



AGENDA OPEN MEETING OF THE BOARD

Tuesday, November 28, 2023

4:45 pm to 6:45 pm

Lonsdale Campus, Room SH219

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

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Approval of Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approve the agenda as presented.</i>	Approval		2 min	Page 1
<i>(Disclaimer: The Consent Agenda includes the minutes of the Board's previous meeting, Committee reports since the previous Board meeting, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i>				
2. Consent Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		3 min	
2.1. Minutes from the September 26, 2023 Board Meeting		2.1		Page 2
2.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee's last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
2.2.1 Executive and HR Committee		2.2.1		Page 9
2.2.2 Finance Committee		2.2.2		Page 10
2.2.3 Governance and Planning Committee		2.2.3		Page 20
2.2.4 Investment Management		2.2.4		Page 21
2.3 Correspondence		2.3		-
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
4. Board Chair's Report – Ash Amlani, Chair	Info	Verbal	3 min	-
5. Senate Reports				
5.1. Vice-Chair – Senate Vice Chair	Info	Verbal	10 min	-
5.2. Senate Liaison – Patricia Heintzman	Info	Verbal		
6. President's Report – Paul Dangerfield, President	Info	Verbal	10 min	Page 22
7. Capilano University Students' Union Presentation – Karandeep Singh Sanghera , CSU President	Info	7	20 min	Page 45
8. Executive and HR Committee – Ash Amlani, Committee Chair				
8.1 B.501 Appointment of Personnel – Melissa Nichol, Strat Dir, People, Culture & Diversity MOTION: <i>THAT the Board of Governors approve the revised B.501 Appointment of Personnel.</i>	Approval	8.1	5 min	Page 63
8.2 B.506 Standard of Conduct Policy – Melissa Nichol, Strat Dir, People, Culture & Diversity MOTION: <i>THAT the Board of Governors approve the changes to B.506 Standard of Conduct Policy.</i>	Approval	8.2	5 min	Page 68
9. Governance and Planning – Patricia Heintzman, Committee Chair				

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
<p>9.1 B.401 Sexual Violence Policy – Daniel Levangie, AVP of Student Success</p> <p>MOTION: <i>THAT the Board of Governors approve the revised B.401 Sexual Violence Policy.</i></p>	Approval	9.1	5 min	Page 75
<p>9.2 Executive and Human Resources Terms of Reference – Tally Bains, VP Finance and Administration</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Executive and Human Resources Committee’s Terms of Reference.</i></p>	Approval	9.2	2 min	Page 95
<p>9.3 Investment Management Terms of Reference – Tally Bains, VP Finance and Administration</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Investment Management Committee’s Terms of Reference.</i></p>	Approval	9.3	2 min	Page 104
<p>9.4 Board Governance Manual – Tally Bains, VP Finance and Administration</p> <p>MOTION: <i>THAT the Board of Governors approve the revisions to the Board Governance Manual as presented.</i></p>	Approval	9.4	30 min	Page 111
<p>10. Cybersecurity: Roles and Responsibilities of Board Members</p> <p>MOTION: <i>THAT the Board of Governors direct the Audit and Risk Committee to work with management to ensure that there is effective board oversight related to cybersecurity and to report back to the Board of Governors.</i></p>	Discussion	-	10 min	-
<p>11. Meeting Close</p>	-	-	-	-

Next Board of Governors Meeting: February 27, 2023



MEETING MINUTES OF THE BOARD

Tuesday, September 26, 2023

4:45 pm to 6:45 pm

In Person

Board		Staff
Ash Amlani, Chair	Patricia Heintzman	Tally Bains, VP Finance and Administration
Rodger So, Vice Chair	Mayumi Izumi	Kartik Bharadwa, VP People, Culture & Diversity
Paul Dangerfield, President	Sam Tecele	Ryan Blades, AVP Facilities Services and Campus Planning
David Ayriss	RJ Wallia	Jacquetta Goy, Director Risk Management
		Jennifer Ingham, VP University Relations
		Toran Savjord, VP Strategic Plan, Assess & Inst. Effect
		Laureen Styles, VP Academic & Provost
		Lesley Cook, Executive Assistant, Board of Governors
		Angela Ruggles, Executive Assistant, VP of Finance & Admin
Regrets		
Troy Abromaitis	Troy Abromaitis	
Yuri Fulmer	Shreya Miglani	
Shreya Miglani	Majid Raja	

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 4:45 p.m.

1. Approval of Agenda

It was moved (RJ Wallia), seconded (Rodger So) and resolved;

THAT the agenda be approved as presented.

2. Declaration of Vacancy

Board Chair Ash Amlani declared that there are three vacancies on the Board of Governors: two appointed seats and one elected.

3. Consent Agenda

It was moved (David Ayriss), seconded (Sam Tecele) and resolved;

THAT the Board approves the following items on the Consent Agenda:

- 3.1. Minutes from the June 27, 2023 Board Meeting
- 3.2. Board Committee Reports:
 - 3.2.1 Audit and Risk Committee
 - 3.2.2 Executive and Human Resources Committee
 - 3.2.3 Finance Committee
 - 3.2.4 Governance and Planning Committee
 - 3.2.5 Investment management
- 3.3 Correspondence

4. Place Holder

There were no items pulled from the Consent Agenda for discussion.

5. Board Chair's Report

Ash Amlani, Board Chair gave a verbal report. Over the summer the Capilano University community received some exhilarating news that the Ministry approved funding for the Squamish campus. She added that it's great to see the students back on campus after the summer break and it's exciting to be able to start this new academic year with four new Board members.

6. Senate Reports

6.1 Vice Chair

Senate Vice Chair Robert Thomson sent his regrets. Laureen Styles shared his Senate report with the Board on Robert's request. Highlights were provided for the May 9th, August 15th, and September 5th meetings.

At the May 9th meeting Senate approved 821 graduates as having met the requirements of their program and approved a new course, POL 410 Applied Public Policy Analysis.

At the August 15th meeting Senate passed a motion to recommend to the Board of Governors that four Liberal Studies courses be discontinued. Laureen noted that this on the agenda as item 12.2. Senate also passed a motion to recommend to the Board of Governors approval for a new Certificate in Contract Law; this is agenda item 12.1.

Robert chaired the September 5th meeting in the absence of President and Senate Chair Paul Dangerfield. The Registrar presented the Academic Schedule for 2023-2024 as information. Senate received, for information only, a proposal to withdraw from the Northwest Commission on Colleges and Universities. The Chair of the Senate By-Laws Committee brought forward the recommended changes to Policy B.102 Policy Development and Management. Although this policy is a Board policy it was noted that it's a good example of the duty of the Board and Senate to provide and seek advice from each other.

6.2 Senate Liaison

Patricia Heintzman added that the discussion regarding B.102 Policy Development was an interesting discussion that served as a reminder of the value of a bi-cameral system.

7. President's Report

In addition to his written report to the Board, President Paul Dangerfield reported on key recent events. He expressed that it's great to be back and that there are many new students and employees this fall.

He met with the President of the Student Union recently and they are also excited about the coming year and have a number of key activities that the University will look forward to working with them on in the 2023-24 academic year.

Robert Thomson and Paul discussed the value of the Board of Governors receiving an orientation from Senate and vice versa.

Development of the Squamish Campus continues, and the Administration is grateful for the community support and willingness to participate in its growth. Programming and curriculum design will be relevant and progressive.

On August 25th an Elder's Meet and Greet was held. The Elder's Circle continues to grow and has two new members; Sabra Thompson (Métis) and Christine Leo (Lííwat). Capilano University was also proud to participate in the Squamish Nation's 100-year celebration of unification in which Paul was invited to speak at one of the ceremonies.

Paul elaborated on Robert's report regarding the Northwest Commission on Colleges and Universities (NWCCU). Capilano University's NWCCU accreditation helped the University prepare for its Universities Canada membership and others. CapU is now actively participating in BC and Canadian based quality assurance bodies, whereas NWCCU is U.S. based, and has decided to conclude its membership with NWCCU.

Paul spoke about the heightened tensions in Canada-India relations. CapU is connecting regularly with Universities Canada; B.C. Association of Institutes and Universities; and Immigration, Refugees and Citizenship Canada; as well as others for updated information. The consensus is to provide support to students from India. There has been a lot of communication in this regard, including a pulse check. Visas are still being processed for international students. Board Chair Ash Amlani requested that the Administration stay connected with Capilano Students' Union.

8. Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair

It was moved (Ash Amlani) seconded (David Ayriss) and resolved;

THAT the Board of Governors confirms the Chair of the Board's re-appointment of Patricia Heintzman as Chair and Rodger So as Vice Chair of the Finance Committee.

It was moved (Sam Tecele) seconded (RJ Wallia) and resolved;

THAT the Board of Governors confirms the Chair of the Board's re-appointment of Rodger So as Chair and Patricia Heintzman as Vice Chair of the Audit and Risk Committee.

9. Executive and HR Committee

9.1 Mandate Letter, Received June 21, 2023

Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness confirmed that the latest Mandate Letter was received in June. Provincial post-secondary institutions (PSI) receive these letters annually or with a new Minister. The letter is included in the agenda package with a summary of the pieces that management is working on.

It was moved (Ash Amlani), seconded (David Ayriss) and resolved;

THAT the Board of Governors receives for information the Mandate Letter.

9.2 People Plan Update

Kartik Bharadwa, People, Culture & Diversity explained that the new People Plan provides CapU the ability to better meet the needs of CapU's people with a focus on engagement activities. Part of the actions in this plan is to roll out two new employment agreements that will meet the needs of our employees and that meet the legislative requirements. The Human Resource representatives met with all impacted employees to ensure the changes make sense and to answer any questions they had.

9.3 B.516 Excluded Employee Compensation Policy

Kartik provided an overview of the new policy B.516 Excluded Employee Compensation which replaces B.509 Administrator Compensation. This policy is part of a package of changes that will allow the university to move from policies governing terms and conditions of employment to individual employment agreements for the excluded employees. The policy was developed through consultation with the Post-Secondary Employers' Association (PSEA) and legal counsel.

It was moved (Ash Amlani), seconded (Rodger So) and resolved;

THAT the Board of Governors approves the new policy B.516 Excluded Employee Compensation Policy and approves the rescission of B.509 Administrator Compensation.

9.4 B.515 Excluded Employee Leaves Policy

Kartik provided an overview of the changes. This policy is included in the package of changes to allow the university to move from policies governing terms and conditions of employment to individual employment agreements for the excluded employees. This policy addresses the gap in the application of leaves to this group of employees.

It was moved (Ash Amlani), seconded (Rodger So) and resolved;

THAT the Board of Governors approves B.515 Excluded Employee Leaves Policy.

9.5 Rescission of policies B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy

Kartik summarized the changes as a result of the rescission of these policies.

It was moved (Ash Amlani), seconded (Rodger So) and resolved;

THAT the Board of Governors approves the rescission of the following policies: B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy.

10. Finance Committee

10.1 Statement of Financial Information, Fiscal 2022/23

VP Finance and Administration, Tally Bains explained that this is a report that every public sector organization must prepare for the government. Capilano University is required to submit the

Statement by September 30, 2023.

