



**CAPILANO
UNIVERSITY**

**MINUTES
REGULAR MEETING OF THE BOARD**

Tuesday, January 17, 2017
4:00 pm in BR126
North Vancouver Campus

***Board:**

Soon Kim, Chair
Nicholas Cartmell
Chris Clarke
Paul Dangerfield
Chris Doll, Vice Chair
Michael Fleming
David Fung
Michelle Gervais
Carol Howorth
Cherian Itty
Aurelea Mahood
Jessie Williams

Staff:

Irene Chanin, Executive Director, Advancement
Richard Gale, VP, Academic & Provost
Nanci Lucas, Vice Chair, Senate
Jacqui Stewart, VP, Finance & Admin.
Joanne Newlove, EA (recorder)

Regrets:

Cheryl Nex
Élie Lubendo

** **Declaration of vacancy:** As per Section 24(1) of the B.C. University Act, may it be noted that Connie de Boer resigned from the Board effective January 16, 2017; therefore, there is one vacancy amongst the persons appointed by the Lieutenant Governor in Council.*

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 (Jessie William) and resolved:

THAT the agenda be approved as presented.

2. Consent Agenda

The Chair asked if any members would like to remove any items from the consent agenda.

- Aurelea requested that the Minutes from the December 13, 2016 Board Meeting be removed from the Consent Agenda.

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

THAT the Board approves the consent agenda:

- ~~Minutes from the December 13, 2016~~
- Policy & Planning Committee Report

Items Removed from the Consent Agenda:

- Minutes from the December 13, 2016

Aurelea requested that the minutes be amended to reflect her attendance at the meeting as her name was erroneously omitted.

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

THAT the December 13 minutes be approved pending a correction to reflect Aurelea Mahood's attendance.

ACTION: Joanne to correct the December 13, 2016 meeting minutes to reflect Aurelea's attendance.

3. Board Chair's Report

The Chair provided a verbal report, noting that he had met that day with a group of university faculty retirees, and commented that there seemed to be a more "upbeat" attitude on campus.

4. Senate Reports

Nanci Lucas, Senate Vice-Chair reported that, on the advice of the Senate Curriculum Committee (SCC), Senate had endorsed two new Post-Baccalaureate programs:

1. Tourism Marketing and Development Post Baccalaureate Diploma; and
2. Hotel and Resort Management Post Baccalaureate Diploma.

Both diplomas will go to the Board's Academic Review Committee (ARC) and then will come to the Board for final approval in February. Carol Howorth, Board Liaison to Senate, reported that ARC has a meeting scheduled for Jan 31st to approve the above-noted new Post Baccalaureate Diplomas and recommend them to the Board for approval.

Nanci also reported that Senate endorsed a resolution from the SCC, that Senate no longer require Continuing Studies & Executive Education to submit non-credit courses and programs through the SCC and Senate approval process, but still require full consultation as per current practice and submit a report on a monthly basis, as required, for information to both SCC and Senate. Based on this resolution, the Board's Policy and Planning Committee will develop a draft policy for non-credit course reporting for the Board's review.

Carol asked Nanci the status of the Cap Core Ad Hoc Committee ("Cap Core" represents general education included in every program). Nanci advised that the Committee would be looking at learning objectives for each of the Cap Core themes: literacy, numeracy, experiential, capstones, creativity and culture, self and society, and science and technology. Rick advised that the Cap Core structure had been approved by Senate last month.

Michael asked if Cap would be able to address NWCCU's concerns on General Education, since an out of sequence report on this topic is due in the Fall of 2018. Rick advised that, while we may not

be in full compliance with NWCCU, we would definitely have enough of start that it would not be a problem.

5. President's Report

Paul provided a written report in the Board agenda package and highlighted certain areas such as the campus closures due to snow where he advised that staff had collaborated and done an excellent job dealing with this difficult situation, especially during the exam period.

Paul also reported on the university-wide operating plans and advised the Board that he had met with all Deans, Directors, AVPs and VPs and that each area's operating plans are currently being finalized. Priorities identified during the operating plan development process were shared with over 200 staff members at the "President's Perspective" delivered on January 12th to a standing-room only theatre (the presentation was also made available on the public website).

Paul then showed the Board a condensed version of the President's Perspective presentation, which included the following two priorities:

- Priority 1 – Looking After Ourselves
- Priority 2 – More Students on Campus

Paul then went through the key strategic initiatives that have been identified as ways of achieving these two priorities. A campus master plan was noted as being integral to moving forward with any student housing plans. It was also noted that Jacqui Stewart would be attending the Ministry of Advanced Education's Housing Forum being held on January 24th on behalf of Capilano University.

