



## MEETING MINUTES OF THE BOARD

Tuesday, February 23, 2021  
4:45 pm to 6:45 pm  
Held remotely via MS Teams

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Board		Staff
Cherian Itty, Chair	Mila Mattson	Debbie Carter, VP Finance and Administration
Duncan Brown, Vice Chair	Patricia Heintzman	Jennifer Ingham, VP University Relations
Paul Dangerfield, President	Andrew Petrozzi	Toran Savjord, VP Strategic Plan, Assess & Inst. Effect
Ash Amlani, Board Senate Liaison	Majid Raja	Laureen Styles, VP Academic & Provost
Oscar Blue	Rodger So	Lesley Cook, Recorder
Michael Fleming	Sonny Wong	

  

Regrets	Guests
Yuri Fulmer, Chancellor	Tally Bains, Director, Finance
Rashmi Moon	Aurelea Mahood, Director, Academic Initiatives & Planning
	Jorge Ocegüera, Strategic Planning Lead
	Melanie Schumacher, Exec. Asst, VP Strat Plan.
	Stephen Williams, Senate Vice Chair

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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 4:49 p.m.

### 1. Approval of Agenda

It was moved (Oscar Blue), seconded (Sonny Wong) and resolved;

*THAT the agenda be approved as presented.*

### 2. Consent Agenda

It was moved (Ash Amlani), seconded (Duncan Brown) and resolved;

*THAT the Board approve the following items on the consent agenda as presented:*

- 2.1. Minutes from the January 26, 2021 Board Meeting
- 2.2. Board Committee Reports:
  - 2.2.1. Finance and Audit Committee
  - 2.2.2. Governance and Planning Committee
  - 2.2.3 Investment Management Committee

### 3. Place Holder (item from the Consent Agenda)

No items were pulled from the Consent Agenda for discussion.

### 4. Board Chair Report

Board Chair, Cherian Itty provided a short report to the Board. Cherian noted that the Capilano University continues to be busy, things are going well and there have been a lot of meetings

contributing to the progression. He informed the Board that there has been a lot of positive communication from the Ministry.

## **5. Senate Reports**

### **5.1 Vice Chair**

Senate Vice Chair Stephen Williams reported on the February 2 Senate meeting. He provided the following highlights.

- The Senate approved four concept papers, which is the initial step in proposing a new program at CapU
  - Bachelor of Arts with a major in Philosophy, Politics and Economics
  - Diploma in Interactive Design
  - Graduate Diploma in Early Childhood Studies
  - Master of Music Therapy
- Senate reviewed and approved the Academic Plan that is discussed under separate cover.
- Chris Botrill presented highlights of an internationalization plan. As the plan progresses there will be opportunities for the CapU community to provide feedback.
- Registrar Kyle Vuorinen presented the timelines for the upcoming staff, faculty, and student position elections.

### **5.2 Board Liaison**

Board Liaison, Sonny Wong added that he is grateful for all of the work that has been done to develop these new programs and to Senate. A great deal of time and effort has been undertaken; the Board, management, and the CapU community should be proud.

## **6. President's Report**

Due to the proximity of the last Board meeting, President Paul Dangerfield provided a verbal only report to the Board, that included the following highlights.

- The President's Office received communications from the Northwest Commission on Colleges and Universities (NWCCU) indicating that Capilano University has successfully completed its accreditation. There were a number of commendations and actions for improvement. These improvements need to take place over the next 7 years and to that end an Action Group has been established to align work with the Integrated Plan.
- Capilano University has been recognized as one of BC's Top Employers of 2021 for a third year in a row; another great achievement.
- The University celebrates Black History Month this February. The Equity, Diversity and Inclusion (EDI) Action Group, CSU, CFA and HR are leading the way by hosting a series of virtual events, sponsoring an anti-racism resource hub, and airing a student documentary from the School of Motion Picture Arts. Other projects are underway that honour the lives, achievements, and heritage of black history and will be shared with the community.

- The Winter Convocation was a success. Over eleven hundred students were eligible for graduation. Virtual ceremonies were held on Friday, February 19<sup>th</sup> along with virtual receptions allowing students to celebrate with their families and friends online. They were just as proud as they would be during a non-pandemic Convocation. We had a wonderful experience celebrating the honorary degrees of Dr. Susan Point, renowned artist and influencer of emerging contemporary Coast Salish Indigenous art and Derek Lee, accomplished real estate developer, philanthropist and leader in business on the Northshore. Capilano University was pleased to award the title of Faculty Emeritus to a former faculty, 24-year English instructor and widely-published and renowned scholar Dr. Jenny Penberthy.
- Planning is underway across the university and with Senate to prepare for Fall 2021. Options include a return to in person delivery and remaining in adapted learning model. We are anticipating further guidance from Doctor Bonnie Henry in the coming weeks and want to be prepared and respond appropriately and provide clear guidance to students and employees by the end of April or early May.