It was moved (Patricia Heintzman), seconded (Rodger So) and resolved;

THAT the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2023.

10.2 Five-Year Capital Plan

AVP Facilities Services and Campus Planning, Ryan Blades, explained that this is something that provincial PSIs are required to submit to the government annually.

Action: The Finance Committee will discuss capital maintenance and planning, as well as the framework for long-term capital planning.

It was moved (Patricia Heintzman), seconded (Rodger So) and resolved;

THAT the Board of Governors approve the Five-Year Capital Plan 2023/24 – 2027/28.

11. Governance and Planning

11.1 B.102 Policy Development and Management

Jacquetta went over the review process and the changes to the policy. The intention of the changes is to clarify responsibilities, emphasize consultation and streamline review and approval processes.

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

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

11.2 B.701 Student Code of Conduct

Jacquetta summarized the review process and went over the changes to the policy. The main change is the removal of the student conduct board (tribunal) process. This is intended to create less legalistic, confrontational processes for students and to encourage as much as possible, informal resolution processes.

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

THAT the Board of Governors approve the revised B.701 Student Code of Conduct.

12. Academic

12.1 Certificate in Contract Law

Dr. Laureen Styles, VP Academic & Provost provided background for the newly proposed Certificate in Contract Law. This is an exciting contribution to programs at Capilano University that expands the range of community and regionally relevant programming. This is a proposed certificate that is designed in collaboration with BC Hydro. It does not ladder into other programs or credentials in the University. This has been reviewed at the program level, the Faculty level, and Senate. The final approval rests with the Board of Governors.

It was moved (David Ayriss), seconded (Mayumi Izumi) and resolved;

THAT the Board of Governors approve the Certificate in Contract Law (Citation or Certificate that does not ladder into a diploma or degree proposal) as presented.

12.2 Proposed Course Discontinuance – Bachelor of Arts, Interdisciplinary Studies, Faculty of Arts and Sciences

As part of the routine academic units' curriculum review and in combination with the Registrar's Office data review, the Faculty of Arts and Sciences have brought forward the request to discontinue the following courses: LBST 200, LBST 201, LBST 202, LBST 330.

It was moved (Patricia Heintzman), seconded (RJ Wallia) and resolved;

THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the following courses: LBST 200, LBST 201, LBST 202, LBST 330.

13. Meeting Close

The Open Meeting of the Board finished at 5:59 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Ash Amlani, Executive and Human Resources Committee Chair	

PURPOSE

To provide the Board with a summary of the Executive and Human Resources Committee meeting that took place on November 20, 2023.

SUMMARY

The Committee approved the minutes of the September 18, 2023 Executive and Human Resources Committee meeting. The Committee discussed Board oversight, succession and nominations and procedures for appointment of president and vice-chancellor. The Committee also reviewed updates to human resources policies and passed motions recommending the Board of Governors approve the following policies; these motions are provided to the Board under separate cover.

- **B.501 Appointments of Personnel**
- **B.506 Standard of Conduct**

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: FINANCE COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on November 2, 2023.

SUMMARY

The Committee approved the minutes of the September 7, 2023 meeting and discussed the following items:

- Q2 Forecast:** Narisha Jessani, Director, Financial Services provided an overview of the quarter 2 forecast submitted to the Ministry. The quarter 2 forecast is a surplus of \$8.7 million which is a \$12 million favourable variance compared to the Board approved deficit budget of \$3.3 million. This surplus figure includes a capital restriction of \$10 million from the Ministry operating funding for digital transformation. The Committee passed a motion to receive the Q2 Forecast report for information. This report is included as part of this consent agenda.
- Post-Secondary Institutions Fiscal 2022/23 Final Year End Results:** Narisha provided an overview of the final year-end results for the sector. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
- Budget Development – Integrated Planning Process:** Tally Bains, VP Finance and Administration provided an update on the Integrated Planning (IP) process and budget development for fiscal year 2024-25.
- Interim FTE Report:** Toran Savjord, VP, Strategic Planning, Assessment & Institutional Effectiveness provided an update on the 2023/24 Student FTE enrollments and forecasted fiscal year FTE enrollments. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: Financial Update Quarter 2 Forecast	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to provide the quarter 2 forecast submitted to the Ministry. This report was received for information by the Finance Committee at their November 2, 2023 meeting.

QUARTER 2 FORECAST

The Statement of Operations with the quarter 2 forecast is included in this report as *Attachment 1* and summarized in the table below. The quarter 2 forecast is a surplus of \$8.7 million which is a \$12 million favourable variance compared to the Board approved deficit budget of \$3.3 million. This surplus figure includes a capital restriction of \$10 million from the Ministry operating funding for digital transformation.

	Forecast vs Budget				Prior Forecasts
	Q2 Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast
Revenue	162,389,950	136,230,279	26,159,671	19.2%	164,542,500
Salaries and benefits	102,435,349	97,280,008	(5,155,341)	-5.3%	105,582,543
Operating expenses	51,271,936	42,292,637	(8,979,298)	-21.2%	51,941,410
Operating surplus/(deficit)	8,682,665	(3,342,367)	12,025,032		7,018,547
Net restricted endowment contributions	10,861	-	10,861		-
Surplus/(Deficit)	8,693,526	(3,342,367)	12,035,893		7,018,547

The table below provides the internal category view of the financial forecast with an explanation of the major variances provided.

	2023/24 - Q2 Forecast							Fiscal 2023/24 Budget	Variance Fav //(Unfav)
	Enrolment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	2023/24 - Q2 Forecast		
Revenue	90,126,794	-	8,034,690	7,282,824	3,741,846	53,203,796	162,389,950	136,230,279	26,159,671
Salaries and Benefits	45,647,947	50,822,882	2,868,540	3,095,980	-	-	102,435,349	97,280,008	5,155,341
Operating Expenses	7,000,000	-	5,081,544	4,111,262	8,086,193	26,992,937	51,271,936	42,292,637	8,979,298
Operating Surplus/(deficit)	37,478,847	(50,822,882)	84,606	75,583	(4,344,348)	26,210,860	8,682,665	(3,342,367)	12,025,032
Budget	27,500,342	(54,768,940)	(456,835)	42,826	(4,918,602)	29,258,842	(3,342,367)		
Variance Fav/(Unfav)	9,978,505	3,946,059	541,440	32,757	574,254	(3,047,983)	12,025,032		

Enrolment Category: Favourable variance of \$9.9m.

Tuition revenue is forecast to be \$22.8m favourable with domestic at \$0.7m favourable (3%) and international at \$22m favourable (52%). Please see *Attachment 2 – Q2 Tuition Revenue and Sections Analysis* for additional information.

Staffing Category: Favourable variance of \$3.9m, mainly due to budgeted vacant positions.

Other Category: Unfavourable variance of \$3m, mainly due to a decrease in revenue, related to the \$10 million operating grant restriction, as well as Squamish campus forecast costs and overages from higher contract costs and inflation.

Attachments

#	Name
1	Q2 Statement of Operations
2	Q2 Tuition Revenue and Sections Analysis

Capilano University

Consolidated Statement of Operations and Accumulated Surplus
as at August 31, 2023, with comparative information for 2023

	Year to Date		Forecast vs Budget				Forecasts		2023 Actuals March 31
	2024 Actuals	Actuals YTD % of Q1 Forecast	Q2 Forecast	2024 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	
Revenue:									
Province of British Columbia	\$ 18,528,836	32.6%	\$ 48,891,137	\$ 48,857,216	\$ 33,921	0.1%	\$ 56,844,647	\$ 48,891,137	\$ 50,565,112
Tuition fees - Domestic	5,099,785	20.8%	26,541,720	26,192,771	348,949	1.3%	24,530,869	26,541,720	25,359,397
Tuition fees - International	20,026,538	30.6%	66,592,104	44,286,985	22,305,119	50.4%	65,513,105	66,592,104	41,952,463
Project and other revenue	3,162,050	43.5%	7,716,861	7,447,522	269,339	3.6%	7,274,760	7,716,861	9,250,396
Amortization of deferred capital contributions	1,161,641	31.2%	3,741,846	2,794,024	947,822	33.9%	3,727,357	3,741,846	3,041,492
Sales of goods	247,361	19.5%	1,220,281	1,265,750	(45,469)	-3.6%	1,265,750	1,220,281	1,282,133
Parking, childcare and theatre	426,521	43.8%	1,004,436	973,840	30,596	3.1%	973,840	1,004,436	1,699,003
Donations and gifts-in-kind	(6,365,942)	-2142.6%	725,522	297,109	428,413	144.2%	297,109	725,522	333,190
Investment income	(318,619)	-7.7%	5,956,044	4,115,062	1,840,982	44.7%	4,115,063	5,956,044	4,156,840
	41,968,171	25.5%	162,389,950	136,230,279	26,159,671	19.2%	164,542,500	162,389,950	137,640,026
Expenses:									
Salaries and benefits	25,927,160	24.6%	102,435,349	97,280,008	(5,155,341)	-5.3%	105,582,543	102,435,349	94,088,581
Cost of goods sold	190,468	19.5%	939,616	974,628	35,012	3.6%	974,628	939,616	987,334
Buildings and grounds	1,473,111	25.4%	7,250,586	5,333,668	(1,916,918)	-35.9%	5,799,868	7,250,586	5,949,880
Student support	149,281	6.4%	2,706,082	2,321,027	(385,055)	-16.6%	2,321,027	2,706,082	1,944,617
Operating expenses	11,110,486	33.0%	32,323,910	25,985,892	(6,338,018)	-24.4%	33,647,272	32,323,910	24,834,415
Amortization of capital assets	2,828,267	30.7%	8,051,740	7,677,422	(374,318)	-4.9%	9,198,615	8,051,740	7,428,728
	41,678,773	26.5%	153,707,284	139,572,646	(14,134,639)	-10.1%	157,523,953	153,707,284	135,233,555
Annual operating surplus/(deficit)	289,398		8,682,665	(3,342,367)	12,025,032		7,018,547	8,682,665	2,406,471
Net restricted endowment contributions	12,125		10,861	-	10,861			10,861	256,892
Annual surplus/(deficit)	301,523		8,693,526	(3,342,367)	12,035,893		7,018,547	8,693,526	2,663,363
Accumulated surplus, beginning of year	99,743,818		99,743,818	99,743,818	-		99,743,818	99,743,818	97,080,455
Accumulated surplus, end of year	\$ 100,045,341		\$ 108,437,344	\$ 96,401,451	\$ 12,035,893		106,762,365	108,437,344	\$ 99,743,818

Capilano University
Tuition Revenue Analysis as at Sep 19th, 2023

Attachment 2

Total Fiscal Year - all Terms											
Enrollment											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast 2023/24 vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Domestic	38,762				39,237	37,258	40,178	941	2%	1,416	4%
International	20,715				21,040	31,668	32,540	11,499	55%	11,825	57%
Total	59,477				60,277	68,926	72,717	12,441	21%	13,240	22%
Dollar											
Domestic	21,964,776				22,639,728	21,502,017	23,384,127	744,399	3%	1,419,351	6%
International	40,742,517				42,462,183	63,461,146	64,506,337	22,044,154	52%	23,763,820	58%
Total	62,707,293				65,101,911	84,963,163	87,890,464	22,788,553	35%	25,183,171	40%

