



Capilano University Faculty Association

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DELIVERED BY HAND

Capilano University Board of Governors
c/o the President's Office
Capilano University
2055 Purcell Way
North Vancouver, BC V7J 3H5

Dear Board Members:

While the Capilano University Faculty Association respects the Board's view (articulated in a *North Shore News* article of Oct. 6, 2013) that faculty input was encouraged, sought, and considered during the University's budget crisis last spring, the Faculty Association executive is concerned that much creative input was largely ignored. The Senate Budget Advisory Committee admitted, "given the short time constraints, some suggestions could not be considered or implemented" (minutes of the June 10, 2013, Senate meeting). In fact, while departments were proposing creative solutions to their own crises, including the restructuring of whole departments, the University plowed forward, without an academic plan, simply rejecting suggestions out of hand. The budget advisory committee undoubtedly considered many proposals, but it is conceivable that with the President and VP Finance as members of that committee, the agenda had been pre-determined and no solution short of the miraculous would have been implemented.

With respect, the administration appears to have begun the budget process long before the government rejected their last request for additional funding. In fact, the interim VP hired in the summer of 2012 was tasked with "program review." Whatever program review was happening at that time, neither the faculty nor the community at large was invited to participate in a review of any kind. In the Senate Budget Advisory Committee report to the Senate (June 10, 2013), the committee recommended to the Executive and to the VP/Deans that

In consultation with the University community and with support from the Senate, the VP/Deans develop an academic plan, criteria, performance measures and program costing methodologies, to improve the decision-making process for academic programming for the 2014-2015 budget review.

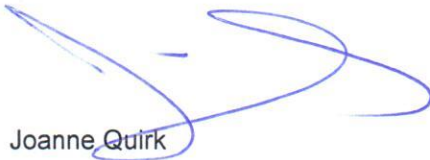
It appears that the administration is preparing for another round of budget cuts without an articulated academic plan in place or having completed meaningful consultation with faculty members: therefore, we believe that they are continuing to violate the University Act which allows administrators to identify the need for cuts, but not determine the nature of those cuts.

Certainly budget challenges exist. This administration is dealing with government funding formulas which short change Capilano students in comparison to other post-secondary students in the province: We must ask our MLAs why Capilano students are "worth," on average, well over \$3,000 less than post-secondary students attending other Lower Mainland institutions. But we may also wonder why the cost of administration at Capilano University has increased approximately 50 per cent in the last five years while faculty costs have remained constant in the same period, despite faculty teaching 1,000 more students.

But the response to a budget crisis is not to respond with a governance crisis. We encourage the administration to use reserve funds to stop these cuts, made without any strategic plan or meaningful consultation with faculty, resulting in many unforeseen consequences and false economies. A far more transparent process must begin, and budgetary considerations addressed respectfully, with thought and foresight, by administration and faculty together. Administration's disregard for the collegial model which has been the past practice, even hallmark, of this institution, seems to be what the group of retirees identified in the news article see as the dismantling of their half-century of work at this institution.

We respectfully urge the Board to assist in the implementation of full and open consultation.

Respectfully yours,



Joanne Quirk

President, on behalf of the CFA Executive:

Tim Acton
John Wilson
Rae Nickolichuk
Michael Begg
Janet Waters
Susan Le Blanc
Colin Gilker