**Action:** Lesley to circulate the final NWCCU communication to the Board of Governors.

## **7. Integrated Plan and Budget 2021/22 to 2023/24**

### **7.1 Integrated Plan 2021/22 to 2023/24**

Toran Savjord, VP of Strategic Planning, Assessment and Institutional Effectiveness summarized the planning and process timeline to date and discussed this year's approach, which included a focus on implementation planning and better forecasting to mitigate reactive management and develop a COVID-19 and post COVID-19 successful model.

The planning process was built upon the Executive Team's three-year planning practice. The three stage approach to developing the Integrated Plan involved reflection and monitoring of current subject specific planning commitments, identifying actions and pivots to address existing key areas of focus, sharing amongst stakeholders, sharing of key inter-department dependencies, risks related to accomplishing highlighted areas of focus, people working together, key dependencies and potential risks for the coming year, and uses Envisioning 2030 themes, goals and priorities as the foundational structure. The approach to planning promoted the need for the Capilano University community to work together while embracing a new method of planning. Accountability and transparency will continue to be a fundamental part of the Integrated Plan's foundation. Toran also highlighted the three key areas of focus: the Campus Master Plan, digital transformation, the alignment with Envisioning 2030, and understanding risks.

The plan is in accordance with the *University Act* and aligns with the Ministry's annual mandate letter, in addition to CapU's institutional plans. The Integrated Plan can also be seen on Capilano University's website.

Vice Board Chair Duncan Brown explained the review timeline and process from the perspective of the Governance and Planning Committee. The Committee focused on the highlights of the operational and subject specific plans and their alignment with Envisioning 2030. It's a pivotal moment for CapU and it's the first time the Committee and the Board have seen the plan in this format. The Committee is quite pleased. Next year the plan will have evolved even further still and the Committee will deepen their focus to things like risk and strategic enrollment. It's an important document that guides the University and he commented that upon reading the plan he was quite impressed.

Cherian echoed that it is important this time to look at alignment with the other plans and Envisioning 2030. He noted that the dependency matrix is impressive too.

Michael added that he is very appreciative of the process. Faculties have started to have a measurable autonomy that they did not have before.

It was moved (Mila Mattson), seconded (Ash Amlani) and resolved;

*THAT the Board of Governors accept the Integrated Plan 2021/22 to 2023/24 as information.*

## **7.2 Budget**

Committee Chair Patricia Heintzman introduced the budget and explained that the Finance and Audit Committee has been able to see the budget at various developmental stages. The Committee was able to learn, firsthand, about the integral details involved in the budget development from Debbie Carter, VP of Finance and Administration, and Tally Bains, Director of Finance. The Committee is very appreciative of all the work that has gone into the budget development.

Having shared the budget with multiple stakeholders, including Senate, the CSU, SLC, and faculty, Debbie found the budget development process a good experience because the Integrated Plan is driving the budget. The final round of budget development included a comprehensive examination of enrollment, ancillary, and mission critical items resulting in a \$5.2 million deficit budget for Fiscal 2021/22. She is very appreciative of the opportunity to work with the Finance and Audit Committee and for their efforts in the budget development process.

Tally gave the Board an overview, explaining the new approach taken this year to explain the budget changes in major categories, providing supporting documentation that ties into these categories and, where applicable, explaining change related to unit or rate increase or decrease. The Enrollment category includes tuition revenue, faculty teaching costs, international agent commission expenses and student success fee expenses equal to the corresponding revenue. She provided a breakdown of the international and domestic student enrollment numbers, noting that they are still lower than pre-pandemic numbers. Tally also explained the Fund 20 Restricted fund category which is funding agreements/contracts with external funding agencies that has stipulations set out in the contract. This fund has been historically a roll-over budgets. The Finance Department did a deep dive during development of the Q1 forecast/internal budget and identified activity that belonged in either operating or ancillary funds but further work is needed in this area.

A question was raised that the faculty teaching costs appeared to have declined over the years as a proportion of the total expenses. Tally clarified that during the quarter 1 forecast development, Finance split the faculty costs into faculty teaching and faculty non-teaching. Faculty teaching costs are derived from enrollment targets and faculty non-teaching costs work in a similar manner as the other employee groups as it is based on workload activity. The Board requested the Finance staff to confirm faculty costs over the years plus provide a comparative to other post-secondary institutions. Tally informed that the comparison to other PSI's might be difficult as salary costs are not broken down into employee groups on the audited financial statements and the information in budget documents vary for each PSI.