Total Fiscal Year - all Terms											
Section											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Section	2,408				2,431	2,794	2,719	287	12%	310	13%
Lab Hours	7,647				7,636	9,067	9,115	1,478	19%	1,468	19%
PMI	7,528				7,965	7,719	8,099	134	2%	570	8%
Total	17,584				18,032	19,579	19,932	1,900	11%	2,348	13%
Dollar											
Section	27,931,502				28,742,144	33,032,339	32,138,685	3,396,540	12%	4,207,183	15%
Lab Hours	400,308				406,023	482,069	484,632	78,609	19%	84,324	21%
PMI	480,901				507,998	492,295	516,545	8,547	2%	35,644	7%
Total	28,812,710				29,656,166	34,006,703	33,139,862	3,483,696	12%	4,327,151	15%

Total Fiscal Year - Spring 3/4 Term											
Enrollment											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast 2023/24 vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Domestic	12,418				13,059	12,275	14,856	1,797	14%	2,438	20%
International	7,160				6,750	8,573	7,620	870	13%	460	6%
Total	19,577				19,809	20,848	22,476	2,667	13%	2,898	15%
Dollar											
Domestic	7,100,947				7,575,353	7,120,832	8,617,662	1,042,309	14%	1,516,716	21%
International	14,163,717				13,894,397	17,645,884	15,685,230	1,790,833	13%	1,521,514	11%
Total	21,264,663				21,469,750	24,766,716	24,302,893	2,833,143	13%	3,038,230	14%

Total Fiscal Year - Spring 3/4 Term											
Section											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Section	774				812	822	842	30	4%	68	9%
Lab Hours	2,557				2,643	2,617	3,211	567	21%	653	26%
PMI	2,747				2,682	2,894	2,952	270	10%	205	7%
Total	6,078				6,138	6,334	7,005	867	14%	927	15%
Dollar											
Section	8,939,246				9,601,089	9,723,519	9,957,665	356,576	4%	1,018,419	11%
Lab Hours	139,484				140,550	139,171	170,718	30,168	21%	31,234	22%
PMI	176,416				171,064	184,579	188,266	17,202	10%	11,851	7%
Total	9,255,146				9,912,703	10,047,269	10,316,649	403,946	4%	1,061,503	11%

Total Fiscal Year - Fall Term											
Enrollment											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast 2023/24 vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Domestic	18,384	17,621	(763)	-4%	18,384	17,281	17,621	(763)	-4%	(763)	-4%
International	8,404	14,760	6,356	76%	8,400	12,936	14,760	6,360	76%	6,356	76%
Total	26,788	32,381	5,593	21%	26,784	30,217	32,381	5,597	21%	5,593	21%
Dollar											
Domestic	11,028,858	10,958,913	(69,946)	-1%	11,249,437	10,574,471	10,958,481	(290,956)	-3%	(70,377)	-1%
International	16,627,369	29,103,483	12,476,114	75%	16,951,842	26,105,837	29,103,483	12,151,641	72%	12,476,114	75%
Total	27,656,228	40,062,396	12,406,168	45%	28,201,279	36,680,307	40,061,965	11,860,686	42%	12,405,737	45%

Total Fiscal Year - Fall Term											
Section											
	Actual 2022/23	Actual 2023/24 (estimation)	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Section	1,066	1,217	151	14%	1,148	1,248	1,237	89	8%	170	16%
Lab Hours	3,654	3,960	306	8%	3,595	3,959	4,110	514	14%	455	12%
PMI	3,786	3,689	(97)	-3%	4,325	3,847	4,187	(138)	-3%	401	11%
Total	8,507	8,866	360	4%	9,068	9,054	9,534	465	5%	1,027	12%
Dollar											
Section	12,508,802	13,890,477	1,381,675	11%	13,568,503	14,751,548	14,618,384	1,049,881	8%	2,109,582	17%
Lab Hours	187,270	199,129	11,858	6%	191,160	210,511	218,509	27,349	14%	31,238	17%
PMI	237,280	231,998	(5,283)	-2%	275,880	245,352	267,078	(8,802)	-3%	29,798	13%
Total	12,933,353	14,321,603	1,388,250	11%	14,035,543	15,207,412	15,103,971	1,068,428	8%	2,170,618	17%

Total Fiscal Year - Summer Term											
Enrollment											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast 2023/24 vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Domestic	3,790	3,562	(228)	-6%	3,790	3,562	3,562	(228)	-6%	(228)	-6%
International	3,602	7,773	4,171	116%	4,000	7,773	7,773	3,773	94%	4,171	116%
Total	7,392	11,335	3,943	53%	7,790	11,335	11,335	3,545	46%	3,943	53%
Dollar											
Domestic	1,464,017	1,441,001	(23,016)	-2%	1,493,296	1,439,732	1,441,001	(52,295)	-4%	(23,016)	-2%
International	6,872,377	14,996,384	8,124,007	118%	7,784,368	14,988,187	14,996,384	7,212,016	93%	8,124,007	118%
Total	8,336,394	16,437,385	8,100,991	97%	9,277,664	16,427,918	16,437,385	7,159,721	77%	8,100,991	97%

Total Fiscal Year - Summer Term											
Section											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Section	326	284	(42)	-13%	250	459	385	134	54%	59	18%
Lab Hours	750	980	230	31%	725	1,565	925	200	28%	175	23%
PMI	-	3	3	0%	-	-	-	-	0%	-	0%
Total	1,076	1,267	191	18%	976	2,025	1,310	334	34%	234	22%
Dollar											
Section	3,628,925	3,267,507	(361,418)	-10%	2,960,304	5,426,558	4,550,168	1,589,864	54%	921,243	25%
Lab Hours	36,880	35,519	(1,362)	-4%	38,568	83,238	49,194	10,626	28%	12,314	33%
PMI	-	497	497	0%	-	-	-	-	0%	-	0%
Total	3,665,806	3,303,523	(362,283)	-10%	2,998,872	5,509,795	4,599,362	1,600,490	53%	933,557	25%

Total Fiscal Year - Spring 1/4 Term											
Enrollment											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast 2023/24 vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Domestic	4,171	4,139	(31)	-1%	4,004	4,139	4,139	136	3%	(31)	-1%
International	1,549	2,387	837	54%	1,890	2,387	2,387	496	26%	837	54%
Total	5,720	6,526	806	14%	5,894	6,526	6,526	632	11%	806	14%
Dollar											
Domestic	2,370,954	2,366,982	(3,972)	0%	2,321,642	2,366,982	2,366,982	45,340	2%	(3,972)	0%
International	3,079,054	4,721,239	1,642,185	53%	3,831,576	4,721,239	4,721,239	889,663	23%	1,642,185	53%
Total	5,450,008	7,088,221	1,638,213	30%	6,153,218	7,088,221	7,088,221	935,003	15%	1,638,213	30%

Total Fiscal Year - Spring 1/4 Term											
Section											
	Actual 2022/23	Actual 2023/24	Unit Change	% Change	Budget 2023/24	Q1 Forecast 2023/24	Q2 Forecast 2023/24	Q2 Forecast vs Budget 2023/24		Q2 Forecast vs Prior year actuals	
								Unit Change	% Change	Unit Change	% Change
Section	242	264	23	9%	221	265	255	34	15%	13	5%
Lab Hours	685	869	184	27%	672	924	869	197	29%	184	27%
PMI	996	960	(36)	-4%	95						



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: Post-Secondary Institutions Fiscal 2022/23 Final Year-end results	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The Fiscal 2022/23 Final year end results for post-secondary institutions are provided for information purposes and to highlight the impacts of the pandemic on the sector. This report was received for information by the Finance Committee at their November 2, 2023 meeting.

FINANCIAL RESULTS

The final year-end results for each post-secondary institution are shown in the attachments to this briefing report. The table below provides summary level information for the 25 institutions and highlights the category that the majority of the institutions, along with Capilano University, fall under.

Fiscal 2022/2023 Budget Compared to Actuals								
	Surplus			Deficit			Balanced	
Budget	7	28%		11	44%	*CapU	7	28%
Actuals	19	76%	*CapU	6	24%			
	Increase			Decrease			Balanced	
Revenue	18	72%	*CapU	7	28%			
Expenses	14	56%	*CapU	11	44%			

Fiscal 2022/2023 Compared to Fiscal 2021/2022 Actuals								
	Increase			Decrease			Balanced	
Revenue	25	100%	*CapU	0	0%			
Expenses	25	100%	*CapU	0	0%			

To summarize, while most of the institutions budgeted a deficit position, their 2022/2023 actuals resulted in a surplus. This was the case for Capilano University as well. 2022/2023 actual revenue and expenses for Capilano University were above budget. When comparing 2022/2023 to 2021/2022, all PSIs including Capilano University had an increase in both revenue and expenses.

Attachments

#	Name
1	Post-secondary Institutions: Fiscal 2022/2023 Year End Results
2	Post-secondary Institutions: 3 Year Summary

Capilano University

Post-secondary Institutions: Fiscal 2022/2023 Year End Results

(in thousands of dollars)

Attachment 1

The information was taken from Audited FS posted on BC province website: [Audited Financial Statements - Post-secondary Institutions - Province of British Columbia \(gov.bc.ca\)](https://www.gov.bc.ca/audited-financial-statements-post-secondary-institutions)

