Mandate Letter

Board members reviewed the 2018/2019 government mandate letter and were given an opportunity to ask questions. The President emphasized the six key priorities that will be addressed in Capilano University's Institute Accountability Plan and Report (IAPR), and which will be reflected in the Operating Plan for 2018/2019.

7. Tuition and Mandatory Fees

Paul Dangerfield stated that the University is proposing a two-percent (2%) increase on tuition and mandatory fees for Fall 2018. The proposed increase is in compliance with existing government policy, in which tuition and mandatory fee increases for existing programs for domestic students have been limited to 2%. Although international tuition rates are not capped under government's policy, a 2% increase is in line with similar institutions. The financial impact of the additional revenues will be incorporated into the 2018/19 – 2020/21 budget development, which will be presented at the April Board of Governors meeting for approval.

There was a discussion about the history of the tuition fees and the freeze that was imposed by the government back in 2004 that lasted several years. Board members commented on how low Capilano University's tuition fees are compared with other post-secondary institutions. Student representatives Hassan Merali and Imroz Ali commented that they were attracted to CapU in part by the low tuition fees.

Jacqui Stewart explained the factors that make the 2% increase in international tuition necessary for the next year. Board members commented that the increase seems fair and reasonable, especially assessed against what other institutions charge for education.

It was moved (Nicholas Cartmell), seconded (Jessie Williams) and resolved:

THAT the Board approve a two-percent (2%) increase for domestic and international tuition and mandatory fees for Fall 2018.

8. Annual Board Meeting Schedule for 2018/2019

Paul Dangerfield presented the proposed meeting schedule for 2018/2019. Regular meetings would be held 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. 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 (Duncan Brown), seconded (Imroz Ali) and resolved:

THAT the Board approve the proposed annual board meeting schedule for 2018/2019.

ACTION: Marika Morissette to double-check availability with the Board's student representatives once they receive their class schedules to ensure that there are no conflicts with the proposed dates.

9. 2018 Board Self-Assessment Survey

Christopher Doll explained that each year, the Governance Committee is responsible for conducting an evaluation of the Board. This involves completing a self-assessment survey that requires Board members to take time out of their schedules to rank and answer a few questions. The survey questions will be the same as last year, which will allow year-to-year comparisons to be

made. The survey will be sent to Board members for completion in April, and survey results will be available in June. Board members were agreeable with this approach.

ACTION: Board members to complete the Board Self-Assessment Survey prior to April 30, 2018.

10. Course Discontinuance List

Sandra Seekins reminded Board members that at the January 23, 2018 Board meeting, a motion was approved to send the discontinuance list of the courses presented by the Faculty of Arts & Science, the Faculty of Business and Professional Studies and the Faculty of Education, Health and Human Development to the Senate to seek its advice. There are a large number of courses and some programs that have not been offered in a very long time that are sitting on the books without any intention of ever being offered again. Senate's advice is to accept the list of Discontinued Courses as presented.

It was moved (Sandra Seekins), seconded (Christopher Doll) and resolved:

THAT the Board approve the list of Discontinued Courses as presented.

11. B. 102 Policy Development and Management

On November 21, 2017, the Board resolved that the revised Policy B.102 – Policy Development and Management be sent to Senate to seek its advice under Section 35.2(6) of the University Act. Sandra Seekins advised that Senate's advice is that the substantive revisions made to B.102 Policy Development and Management Policy are acceptable as stated.

The proposed revisions to B.102 set out a clear process for the development and approval of University policies, including:

1. allowing for operational policies;
2. setting out the approval authority and process for:
 - a. Board policies;
 - b. Board policies that require the advice of Senate;
 - c. Senate policies; and
 - d. operational policies.
3. setting out the approval authority and process for procedures; and
4. providing for senior leadership consultation on all Board/Executive policies and procedures.

It was moved (Sandra Seekins), seconded (Nicholas Cartmell) and resolved:

THAT the Board approve the revised B.102 Policy Development and Management.

It was moved (Nicholas Cartmell), seconded (Imroz Ali) and resolved:

THAT the Board approve the rescission of B.102.1 Policy Development and Management Procedures.

12. B.108 Credit and Non-Credit Courses

On November 21, 2017, the Board approved a motion to seek the advice of Senate on the substantive revisions made to Memo 15, now titled B.108 Credit and Non-Credit Courses Policy. Sandra Seekins confirmed that Senate's advice is that the substantive revisions made to B.108 Credit and Non-Credit Courses Policy are acceptable as stated except that Section 1.2 should read: "*This policy describes credit and non-credit courses*" instead of "*This policy defines credit and non-credit courses*".

It was moved (Duncan Brown), seconded (Cherian Itty) and resolved:

THAT the Board approve B.108 Credit and Non-Credit Courses Policy as presented, including the revision suggested by Senate.

It was moved (Duncan Brown), seconded (Cherian Itty) and resolved:

THAT the Board approve the rescission of Memo 15 – Credit Free Activities.

13. Academic Schedule: Inclusion of Fall Reading Break

Sandra Seekins informed the Board that a Senate Ad-Hoc Committee on Fall Reading Break was established to evaluate the potential of adding a Fall Reading Break to the standard Academic Schedule at Capilano University. The Ad-Hoc Committee was chaired by the Registrar and included representatives of faculty, students and administrators. They met several times and completed comparative research and a survey of Capilano students. The research indicated that there is a growing number of Canadian institutions offering a fall break of between 1-5 days. The survey was completed by 1302 students and showed a strong support for a fall break. The results also showed some concerns related to loss of momentum, loss of class time, and other academic concerns.

Guiding Principles were to ensure that the student and student success is the focus of the outcome; and to work to protect the integrity of the current Academic Schedule in relation to minimizing loss of class time, exam days, buffer day between the last day of classes and the first day of exams and the timeline for grading. The Ad-Hoc Committee determined that the Capilano University Academic Schedule could accommodate the addition of a 1 day Fall Reading Break aligned with Remembrance Day.

It was moved (Sandra Seekins), seconded (Imroz Ali) and resolved:

THAT the Board approve the addition of a Fall Reading Break to the Academic Schedule.

Paul Dangerfield thanked Karen McCredie and Sandra Seekins for listening to the student voice and coming up with an elegant solution to help relieve stress for CapU students.

14. Adjournment

The Regular Meeting of the Board adjourned at 5:36 pm.