

## Highlights from the May 23<sup>rd</sup> SBAC Meeting:

### ***Background to Meeting***

As part of the recent meetings we have developed a stronger picture of the background and context surrounding some of the budget decisions made.

2012/13 was an unprecedented year that resulted in what some have called the "perfect storm". When the Senate Budget & Advisory Committee (SBAC) recommended the 2012/13 budget to Senate in May 2012, which included both program and section cuts to close the shortfall in that year, it was communicated that it was anticipated that the 2013/14 year would be more difficult. We could not truly foresee just how difficult this year would be. Despite extensive efforts from the administration and the Board, the University was not successful in convincing government to adjust our operating grant, provide any one-time support, or approve access to our reserves for the 2013/14 year for one-time items in the necessary time frame.

At the April 9th, 2013 Board meeting, the Capilano Board of Governors confirmed that they had received final word that there would be no adjustments to Capilano's operating grant and no additional funds could be expected to assist for the 2013/2014 year. The Board confirmed that without written approval from government to run a deficit, they would adhere to their duties as outlined in the University Act and directed the President to deliver a balanced budget. And here, for many the challenges began.

Though 2012/13 saw the creation of the "Strategic Directions - a Framework for Academic Planning", with no permanent Provost in place, the Academic Plan was not completed. Yet, with a structural deficit of \$3.5M, decisions still needed to be made. There were many items taken off the budget to reduce the \$3.5M deficit down as far as possible prior to impacting programs. The university needed to find an additional \$1.24M to close its remaining deficit.

The question asked by so many, was, "why these programs?" Overall, net costs were obviously a factor.

### ***Discussions with Deans***

The Deans described how they were juggling many different types of considerations, making the decision process easier to explain in some cases than others. The rationales ranged from the clearly defined financial considerations to more subtle complex issues such as:

- minimizing the overall impact on faculty, staff and students;
- minimizing the impact on other remaining programs within the institution; and
- minimizing the overall negative impacts to the institution as a whole.

Overall, the explanations were heartfelt and reflected that an individual and detailed weighting of factors took place in the making of each decision in an effort to minimize the overall impact on faculty, staff and students as well as the University as a whole.

We are cognizant of the many voices expressing concern about decisions that seem to detract from the University's mission and future direction, however, recognize that in some cases there are factors that should also be considered. Some of the concerns raised by the community are:

- Departure of support for Arts at Capilano  
The University has many Arts programs thriving and growing; such as Music, Film, and Visual Arts through Illustration and Design. Each one of these programs has various exit points but continue into degree streams.

- Abandoning Computer Sciences and Computer Literacy  
The University is maintaining computer skills and literacy in a large number of courses throughout all programs. Examples are IDEA, Business, MOPA program courses etc.
- Elimination of online capacity at Capilano  
The University recognizes that online is in demand and could be redeveloped in a more profitable format.
- Abandoning Adult Basic Education in Howe Sound Corridor  
In conjunction with the community, the University is finalizing alternative sources of adult basic education.

### ***Conclusions for Meeting with Deans***

The SBAC now has a much stronger understanding of the nature of and the rationale behind the proposed cuts made to the various programs and the gravity with which these recommendations were made. We encourage all areas to engage your Dean in open discussions and dialogue to better understand the process if you still have unanswered questions.

The SBAC now must seek to gain a far greater understanding of all other areas of the budget beyond the programs. We are clear in our mandate and are committed in our efforts to achieve it. Our work and data gathering process is fully underway and we are meeting almost daily to ensure we can provide recommendations that are in the best interest of all faculty, staff and students for the long term sustainability of the University.

### **Next Steps**

- Discuss approach to program cuts where cost savings appear smaller in the short term.
- Continue review of non-program budget items.
- Categorize current options, future options, and general recommendations

### **Meetings Scheduled**

Friday, May 24 at 1:30

Monday, May 27 at 9:30

Tuesday, May 28 at 2:00

Thursday, May 30 at 2:00