Institution		Fiscal 2022/23 Budget to Actuals								Actuals - Fiscal 2022/23 to Fiscal 2021/22				
		Budget			Actuals			Change: increase/(decrease)		Actuals - Fiscal 2021/22			Change: increase/(decrease)	
		Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses	Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses
University	Capilano University	123,729	132,119	(8,390)	137,640	135,234	2,406	13,911	3,115	122,534	120,978	1,556	15,106	14,256
	Emily Carr University	52,923	54,752	(1,829)	54,887	54,551	336	1,964	(201)	51,374	51,581	(207)	3,513	2,970
	Kwantlen Polytechnic University	262,733	262,733	-	262,679	255,017	7,662	(54)	(7,716)	230,807	230,245	562	31,872	24,772
	Royal Roads University	88,711	87,680	1,031	80,947	80,920	27	(7,764)	(6,760)	78,832	78,296	536	2,115	2,624
	Simon Fraser University	871,092	855,921	15,171	895,049	872,864	22,185	23,957	16,943	858,512	832,192	26,320	36,537	40,672
	University of British Columbia	3,394,000	3,294,000	100,000	3,363,627	3,280,924	82,703	(30,373)	(13,076)	3,206,777	3,045,949	160,828	156,850	234,975
	Thompson Rivers University	253,228	252,370	858	259,380	246,537	12,843	6,152	(5,833)	227,256	220,819	6,437	32,124	25,718
	University of the Fraser Valley	161,002	161,002	-	164,844	161,321	3,523	3,842	319	151,919	150,586	1,333	12,925	10,735
	University of Northern British Columbia	129,780	130,920	(1,140)	137,631	132,287	5,344	7,851	1,367	125,623	123,971	1,652	12,008	8,316
	University of Victoria	658,467	657,973	494	701,105	690,599	10,506	42,638	32,626	642,718	641,914	804	58,387	48,685
Vancouver Island University	168,708	174,000	(5,292)	172,227	183,913	(11,686)	3,519	9,913	161,851	167,747	(5,896)	10,376	16,166	
College	Camosun College	146,790	154,073	(7,283)	155,435	154,294	1,141	8,645	221	142,800	147,446	(4,646)	12,635	6,848
	Coast Mountains College	37,044	37,044	-	41,267	41,205	62	4,223	4,161	38,347	38,155	192	2,920	3,050
	College of New Caledonia	79,502	81,762	(2,260)	80,007	81,524	(1,517)	505	(238)	75,306	77,562	(2,256)	4,701	3,962
	College of the Rockies	43,428	46,745	(3,317)	48,801	48,304	497	5,373	1,559	45,017	47,015	(1,998)	3,784	1,289
	Douglas College	189,899	186,001	3,898	196,190	182,320	13,870	6,291	(3,681)	190,062	172,961	17,101	6,128	9,359
	Langara College	188,525	188,525	-	187,263	185,964	1,299	(1,262)	(2,561)	173,495	172,904	591	13,768	13,060
	North Island College	55,694	56,487	(793)	58,173	58,914	(741)	2,479	2,427	55,648	55,591	57	2,525	3,323
	Northern Lights College	41,599	41,405	194	39,213	39,174	39	(2,386)	(2,231)	38,110	37,458	652	1,103	1,716
	Okanagan College	129,677	130,419	(742)	125,337	126,289	(952)	(4,340)	(4,130)	119,213	119,717	(504)	6,124	6,572
	Selkirk College	59,886	59,886	-	60,425	61,136	(711)	539	1,250	59,118	58,739	379	1,307	2,397
Vancouver Community College	142,126	142,126	-	143,968	142,857	1,111	1,842	731	134,674	136,145	(1,471)	9,294	6,712	
Institute	British Columbia Institute Of Technology	371,736	387,491	(15,755)	376,184	391,814	(15,630)	4,448	4,323	363,991	376,007	(12,016)	12,193	15,807
	Justice Institute of British Columbia	54,812	57,812	(3,000)	59,451	58,652	799	4,639	840	54,582	54,514	68	4,869	4,138
	Nicole Valley Institute of Technology	20,316	20,316	-	19,682	19,498	184	(634)	(818)	18,467	18,167	300	1,215	1,331

Operating Surplus/(Deficit) excludes net Endowment contributions

Post Secondary Institutions - 3 Year Summary

Attachment 2

Actual Surplus (Deficits)

	FY 22/23	FY 21/22	FY 20/21	FY 22/23	FY 21/22	FY 20/21
Capilano University	2,406	1,556	5,927	Surplus	Surplus	Surplus
Emily Carr University	336	(207)	1,645	Surplus	Deficit	Surplus
Kwantlen Polytechnic University	7,662	562	4,170	Surplus	Surplus	Surplus
Royal Roads University	27	536	1,733	Surplus	Surplus	Surplus
Simon Fraser University	22,185	26,320	41,324	Surplus	Surplus	Surplus
University of British Columbia	82,703	160,828	81,716	Surplus	Surplus	Surplus
Thompson Rivers University	12,843	6,437	12,377	Surplus	Surplus	Surplus
University of the Fraser Valley	3,523	1,333	4,589	Surplus	Surplus	Surplus
University of Northern British Columbia	5,344	1,652	3,276	Surplus	Surplus	Surplus
University of Victoria	10,506	804	4,930	Surplus	Surplus	Surplus
Vancouver Island University	(11,686)	(5,896)	(9,036)	Deficit	Deficit	Deficit
Camosun College	1,141	(4,646)	(7,583)	Surplus	Deficit	Deficit
Coast Mountains College	62	192	(318)	Surplus	Surplus	Deficit
College of New Caledonia	(1,517)	(2,256)	1,428	Deficit	Deficit	Surplus
College of the Rockies	497	(1,998)	676	Surplus	Deficit	Surplus
Douglas College	13,870	17,101	15,733	Surplus	Surplus	Surplus
Langara College	1,299	591	4,123	Surplus	Surplus	Surplus
North Island College	(741)	57	(1,614)	Deficit	Surplus	Deficit
Northern Lights College	39	652	484	Surplus	Surplus	Surplus
Okanagan College	(952)	(504)	14	Deficit	Deficit	Surplus
Selkirk College	(711)	379	(968)	Deficit	Surplus	Deficit
Vancouver Community College	1,111	(1,471)	(3,160)	Surplus	Deficit	Deficit
British Columbia Institute Of Technology	(15,630)	(12,016)	4,631	Deficit	Deficit	Surplus
Justice Institute of British Columbia	799	68	(3,045)	Surplus	Surplus	Deficit
Nicole Valley Institute of Technology	184	300	1,112	Surplus	Surplus	Surplus



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: Fiscal 2023/24 Interim FTE and Fiscal Year Forecast	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

To update the Board of Governors on the 2023/2024 interim student full-time equivalent (FTE) enrolments and forecasted fiscal year FTE enrolments. This report was received for information by the Finance Committee at their November 2, 2023 meeting.

BACKGROUND

FTE Definition & Calculations: The definitions and reporting standards for enrolment reporting are established by the Ministry of Post-Secondary Education and Future Skills. This approach provides consistent and standardized reporting across the public post-secondary sector. The methodology is based on the principle that each full-time student in a full-time program should generate 1.0 FTE over an academic year. The calculation divides the total number of credits or contact hours enrolled by a student in a fiscal year by a program divisor. The program divisor is the annual number of enrolled credits required in order to complete the program within the expected timeframe. For example, for the Bachelor of Business Administration (BBA) program, the program divisor is 30 credits (120 total credits divided by 4 years). Therefore, a BBA student who enrolled in 24 credits (approximately 8 courses) in 1 fiscal year equates to 0.8 FTE.

FTE Targets & Reporting: Annual FTE enrolment targets, along with key expansion areas are provided by the Ministry in the annual budget letter, these targets are only for domestic students. The annual budget letter also outlines the operating grant, accountabilities, roles, and expectations.

Domestic and International FTE enrolments are reported twice during the fiscal year. An interim CDW (central data warehouse) submission is due at the end of October and the interim FTE forecast is due mid-November. The final CDW submission and final FTE report is due in May. Enrolments are one of the key performance indicators reported in the Institutional Accountability Plan and Report.

Fiscal Year 2023/2024 Interim FTE Count & Forecasted Fiscal Year FTE Enrolments

Since this briefing note was written prior to the interim CDW submission and interim FTE forecast Ministry deadlines, the analysis below is based on actuals as of October 16th, which is likely within +/- 1 to 2% of the interim submission.

Fiscal Year Domestic Target:

The CapU domestic FTE target increased this fiscal year by a net of 106 for a total target of 5,669. This was due

to one-time funding increases in certain targeted programs (Dean and Faculty accountable in brackets):

- Health Programming: Net increase of 12 domestic FTEs, specifically 65 total Rehabilitation Assistant FTEs. (Dean Brad Martin, Faculty EHHD)
- Tech-Related Programming: Net increase of 18 total Interaction Design FTEs, this is a new program this fall term. (Dean Ramin Shadmehr, Faculty FAA)
- Early Childhood Programming: Net increase of 76 domestic FTEs in Early Childhood Education programming, specifically 82 total ECE Diploma FTE. (Dean Brad Martin, Faculty EHHD)

Interim FTE Count (As of October 2023 CDW Load):

The interim domestic FTE count is 1,953. This number only includes summer and fall term registrations and represents a 7% decrease (-147 FTEs) from the previous year's summer and fall count.

The interim international FTE count is 2,221. This number also only includes summer and fall term registrations and represents an 82% increase (+1003 FTEs) from the previous year's interim count.

Fiscal Year Forecast:

As of October 16th, 2023, we are forecasting a final domestic FTE count of 3,352. If this forecast is realized, it would represent 59% of the Ministry domestic FTE target. We are also forecasting a final international FTE count of 3,994. However, no Ministry targets are assigned to this number.

Below is a breakdown of all the non-developmental targeted programs as listed in the Budget Letter, along with the last fiscal's domestic FTE counts, this fiscal's actual domestic FTE counts to date, the forecasted FTE counts (i.e., estimated with spring) and a forecast of the target achieved or missed

Program	Last Summer & Fall FTE Actual	Last Fiscal Total Domestic FTE Actual	Total Domestic FTE Ministry Target	Domestic FTE Actuals To Date (Summer & Fall)	Domestic FTE Forecasted (+Spring)	From Target	Dean	Faculty
Health Care Assistant	17	41	88	25	59	-29	Brad Martin	EHHD
Rehabilitation Assistant	25	44	65	37	63	0	Brad Martin	EHHD
Allied Health (Music Therapy)	27	42	55	23	35	-20	Brad Martin	EHHD
Interaction Design	N/A	N/A	18	4	9	-9	Ramin Shadmehr	FAA
2D Animation*	41	76	14	39	72	58	Ramin Shadmehr	FAA
3D Animation*	25	49	36	27	53	17	Ramin Shadmehr	FAA
ECE Diploma (All, including KPU partnership)	30	47	82	26	41	-41	Brad Martin	EHHD

Note that numbers are rounded
*Ministry targets are expansion targets only



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Patricia Heintzman, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the November 16, 2023 Governance and Planning Committee meeting.

SUMMARY

The Committee approved the minutes of the September 14, 2023 meeting and discussed the following items:

- **Review of Committee Terms of Reference**
 - **Executive and Human Resources Committee Terms of Reference:** Tally Bains, VP Finance and Administration reviewed the updates to the Executive and Human Resources Committee Terms of Reference. The Committee passed a motion to recommend that the Board approve the proposed updates. This motion is provided to the Board under separate cover.
 - **Investment Management Committee Terms of Reference:** Tally reviewed the updates to the Investment Management Committee Terms of Reference. The Committee passed a motion to recommend that the Board approve the proposed updates. This motion is provided to the Board under separate cover.
- **Governance Framework**
 - **Board Governance Manual:** Tally reviewed the updates to the Board Governance Manual. The Committee passed a motion to recommend that the Board approve the revisions to the Board Governance Manual as presented to the Committee, and with additional revisions to sections 41.a and 41.b. This motion is provided to the Board under separate cover.
 - **Board Handbook:** Tally confirmed that, as directed by the Committee, the Board handbook was shared with the Board of Governors.
- **Policies**
 - **B.401 Sexual Violence Policy:** Daniel Levangie, AVP of Student Success reviewed the updates to the policy. The Committee passed a motion to recommend that the Board approve the changes. This motion is provided to the Board under separate cover.
- **Integrated Planning Fiscal 2024/25 Update:** Toran Savjord, VP Strategic Planning, Assessment and Institutional Effectiveness provided an update on integrated planning.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.4: INVESTMENT MANAGEMENT COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: David Ayriess, Investment Management Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Investment Management Committee meeting that took place on November 14, 2023.