The benefits of long-term sustainability planning was discussed by the Board and resource staff. When an organization is faced with a variable economic climate the long-term plan can easily be adjusted so that targets and objectives are still met. The Campus Master Plan includes a roadmap

of all the University's projects, cash flow, and project development stage details. Management, along with the Strategic Enrollment Committee, are working on a longer-term sustainability plan.

The Board and the resources staff discussed the pros and cons of increasing the deficit to add value to near term outcomes. Paul explained that in analyzing the forecasted revenue, lower enrollments and less ancillary means that a larger deficit will impede the organization's ability to meet planned goals and will hold the institution back. Paul feels that the planned \$5.2 million deficit is the right amount to be able to stay on track.

The Board members thanked Debbie, Tally, and management for all the details and hard work that went into the budget.

Prior to the Board's meeting, the Senate Budget Advisory Committee passed a motion confirming that their duty with respect to reviewing the budget is complete. The Committee discussed the same points brought forward by the Board of Governors.

**Action:** Tally to provide historical analysis of faculty costs at Capilano University and comparison to other post-secondary institutions.

It was moved (Patricia Heintzman), seconded (Ash Amlani) and resolved;

*THAT the Board of Governors approve the 2021/22 operating and capital budget.*

The increase for the mandatory fees for domestic and international tuition for the 2021/22 academic year were presented and discussed. The rates for 2D, 3D, and VFX programs will not be increased so as to remain competitive. Management did have a discussion on International tuition fee increase and while other institutions have decided on higher increases, it was decided to keep the rate increase at 2% during this pandemic year.

It was moved (Patricia Heintzman), seconded (Milan Mattson) and resolved;

*THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic and international tuition for the 2021/22 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.*

## **8. Financial Update Fiscal Year 2020-2021**

As there were no questions or comments from the Board the motion was moved, seconded and passed.

It was moved (Patricia Heintzman), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors receives for information the financial statements for Period 9 ending December 31, 2020 and Quarter 3 final forecast.*

## **9. Distribution Rate**

Cherian clarified for the Board members that this item is for recommendation only and not approval. The Capilano University Foundation is the body that approves the rate.

Committee Chair Ash Amlani and Jennifer Ingham, VP of University Relations, expressed that after a robust discussion the Committee agreed on a 4% distribution rate.

Cherian thanked the Foundation and the Committee for their analysis to determine the rate.

As there were no questions or comments from the Board the motion was moved, seconded and passed.

It was moved (Ash Amlani), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors recommend the annual distribution rate as 4 percent from the Capilano University Foundation Investment portfolio in Fiscal 2021/22.*

## **10. Academic Plan**

Duncan introduced the Academic Plan that was reviewed by the Governance and Planning Committee at the February 9 meeting. He shared positive views on the strong alignment with Envisioning 2030 and that it informs the Integrated Plan.

Laureen Styles, VP of Academic and Provost presented the Academic Plan. A four-phase process has been used emerged from the following starting points: governance, the academic plan framing document, and the articulated values of Envisioning 2030. “The academic plan is both aspirational and concrete, serving to assist us in advancing the University 2030 vision as it connects to our core activity: transformative academic programming and learning opportunities.”

Primarily an internal document, the plan serves to guide actions and decision-making, including resource allocation related to programming and learning opportunities. Like a compass, it provides direction to Faculties, academic units and other units at the university. Laureen explained the core elements of the Academic Plan 2030: community, imagination, university experience, learners and learning and provided highlights of the plan. Substantive engagement and participate has occurred across the university, and the Academic Plan Advisory Group made substantive contributions.

Laureen explained that, together with Envisioning 2030, the Academic Plan will inform the three-year operational plans, not just for programming but also for guiding cross-campus activities and priorities, as part of the integrated planning processes. The proposed Academic Plan is sensitive to the current pandemic context and aspires to be bolder in a post pandemic setting.

Dr. Aurelea Mahood as Director of Academic Initiatives and Planning has been central to the development of the Academic Plan and was deeply involved in all phases of its development. Laureen thanked Aurelea for her dedication and leadership.

It was moved (Andrew Pertozzi), seconded (Ash Amlani) and resolved;

*THAT the Board of Governors approve the Academic Plan 2030 as recommended by Senate.*

## **13. Business Arising**

There were no items for Business Arising.

## **14. Adjournment**

The Regular Meeting of the Board adjourned at 7:07 pm.