David brought up the Canadian Manufacturers and Exporters and the Canadian Labour Congress joint venture for job training sponsored by the federal government. There are concerns about the rapid changes in industrialization meaning that jobs available today may not be available in 2030. There was a suggestion to approach the adult student community and CSEE. Paul agreed that it was a good idea.

6. Policy & Planning Committee

The Chair of the Policy and Planning Committee, Christopher Doll, outlined each of the three policies that were before the board. He pointed out that the first policy, B.107 – Academic Schedule Policy, required approval from the Board to send to Senate to seek its advice, and that the other two policies, B.503 and B.504 reflect a move to a sectoral compensation plan that is tied to the government's requirement for a "performance based compensation model". This requirement means a move away from our current "seniority based step model".

6.1 Policy B.107 – Academic Schedule Policy

It was moved (Christopher Doll), seconded (Nicholas Cartmell) and resolved:

THAT the proposed Policy B.107 Academic Schedule be sent to the Senate to seek its advice.

6.2 Policy B.503 - Administrators Conditions of Employment

Comments from the board on these two policies included:

Michelle pointed out that if the employee was to be given 6 months' notice of these policy changes, then the effective date would have to be after July 1st. Mike Knudson advised the Board that he had already met with most of the employees affected and that they are fine with the change.

Cherian asked how much of a budget change will these compensation policy changes represent. Mike replied that the Board had approved the performance-based model in 2015 and that updating the policies was required prior to moving forward with the change. Paul advised that this is a sector-wide shift and that Cap is not behind in this initiative. He went on to say that it was an opportunity for employees and that Cap would have done this regardless of the sector shift.

Nanci asked if HR has the support to meet the goals and objectives to execute these performance evaluations. Mike clarified that HR's role would be only to facilitate the process so felt he had the resources required. He also informed the Board that the framework for the performance-based evaluations had been endorsed by the Senior Administrators Leadership Team (SALT) and that training materials were being developed. Paul mentioned that this initiative fell under Priority No. 1 - Look After Ourselves.

David – spoke in favour of the new performance-based compensation system but cautioned that we must provide a safety net if we are asking employees to be innovative – if this shift is not properly implemented, there is a risk of losing our best employees.

It was moved (Christopher Doll), seconded (Michelle Gervais) and resolved:

THAT the Board approve the revised Policy B.503 – Administrators – Conditions of Employment, as presented.

It was noted that the “Exempt Employee” policy contained basically the same changes as the Administrator's and that this group of employees was made up of non-bargaining unit members in non-management positions, for example, Executive Assistants and HR Advisors.

6.3 Policy B 504 - Exempt Employees - Conditions of Employment

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

THAT the Board approve the revised Policy B.504 – Exempt Employees – Conditions of Employment, as presented.

7. Board and Committee Scheduling

Paul advised the Board that he would like to provide more predictability in what we want to achieve at each board meeting and reported that he would be working on a revised board meeting schedule, which would be synchronized with the Board's subcommittee meetings in order to

establish a cycle. He suggested that having ten board meetings per year, with subcommittee meetings packed in between, may not be the best use of the Board's time. He will have a draft board meeting schedule sent to the Board within the next two weeks, in advance of the February meeting package. Paul also reported that staff are working on several policies for the Board's approval and that the board meeting schedule would help in the planning, prioritizing and processing of these policies.

Several board members spoke in favour of the possibility of having fewer (and likely longer) meetings per year. They felt that it would help to ensure that the Board does not get too involved in the day-to-day operations of the University while remaining connected.

It was noted that teleconference meetings have been necessary occasionally due to time restrictions and the Board considered the possibility that fewer meetings per year may lead to an increase in the number of meetings via teleconference. Paul felt that once a cycle is established, agendas would be more predictable thereby reducing the need to meet between meetings. It was also pointed out that our bylaws allow for asynchronous meetings, or meetings via email, which could also reduce the number of teleconferences.

Paul then suggested that the Board have a one-day planning session in February. All agreed.

ACTION: Staff to conduct a poll to set the date for a one-day Planning Session in February.

8. In-Camera Session

The Board agreed to move In-Camera following the adjournment of the Regular Meeting.

9. Adjournment

The Regular Meeting of the Board adjourned at 5:30 pm.