SUMMARY

The Committee approved the minutes of May 30, 2023, the record of meeting held on September 12, 2023 meetings, and discussed the following items:

- **Investment Portfolio Performance:**
 - TCC Client Services Representatives Mario Delisle and Remi Tetreault presented a report on the performance of the TCC Alternative Fund as at June 30, 2023. The Committee passed a motion to receive this report for information.
 - Brad Bondy, investment advisor from Ellement Consulting Group, provided an overview of the quarter 3 performance as at September 30, 2023 for the University and Foundation portfolios. The Committee passed a motion to receive this report for information.
 - Tally Bains, VP Finance and Administration gave an overview of the PH&N performance report and the Finance department investment report.
- **Committee Terms of Reference:** Tally reviewed the updates to the Committee's Terms of Reference. The Committee passed a motion to recommend that the Governance and Planning Committee recommend that the Board of Governors approve the proposed updates.
- **Annual Policy Priorities List:** Tally provided an overview of the report which included the board policies that are applicable to the Committee's mandate as per the terms of reference, the status of each policy and the workplan for the year. The Committee passed a motion to receive this report for information.

RECOMMENDATION

This is for the Board's information only.

PRESIDENT'S REPORT TO THE BOARD

Reporting period from September 6 to November 6, 2023

PRESIDENT'S OFFICE

The fall has been busy time as we welcomed more than expected numbers of international and domestic students to the University, demonstrating the attractiveness and accessibility of our programs.

There were many highlights during this period, including confirmation from the Ministry on our successful application for DQAB exempt status; good progress with our two main construction projects: [on-campus housing](#) and the new [Centre for Childhood Studies](#); and another successful round of CARS Unified research grants along with \$1.5 million in NSERC and SSHRC grants.

Of special note was the wonderful celebration of Capilano University's Elders Circle on October 17, acknowledging the leadership and support of Elder Robert Joe, Elder Christine Leo, Elder Latash Nahanee, Elder Delhia Nahanee, Elder Rose Nahanee and Elder Sabra Thompson.

CapU continued its good work in the Sea-to-Sky region with the community and District on the plans to stand up the new campus in Squamish while entering into a [new partnership agreement with the Whistler Institute](#).

Finally, Capilano University's [advocacy work to support improved transportation](#) around the North Shore was acknowledged with [TransLink's announcement](#) of additional bus transit routes, including to Phibbs Exchange.

ACADEMIC & PROVOST

The provost office welcomed Laura Kinderman as dean, faculty of business & professional studies, and Aurelea Mahood, as vice provost & associate vice-president academic. It is with much gratitude, appreciation and well wishes that we say farewell to Dennis Silvestrone, dean, faculty of business & professional studies, as he embarks on his new journey and adventures.

Under the leadership of Aurelea Mahood, director, academic initiatives & planning, CapU received confirmation from Minister Robinson approving CapU's application for exempt status at the baccalaureate degree level. This allows an expedited process for new baccalaureate degree proposals; new degree proposals will no longer automatically require a program quality review by an external expert panel.

Concerted planning is underway with an accelerated timeline for new programs launching at the new Squamish campus for fall 2024. Given the timeline, these will be existing program expansions where there is local need and known interest. At minimum, this will include early childhood education and care, adult basic education, tourism management, (anticipated based on interest) University One for Indigenous Learners, and a suite of courses in arts and sciences with a focus on place-based learning that align with the BA, Major in Interdisciplinary Studies. The provost is also forging deeper working relationships with School District 48 through the superintendent with those in respective roles meeting over the coming weeks to action additional activities to enhance high school transition to CapU programs.

Additionally, we signed two new academic memoranda of understanding, extending the University's community collaborations: the Whistler Institute and the District of Squamish.

FACULTY OF ARTS & SCIENCES

- » The Faculty of Arts & Sciences welcomed the following faculty for the fall term: Unita Ahdifard (English), Daniel (Daniel) Barabanov (psychology), Will Best (English), Sarah Derasp (French), Cara Masten DiGirolamo (English), Roquela Fernandez (English), Kenneth Huyng (English), Christi Kramer (English), Steven Maye (English), Mark McPhedran (psychology), Rachel Roy (anthropology), and Holly (Flauto) Salmon (English).
- » Senate approved the following curriculum at the September meeting:
 - ECON 110—This course introduces students to the fundamental principles of economics and their application in various fields. Through lectures, discussions, and problem-solving exercises, students will learn to analyze economics problems and to understand the economic environment in which decisions are made. This course covers both microeconomics and macroeconomics. Microeconomics introduces the market system of demand and supply, the effects of government interventions such as taxes, subsidies and price controls, and market failures. Macroeconomics covers the measurement of economy, economic growth, fiscal and monetary policies.
- » Justin Wilson (psychology) was invited to the UNESCO (The United Nations Educational, Scientific and Cultural Organization) Intercultural Competencies for Peacebuilding event to share his Indigenous experiences for intercultural dialogue and conflict transformation as a representative for North America. UNESCO's mission is to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity. As a Hilzaqv, he shared the Potlatch methodology, psychological safety and cultural security as tools to help realize transformative communication across cultures and identities. Notable too is that he was invited to present here re: workplace safety for Indigenous employees: <https://workforceforward.ca/session-description-bc2023-workshop-intersectional-approaches-to-indigenous-inclusion/>
- » Events:
 - Students in MATH 190: Mathematics for Elementary Teachers held a [SNAP Math Fair](#) on November 3.
 - Our languages and linguistics department held an event on October 26, attracting many students curious about languages. Activities mini language lessons, games, cultural practices and unique snacks. Faculty gave hands-on demonstrations to help future language students. Everyone had a great time. One highlight was our student volunteers (seen right) who are currently studying Chinese, French, Japanese and Spanish. They enjoyed sharing their leant knowledge with others.
 - Men's Healing Circle run by Justin Wilson happens every third Monday of the month starting on October 16. This is an opportunity to discuss men's well-being in a ceremonially safe, supportive space. Healing Circles are deeply rooted in many of the spiritual practices of West Coast Indigenous Peoples. This circle will provide men with non-Westernized ways of discussing, finding and maintaining well-being. As a CapU community, we will share stories and receive the gifts stories have to offer us in relation to anything preventing us from being our best inside the academy.
- » Congratulations to the faculty of arts & sciences CARS Unified #7 Grant awardees:
 - Bruno Tomberli—*Dissemination of atomic simulation results from quantum computers*
 - Caroline Dingle—*Understanding human attitudes and impacts of human behavior on the outcomes of human-wildlife interactions*
 - Danyael Lutgens—*The roles and experiences of peer support volunteers in promoting Self-efficacy, social inclusion, empowerment and self-management among student peers in need on campus*
 - Lesley Schimanski—*The reflective judgment model study*



- Lisa Lajeunesse—*Review and feedback of interactive eLearn math exercises*
- Megan Smetzer—*Carving shed: Supporting indigenous arts mastery (SIAM)*
- Sarah O'Sullivan—*stigma imaginaries: treatment, responsibility, and blame in Uganda*
- Tom Flower—*Human impacts on community composition in recreational versus intact forest habitat*

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The Faculty of Business & Professional Studies welcomed Laura Kinderman as the new dean on October 23. Laura brings in a unique blend of experiences and academic leadership roles, and in the assistant dean roles oversees the operational activity of legal education programs through the lens of quality enhancement, working with the senior leadership to enact the vision and strategic directions.
- » Creating Connections 2023, an annual event held by the School of Business was held at the Wallace Venue on September 28. It combined elements of networking and a career fair. Over 350 students registered, with all company tables sold out. Notable employers included CIBC, TD Bank, RBC, Parq Vancouver, Delta Hotels, YMCA, and Costco. BlueShore Financial sponsored the event and expressed satisfaction with the turnout. Grouse Mountain scheduled six interviews for the next day and Discover Canada Tours found promising candidates, selecting two for final interviews. Survey results indicated employers were pleased with the venue, format, and interactions with students.



- » Supply chain and international business panel on October 18:

- Fifty students attended the panel facilitated by CSB faculty Peter Holden. The panel welcomed experts from the supply chain management and international business sectors who shared



their experiences and insights about the present and future job market: Kate Ferguson, director of gas services, Seapeak; Pardis Daneshyar, director of strategic modes, RXO; Mark Thompson, VP of operations, Sysco; and Chris Dinter, manager, key accounts & cruise operations, Aerostream.

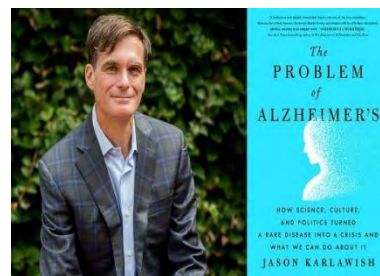
- » What started as a CARS grant project a couple of years ago has now blossomed into a brilliant startup and a small thriving enterprise. School of Legal Studies faculty Karen Yip is the brain behind the software ConveyMe—A full-service conveyancing software company utilizing the latest technologies to produce the documents needed by firms and notaries for residential conveyance of homes or condos. ConveyMe's official launch was April 2023 and is now used by over 45 law firms and notary offices throughout B.C. Under Karen Yip's direction, ConveyMe will reduce the transaction costs of unaffordable housing. Karen's goal is to develop scholarships for underprivileged students wishing to enter the legal field.

- » Faculty Victoria Schroff was appointed as an expert member of ICBT (International Conservation Biology Team) based in Paris, France; became an expert member of GAL (Global Animal Law Association); voted one of Canada's Top 25 Most Influential Lawyers; hosted the 3rd anniversary event for Canada's first animal law pro bono clinic at LSLAP—Article about clinic in October 2023 Bartalk; and spoke at the Canadian Violence Link Conference for Humane Canada on November 9.
- » Faculty and chair Sara El Rayess was awarded a CARS Unified #7 grant to prepare a feasibility study for an access to justice initiative. Sara also passed the rigorous certified e-discovery specialist exam through the Association of Certified E-Discovery Specialists (ACEDS), the leading organization for training and certification in e-discovery.
- » Four faculty from the School of Communication were awarded CARS Unified #7 grants, including Kym Stewart, Michael Markwick, Sue Dritmanis and Lydia Watson.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » New early childhood care & education faculty Chloe Humphrey received her PhD from Simon Fraser University, and subsequently served as a post-doctoral fellow at SFU in Philosophy, Environment and Education. She has published a wide range of top academic journals. A current research project involves collaboration with Indigenous scholars, knowledge keepers and cultural workers on the topic of social, ecological and cultural change in early years education. Humphrey is the founder, program director and chair of the board of directors of Squamish Nature Learners, an all-outdoor education program for children in early years to grade 6 (www.squamishnaturelearners.ca).
- » On October 23, CapU hosted the annual meeting of the British Columbia Deans & Directors of Developmental Education at its main campus. Representatives from 14 post-secondary institutions participated, as well as representatives from the Ministry of Post-Secondary Education and Future Skills.

- » Thirty-eight students in Sechelt and North Vancouver from the Health Care Assistant (HCA) certificate program celebrated provincial HCA Day on October 18. Jason Karlawish, author of *The Problem of Alzheimer's: How Science, Culture, and Politics Turned a Rare Disease into a Crisis and What We Can Do About It*, gave a presentation and answered questions. Each student received a signed copy of the book. For further information on the event, see [here](#).



- » Through collaboration with the Association of Neighbourhood Houses of BC (ANHBC) and the Vancouver Foundation, faculty in the community development & outreach department are delivering the Community Capacity Building citation to 28 learners with lived experience in the non-profit sector. The citation consists of two courses that provide foundational learning and upskilling opportunities in community development work, including principles and practices of community organizing, leadership and facilitation skills and working with diverse communities.
- » Marisa Navarro Ros, Community Development & Outreach (CDO) faculty, was recognized as one of three finalists for the Bill Manson Citizen of the Year Award at the annual Squamish Business Excellence Awards gala event held on November 3. The award recognizes a local citizen who has contributed significant

volunteer time to enrich the quality of the Squamish community. They are well respected, inspire others with their efforts and contribute significant time outside of their regular employment to uplift, support, and contribute to the local business community. Marisa was recognized for her tireless work in CDO settlement programming and with Squamish Newcomer Services.

FACULTY OF FINE & APPLIED ARTS

- » On September 13, Ramin Shadmehr, dean, was awarded Mentor of the Year from the Greater Vancouver Board of Trade as part of their Leaders of Tomorrow mentorship program, connecting top post-secondary students with leading industry professionals.



- » The theatre department will be offering relaxed performances for each of their shows this year. The shows are matinee performances for each show. A relaxed performance provides a more inclusive theatre environment for anyone who may benefit from a more casual setting, including those on the autism spectrum, with sensory or communication disorders, neurological disorders or other forms of neurodiversity. The goal is to welcome and support the diverse ways patrons experience the arts.

- » Hannah Jones, a second year Indigenous Digital Filmmaking Diploma student from the Li'wat Nation, won the Best Student Film Award at the Shakti Film Festival for her film, "Tree of Life". "Tree of Life" is set during the Sixties Scoop, a time when First Nations children were forcibly removed from their families and placed into the child welfare system. The award was presented as part of the closing gala on October 14 at SFU.



- » The Jazz Studies program welcomed Brazilian piano virtuoso and Juilliard faculty, Henrique Eisenmann, for a week-long residency. The capstone event of the week was a concert on October 27 at the BlueShore Theatre, which featured the CapU 18-piece jazz orchestra and vocal-instrumental small groups. It was phenomenal event. Henrique praised our students' spirit, musicianship and risk-taking, calling CapilanoU Jazz Studies a "gem of a program."

- » The Indigenous Digital Accelerator, launched its "Scripting the Future" workshop for Indigenous screenwriters, sponsored by NBC Universal. The workshops run from October 2023 through August 2024. In phase one, writers have the opportunity to workshop their feature length screenplays among a circle of fellow Indigenous writers to further develop their script. Future workshop events include a review by a professional story editor, followed by the opportunity for some select scripts to be brought to life with a virtual table read featuring a cast of talented Indigenous actors.

**SCRIPTING THE FUTURE:
THE NBC IDA INDIGENOUS
SCREENWRITING PROGRAM**

THE PROGRAM

- In Phase One of the program, you'll workshop your feature-length screenplay amongst a circle of fellow Indigenous writers, and work towards a new draft of your script!
- In Phase Two, you'll be paired up with a professional story editor to continue development of your latest draft.
- In Phase Three, selected writers will have their scripts brought to life through a virtual table read featuring a cast of talented Indigenous actors.

ELIGIBILITY

- Open to experienced Indigenous writers across Canada
- Have a completed first draft of a feature-length screenplay
- Have access to a computer with a strong internet connection (program will take place virtually)

**PROGRAM RUNS
OCTOBER 2023 -
AUGUST 2024**

Thanks to generous sponsorship from NBCUniversal, there is no cost to attend this program. For more info or to request an application, email ida@capilano.ca
Application Deadline: September 30th

- » Jason Karman, an instructor in the motion picture arts program and alumnus of CapU, had his directorial feature film debut open theatrically September 15. The film "Golden Delicious" is a coming-of-age drama from the perspective of a second generation Chinese Canadian that stars Cardi Wong and is produced by Kristyn Stilling, both are also alumni from CapU. An article in Xtra details how Jason's first feature film came to be: <https://xtramagazine.com/culture/golden-delicious-jason-karman-jake-wong-256760>



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » The School of Tourism Management (TOUR) organized a series of successful events in September/October 2023:
 - Tourism & Outdoor Recreation Association (TRECSEA) members organized a Whisler field trip for new BTM/TM students, after a three-year pause due to the COVID-19 pandemic. This was a terrific opportunity for the students from both programs to connect, build a professional network and get involved with TRECSEA in organizing university-wide tourism events.
 - The School of Tourism Management & TRECSEA hosted World Tourism Day with close to 150 attendees. Many diverse expert panelists at this year's event, including the leader of the BC Green Party.
 - Department members in the Bachelor of Tourism Management (BTM)/Tourism Management (TM) and Outdoor Recreation Management (OREC) programs co-organized a virtual information session in October and will continue with more sessions in the same format over the next few months.
 - The 2023 Work Term Excellence Award was presented to Mr. Anh Duc (Daniel) Vu, a BTM student, in recognition for exhibiting excellence in their co-op work term.



- » The School of Public Administration (PADM) serves local government employees seeking to grow their skills as academic practitioners in the field. Over the past few months, PADM served 50 per cent of the local governments in B.C. through delivery of courses such as local government finance and local government Services.

- » Through the mission to serve local government employees, PADM has fostered strong connections with the sector, including a partnership with the Local Government Management Association of BC, to deliver Municipal Administrators' Training Institute (MATI)® courses. As of October 2023, PADM successfully re-launched all post-pandemic MATI® courses and completed MATI® Leadership in Local Governments, serving 31 local government employees.



- » The School of Outdoor Recreation Management (OREC) organized field trips in September for first and second year OREC students who experienced a mix of weather conditions, enhancing the learning and building cohort integrity. Everyone arrived home safe and excited about beginning the condensed portion of the program:
 - Warm welcome to new team members: Carter Arlette, who is helping Bridget McClarty with sea kayaking courses, Chris Kaipio and Brent Hiller who are assisting Bruce Wilson with the hiking courses and our new DDA, Laise Loprete.
 - Excitement about the potential of Squamish OREC programming is elevated and pushing the horizons of what OREC can be with increased resources and expanded programming.
 - OREC was sold out for this cohort demonstrating the demand from industry for CapU talent. We look forward to repeating this for next fall.
 - The new cohort includes international students, something that OREC plans to increase to provide a global perspective both during their tenure at CapU and after they graduate and join other OREC alumni.
 - For 51 years, OREC has offered quality programming, providing the outdoor industry with outstanding leaders engaging in contemporary practices.

- » The School of Kinesiology (KINE) organized several learning and information sessions over the past two months exploring the human body and its relationship to exercise, sport and health. The Kin Cup in late September was a major team building success, where we saw students work in friendly competition to develop a sense of belonging, trust, and team for continued collaboration and joint applied learning goals.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Community Development and Outreach the Settlement Project continues and is in the process of settling 100+ Ukrainian people throughout the Sunshine Coast. There are two English conversation classes per week (Int/Adv Book Club and Beginners Conversation Circle), one introduction to the English language and writing class (CDEN) and volunteer one-on-one tutoring sessions. This program serves newcomers from over 20+ countries who call the Sunshine Coast home.
- » The Sunshine Coast Literacy Coalition has met and confirmed the yearly activity plan. September saw the second annual Story Walks in communities supported by the 'Story Walk Loan Library'. Throughout the year, 'BC Books for BC Babies' will be spearheaded through local public libraries and VCH Public Health units, by donating a book bag to every family on the Lower Sunshine Coast who has a baby during this year. Our fundraising will commence soon through the 'Sock it to Literacy' campaign, as we sell merino wool socks generously made available through Blue Sky Clothing Company in North Vancouver.
- » Community Access to Literacy and Learning (CALL) is our community adult learning program and it is a volunteer one-on-one tutoring program. It received another two-year funding cycle through a proposal writing process in the Spring of 2023. The goal is to see 15 tutor/learner pairs study together for 1.5–2 hours per week throughout the year. Monthly reports are submitted as part of the learner assessments that are ongoing.
- » The new "Wood/Silver Carving and Plant Medicine with shísháhl Nation" program funded by a two-year SIAM grant began in September 2023 with 18 students ranging in age from 28 to 81. Indigenous education advisor Jessica Silvey sees the students light up as carver Dean Hunt shows them how the wood is telling them things. "They are pulling the education in, it reminds me of watching my father with his net, gathering; they are filling themselves up not just with carving knowledge but in doing something that their ancestors did." Elder Robert Joe is a part of the class, concurrently sharing shísháhl language with students. The medicinal plants classes are out on the land, collecting before the end of the gathering season, and later will make teas and salves in winter. One elder is remembering plants her grandmother showed her (even though she didn't speak shísháhl and could not understand her grandmother) and multiple generations are working together. It makes you realize that the class is not just about the medicines but also for your soul. The program starts in "a good way", with vision and understanding of lost ways that are returning. Jessica Silvey adds, "We are always thankful to the Creator for finding our way back."



- » The kálex-ay campus will be adding the shísháhl flag to the main flagpole and would like to thank student Carmen Loring for helping to organize this.
- » We have welcomed two new employees: Andrea Graham, DDA1; and Alicia LaValle, assistant to the regional director.

INDIGENOUS EDUCATION & AFFAIRS

- » Naomi Narcisse was welcomed into the new role of manager of Indigenous education & affairs, where she is working collaboratively with the director, Indigenous education & affairs, and managing the *Kéxwusm-áyakn* Student Centre and Indigenous Student Services. Michael Wright was also welcomed as the Indigenous student recruitment advisor and has already been leading events and recruitment initiatives in B.C.
- » CapU held its Elders' Inauguration celebration on October 17 in the BlueShore Theatre. The event recognized the many years of dedication of the Elders at Capilano University, Latash Nahanee, Rose Nahanee, Delhia Nahanee and Robert Joe, while also marking the new relationships we hold with Elders Christine Leo and Sabra Thompson. The University now has an Elders' Circle, with ongoing relationships to support and advise us on our path.
- » IEA held events throughout the month of September to help form relationships and build knowledge of Indigenous culture and experiences, culminating in Elder Wendy Charbonneau from the Squamish Nation's performance of "Resisting Injustice, Genocide and Linguicide."
- » IEA has established Elder protocols to support how CapU community members engage with Elders on campus. This document gives clear guidance on how to requests an Elder and how they are engaged in a respectful and culturally safe manner.

LIBRARY

- » On October 30, the library and Sabrina Wong hosted the fall meeting of the Business Librarians of BC group at CapU Lonsdale. Fourteen librarians from 10 post-secondary institutions attended the in-person and virtual event, bringing together expertise from across the province.
- » Librarian, Ashley Manhas was a panelist in the *Canadian Association of Research Libraries' Inclusion Perspectives Webinar Series* to join library workers across Canada in national dialogue about inclusion in Canadian libraries and how positive change can be affected in the profession. In addition to a collaborating with CIE in offering a citation webinar, Ashley also offered a virtual workshop called *Secrets for Successful University Essays*, on behalf of the library and the Writing Centre, to welcome 149 new students to CapU and provide practical strategies for them to succeed with university assignments.
- » For those interested in what students are listening to, the CapU Library has compiled a motivational playlist based on student recommendations: [CapU Library Motivational Playlist 2023](#) on Spotify.
- » A recent library environment survey reveals that 77 per cent of students agree that the library is part of CapU's distinct university experience and more than half of those respondents attend the library once per week or more. Eighty-five percent of students agree that the library is a place they can be comfortable in.

ACADEMIC INITIATIVES & PLANNING

- » CityStudio North Vancouver established and launched four exciting project collaborations for the Fall 2023 term. During September and early October, introductory sessions were held between participating classes and city partners. Students from BADM 305 and REC 156 participated in site visits facilitated by their community partners as part of an introduction and orientation to their project. By mid-late October, students met with their community partner(s) for check-in sessions to present and receive feedback on the development and process of their projects.



- » Minister Robinson has approved Capilano University's application for exempt status at the baccalaureate degree level. While all new degree programs in B.C. require Minister approval, the degree quality assessment process can now be expedited for baccalaureate degree proposals at the minister's discretion and all new degree proposals will no longer automatically require a program quality review by an external expert panel. Achieving exempt status is a testament to our commitment to the highest standards of education and governance, our policies, procedures and resources, and keeps us accountable to continue to uphold those standards.

WORK-INTEGRATED LEARNING

- » Work-Integrated Learning (WIL) continues to be a priority for student success. This term saw a total of five course collaborations where 120 student WIL experiences were facilitated through GrowthHub and the WIL Co-Lab. Faculty and courses involved: Grace Kim: CMNS 220; David Kuch: BMKT 334; Milla Zaenker: BADM 302; Carrie Jung: EAP 100/101; and Carmen Bruno: BADM 466. Pictured: Artona manager, Amanada Rak, presenting the organizational request to BMKT 334 students on September 25, 2023.



- » The WIL Co-Lab launched Lemongrass and Thyme: A Short Course for Intercultural Competence. This first pilot course is an online twenty-hour, self-paced course which is free to participants. This wonderful opportunity to obtain intercultural skills is possible due to funding from the Ministry of Post-Secondary Education and Future Skills. The first cohort attracted 13 community partner enrolments.
- » In October, the WIL Co-Lab hosted a Marriott Hotel info session for the second year in a row. The Marriott team presented career opportunities (full-time, internship, management trainee) and delivered a workshop on resume writing and application tips. The event attracted over 40 student participants.

TEACHING & LEARNING

- » Mary Watt will be transitioning into the newly created role of learning and instructional design specialist as of November 15. In this new role, Mary will support faculty in creating engaging, interactive and effective learning experiences, particularly through the use of digital technologies and in online learning environments.
- » We are celebrating two successful faculty grant awardees in the recent CARS Unified grant competition:
 - Lydia Watson, teaching and learning associate for open pedagogy, *Creating collaborative spaces for open pedagogy at Capilano University*
 - Yi Cui, educational developer in the Centre for Teaching Excellence, *Students' perceptions of teaching excellence*
- » The Centre for Teaching Excellence conducted over 350 consultations in September and October and facilitated eight departmental workshops, in addition to the regularly scheduled [Certificate in University Teaching and Learning workshops](#).

- » Two new communities of practice have launched this fall. Registration was limited and both groups filled in record time! The topics are:
 - Generative Artificial Intelligence and ChatGPT
 - [Ungrading](#)
- » Guidelines for the use of generative artificial intelligence in teaching and learning have been published on the Centre for Teaching Excellence website: <https://cte.capilanou.ca/resources/chatgpt/>
- » Nominations for the CapU Teaching Excellence Awards fall intake opened on November 1 (closing November 30) for students to nominate their fall term instructors. This is the first time there is a fall nomination period!

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- » The CARS Unified grant competition is now in its seventh round. These grants provide faculty with funding to hire research assistants. Faculty research supported by Unified funding spans a broad range of areas that include Indigenous arts, open pedagogy and the impacts of HIV stigma. Congratulations to the following faculty who received the CARS Unified #7 grant:
 - Faculty of Arts & Sciences: Bruno Tomberli, Caroline Dingle, Danyael Lutgens, Lesley Schimanski, Lisa Lajeunesse, Megan Smetzer, Sarah O'Sullivan, Tom Flower; Faculty of Business & Professional Studies: Kymberly Stewart, Michael Markwick, Sara El Rayess, Susan Romeo-Gilbert and Sue Dritmanis; Faculty of Education, Health & Human Development: Annabella Cant, Özgür Gibb and Mark Vaughan; Faculty of Fine & Applied Arts: Chelsea Bell Eady, Karl Herrmann; Faculty of Global & Community Studies: Alan Jenks; Centre for Teaching Excellence: Lydia Watson, Yi Cui; Library: Jocelyn Hallman
- » CapU's first Canadian Institutes of Health Research (CIHR) research award recipient.
 - Sarah Yercich, faculty from the Faculty of Arts & Sciences, was awarded the Alliance Against Violence & Adversity (AVA) Early Career Researcher grant. AVA is funded by the federal agency CIHR and the grant supports capacity building that promotes the health and wellness of girls and women at risk and affected by violence over their lifespan. This award builds on Sarah's previous AVA research grant award. Congratulations Sarah!
- » The University recently signed Memorandums of Understanding (MOU) with three key partner organizations: We renewed our MOU with the Howe Sound Biosphere Region Initiative Society (HSBRIS); The District of Squamish unanimously approved our joint MOU (stay tuned for the official signing event); and we signed a new MOU with the Whistler Institute. These MOU's uphold our commitment to the co-development of curricular and co-curricular learning activities and community-based research.



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- » In late September, we welcomed Claire Li as a financial planning & analysis advisor. Claire holds a Bachelor of Science with a double major in economics and statistics from the University of Toronto. Claire brings over two years of valuable experience in financial analysis, budgeting and financial modeling.

- » The Fiscal 2023/24 Q2 forecast submitted to the Ministry was a surplus of \$8.7 million which is a \$12 million favourable variance compared to the Board approved deficit budget of \$3.3 million. This surplus figure includes a capital restriction of \$10 million from the Ministry operating funding for digital transformation.

CORPORATE SERVICES

- » Corporate services welcomed Scott Thompson as the new shipping & receiving associate.
- » The policy office continues to make progress with updating the CapU policy suite. Twelve policies, together with their supporting procedures were approved at the Board or the SLC meetings in September. This concludes a significant refresh of the HR policies on compensation, conditions of employment and leaves.
- » Purchasing supported the development, release, evaluation and award of the Request for Proposal (RFP) for security services and the development and release of a Negotiated RFP (NRFP) for the implementation of a new Enterprise Resource Planning (ERP) system as part of the digital transformation plan.
- » In support of Orange Shirt Day 2023, the bookstore sold 100 youth and adult Every Child Matters t-shirts. All proceeds were donated to the Orange Shirt Society and the Native Northwest Reconciliation Fund.

FACILITIES SERVICES & CAMPUS PLANNING

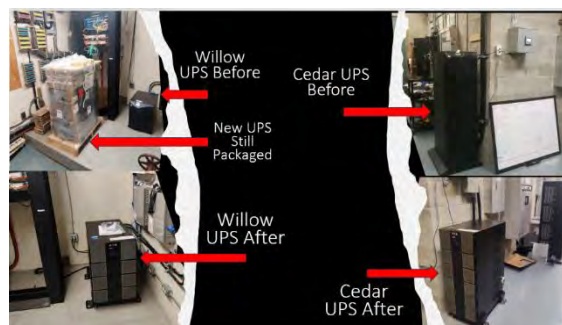
- » Facilities services has been completing necessary repairs to buildings at the new Squamish campus. Current priorities are the heating and ventilation equipment to ensure the health and comfort of the existing tenants in the colder months.
- » Much of the work at the main campus was directed at roofing maintenance and data and power installations in classrooms.
- » The Furniture Replacement Plan was created to address the imbalance of furniture throughout CapU campuses. As the University has grown and transformed, the demand for a variety of furniture types to address diversity in pedagogical approaches, supportive ergonomics and innovative environments has increased. This is the first master Furniture Replacement Plan that CapU has undertaken. The plan details the general condition of existing University furnishings and a recommended timeline and expected cost for replacement.
- » After a thorough bid process, Paladin Security was awarded a five-year contract for security services at CapU. The new contract starts in November.
- » Safety and emergency services hosted two safety tables in September and October, encouraging students and employees to test their safety knowledge and sign-up for the CapUSafe app.
- » The quarterly fire and evacuations drills were held in September and the BC ShakeOut earthquake drill on October 19.
- » Safety & emergency services director, Natalia Skapski, presented on the future of safety and security and continuity planning at the Administrative Services Collaborative (ASC) conference on October 19. Natalia also presented on crisis management governance structures at the Canadian Association of University Business Officers (CAUBO) November 6 webinar.

INFORMATION TECHNOLOGY SERVICES

- » IT services welcomed Rav Goodison as the associate vice-president, digital technology services effective November 14, 2023. Rav was working as a consultant at CapU since August 2023 leading the *Digital Transformation Plan* and the enterprise resource planning selection project. She brings over 25 years of IT

leadership experience and joins us from working with BC Health Authorities where she led projects that revolutionized digital healthcare delivery. Rav holds a Bachelor Science (Honours) in Engineering Management, Master Science in International Management & Master Science in Health Information Science, a Project Management Professional certification and is a PhD candidate in Health Information Science.

- » In October, we completed Phase 1 of the Uninterruptible Power Supply (UPS) replacement project. The UPS provides an instantaneous, break-free power supply when BC Hydro power is down. It will maintain power in the time between a BC Hydro failure and our emergency generator start-up, allowing CapU business devices to remain up and running.
- » On October 26, the new faculty payroll software, Workforce Now, successfully went live. This software replacement was required because the software that CapU has been using was no longer supported.



PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » Stephanie Kellar joined the labour relations team as director, labour relations.
- » Alexis Jones and Daniella Commisso joined the employee experience team as HR business partners. Both positions oversee the faculty portfolios. We also welcomed Tara Dabiri, manager, learning & development (temp) for Erin McFadden who is on leave.
- » The people services team completed the excluded employee policy update project. Five policies were rescinded (B.503, B.504, B.507, B.508, B.509) and two new policies put in place (B.515, B.516) as of October 1, 2023. New employee agreements were created for 131 excluded employees came into effect as of October 1, 2023.
- » As of October 30, the talent acquisition team launched a candidate journey evaluation survey to go out to all new hires within their first months of employment. This survey will collect feedback on the candidates' experience with the recruitment process, pre-hire communication, onboarding and orientation as well as values alignment. The feedback collected will help prioritize training and process improvement initiatives.
- » The talent acquisition team attended the WorkBC career fairs and the Capilano Connect job fair at CapU Lonsdale to promote CapU as an employer of choice to students and the broader community.
- » Talent acquisition implemented standardized protocols to comply with the Pay Transparency Act in B.C., promoting transparency and fairness in salary disclosures on all externally advertised job postings.
- » The HR team successfully moved operations from file share (J drive) to an HR collaboration SharePoint site, giving greater ease of access, less confusion and miscommunication and increased efficiency. This was done in the spirit of increased security as we continue to make process and operational improvements through automation and innovation.

COLLECTIVE BARGAINING

- » The University and the Capilano Faculty Association met on September 15, 26 and October 25, 2023.

LEARNING & DEVELOPMENT

To date, the team has facilitated the following workshops:

- » DiSC 1—Creating Our Common Language, total of 13 sessions with 157 attendees
- » DiSC 2—Strengthening Connections Through Communications, total of three sessions for Childcare Centre, Communications and MDX
- » The labour relations course is currently being audited by the new director, labour relations.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » The team continues to gather relevant feedback to revamp the planning templates and process. Along with internal feedback, the team will also identify known best practices applicable to post-secondary institutions.
- » The team planned a full-day session for Senior Leadership Council to work on the mid-year reflection and planned initiatives for the Fiscal Year 2024/25. We allocated time to sharing and dialogue activities aimed at identifying dependencies, supporting needs and potential risks.

ENVISIONING 2030

- » The team participated in meetings with the MDX experts and consultants responsible for reviewing CapU's brand alignment. Significant work is being done to make sure the upcoming branding efforts align with and build on our vision, purpose and values as outlined in *Envisioning 2030*.

STRATEGY, ANALYTICS & TRANSFORMATION

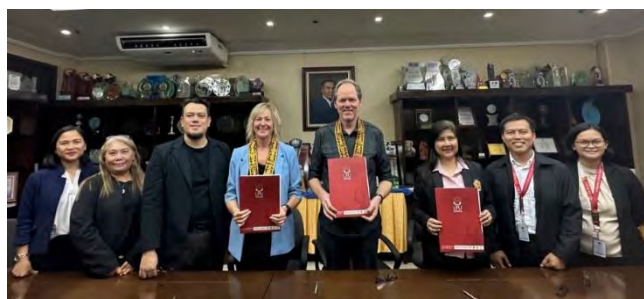
- » The institutional research team completed the interim CDW load; the final interim FTE report was due to the Ministry on November 22. Below are a few of the preliminary findings:
 - The domestic FTE target increased this fiscal year by a net of 106 for a total target of 5,669. This was due to one-time funding increases in certain targeted programs (dean and faculty accountable in brackets):
 - o Health programming: Net increase of 12 domestic FTEs, specifically 65 total rehabilitation assistant FTEs. (Dean Brad Martin, Faculty EHHD)
 - o Tech-related programming: Net increase of 18 total interaction design FTEs, this is a new program this fall term. (Dean Ramin Shadmehr, Faculty FAA)
 - o Early childhood programming: Net increase of 76 domestic FTEs in early childhood education programming, specifically 82 total ECE diploma FTE. (Dean Brad Martin, Faculty EHHD)
 - The interim domestic FTE count is 1,953. This number only includes summer and fall term registrations and represents a 7 per cent decrease (-147 FTEs) from the previous year's summer and fall count.
 - The interim international FTE count is 2,221. This number also only includes summer and fall term registrations and represents an 82 per cent increase (+1003 FTEs) from the previous year's interim count.
 - As of October 16, we are forecasting a final domestic FTE count of 3,352. If this forecast is realized, it would represent 59 per cent of the Ministry domestic FTE target. We are also forecasting a final international FTE count of 3,994. However, no Ministry targets are assigned to this number.

CONTINUING STUDIES

- » The strategic and operational review of continuing studies continues with a focus on the current public and private competitive landscape. Although there has been a tremendous amount of interest and investment in this space through both public (e.g., Ministry of Post-Secondary Education and Future Skills and microcredential grants) and private (e.g., large acquisition or IPOs of online learning platforms) avenues, employers are not confident about the value of “microcredentials” or “digital badges”. This suggests a disconnect between supply (credential providers) and demand (hiring managers) and calls into question the future direction of the non-credit space.

INTERNATIONAL

- » As of November 7, 2023 we are expecting around 800 new international students in the Spring 2024 term. This is a similar size intake to Spring 2022. With this intake and expected attrition and graduation, we should maintain an overall international student intake over 4,000 students into the 2024 calendar year. We are in a process of reducing intakes in some program areas to stabilize international registration and have already closed applications for many programs for Summer 2024.
- » We remain focused on seeking to diversify international registration into 2024/25. A key to accomplishing this is to have stronger representation in key markets. As a result, we have recently hired two regional representatives in South America and Asia. Thays Afonso is joining us as the regional representative for Latin America focusing on rebuilding registration from Brazil which was heavily impacted due to effects of the pandemic and economic matters. Teng (Tank) Huang is joining us as regional representative in China, which despite changes in the market, still ranks as a second strongest. Both new reps are experienced international education recruitment specialists and come highly recommended to our team. We are continuing to expand our international representative network to help diversify international registration and build stronger resilience and security to our international student population on campus.
- » As has been widely reported, political relations with India have been affected of late. We have been monitoring this situation from the outset and remain strongly connected to our networks in country. At this point, perhaps the most current impact on recruitment and registration is the time taken for visa processing. As visa processing services have shifted out of India, processing times have extended. We anticipate this may affect the Spring intake, but if so, applicants will be deferred to the summer.
- » Laureen Styles, VP academic & provost, and Chris Bottrill, AVP international, attended the Universities Canada delegation to the Philippines November 6–8. The delegation included presidents and other senior leaders from 14 Universities Canada member institutions and over 25 Philippines Universities and Colleges. CapU showcased its progress in developing partnerships with over eight Philippine institutions in the past two years. While in the Philippines, we visited four partner institutions including Lyceum University of the Philippines, Batangas and signed our first academic exchange agreement in the Philippines. This will enable exchange opportunities for students, employees, COIL, and research activities between the institutions. Photo: LPU faculty and international representatives including third from left are Ryan Mejia, dean of tourism, Laureen Styles, Christ Bottrill and Cecilia Pring, VP academic & provost.



STUDENT SUCCESS

ATHLETICS & RECREATION

- » The Pacific Western Athletic Association (PACWEST) announced the women's and men's soccer all-star teams for the 2023 season. CapU's women's side finished first in the four-team PACWEST standings and had the maximum number of nominees. Head coaches around the PACWEST submitted votes and after the results were tallied four Blues women were included.
- » Georgette Reed, director, athletics & recreation, reported that recreation activity demand is growing.
- » The women's soccer team finished the season in first place and won the silver medal at provincials. The men's soccer team is currently fourth in league play.

CAREER DEVELOPMENT CENTRE

- » The start of the fall term has been quite busy for the CDC, with our advisors delivering 26 in-class workshops for 17 different faculty, engaging with 552 students during these sessions. In addition, advisors delivered 14 regularly scheduled workshops, connecting with an additional 213 students over seven weeks.

- » In addition to workshops, the CDC worked with CAPUMA during Marketing Week, closely collaborating with the association and faculty Andrea Eby to deliver a marketing alumni panel, welcoming three panelists, Richard Harvey, account executive at Argano; Gustavo Zorzi, senior marketing and product development manager at Pacific Coastal Airlines; and Jessica Steward, public relations advisor at Invest Vancouver. The panelists shared their experiences and insights with a group of 25 students. The CDC also delivered an additional LinkedIn workshop during Marketing Week.



- » Career development advisors have conducted 219 one-on-one appointments since the beginning of the term, with just over 60 per cent of the appointments delivered in person.

- » As part of our LinkUp programming, Anna Kuziakina, employer relations & experiential learning Facilitator, facilitated an opportunity for a group of eight students to attend DisruptHR through CDC's Explore with the dean initiative. Students were accompanied by Faculty of Business & Professional Studies instructor Milla Zaenker and Dean Laura Kinderman. DisruptHR is an information exchange designed to energize, inform and empower HR leaders, business professionals and community leaders interested in disruptive ideas and moving the collective thinking forward when it comes to talent in the workplace. It was an engaging and fun evening for HR professionals to connect, listen to TEDx style presentations of topics ranging from employee wellness to using AI in recruitment and hiring.



- » The Career Development Centre collaborated with the School of Business to host a LinkedIn portrait photo booth. Forty-nine students had their professional portraits done, enhancing their personal brand.

- » Career Development Centre career ambassadors, Aylin, Ashley and Ishita delivered 13 in-class CDC Intro presentations for new students, introducing 233 students to our services and programming. They also hosted two tables as part of the Out and About engagement initiatives, where they connected with 80 students, sharing information about the CDC in fun and interactive ways.

COUNSELLING & LEARNING SUPPORT

- » With the departure of a learning strategist over the summer, it has been challenging to find a successful replacement, making it difficult for students to receive individual learning skills support during this period. Some limited services will be offered from November through the end of the term.
- » Orientations to the counselling services were given to 250 students both at the main and kálax-ay campuses. In total, 504 regular 50-minute counselling sessions were held with 56 drop-in appointments.
- » Counsellors participated in three outreach events for a total of 106 students in the main and kálax-ay campuses.
- » A workshop on Counselling vs. Coaching was co-presented to 28 students in the Faculty of Business & Professional Studies.

STUDENT HOUSING SERVICES

- » Housing applications for Spring 2024 and Fall/Spring 2024/25 opened on October 1, 2023. For the Spring 2024 term, we received a total of 36 completed applications. It is worth noting that we anticipate approximately 30 students to move out after the Fall 2023 term, primarily consisting of exchange and visiting students.
- » Our dedicated team of 12 resident advisors were instrumental in maintaining a vibrant atmosphere within housing during September and October. They have successfully organized over 38 events for students, fostering a strong sense of community. Some of the event highlights include a karaoke night, which saw over 100 students in attendance, a fun outing to a White Caps game, a delightful Deep Cove picnic, exciting Wii nights, sporty Fridays, movie nights, a visit to Maplewood Farms Petting Zoo, pumpkin carving contest and an adventurous Hot Wing Challenge, in collaboration with Chartwells. These events brought joy and excitement and also strengthened the sense of belonging within our housing community.



- » In addition to the extensive two weeks of training that our team of 12 resident advisors received in August, we seized the opportunity to further expose some of our RAs in mid-October. Two of advisors attended a student leadership conference, where they had the chance to collaborate, share their experiences and learn from other student leaders across the country. Proudly, one of the resident advisor's presentation proposals titled, "Making Cents of College: A Roadmap to Financial Literacy for Residents," was presented at the conference. This achievement reflects the exceptional talents and leadership potential within our housing team.



REGISTRAR'S OFFICE

FINANCIAL AID & AWARDS

- » Entrance awards valuing more than \$380,000 were distributed to 195 new and returning domestic and international students for the Fall 2023 term. This represents a 21 per cent increase in dollars disbursed and a 22 per cent increase of student recipients from fall 2022.
- » The team facilitated two "How to Apply for Scholarships and Awards" sessions for students with a total of 51 students attending. They also participated in the resource fair as part of Wellness Week this fall and spoke to over 50 students at the event about CapU funding opportunities, financial literacy resources and BCStudentAid applications.

ACADEMIC ADVISING

- » The academic advising team provided a Course Planning Workshop on November 4 to over 200 students and another on November 7 to 130 students. At these sessions, advisors provide tips and guidance on navigating the registration system. Students also learn how to make the best decisions in terms of how their course selection will help them meet their program and graduation requirements. The workshop also facilitated peer-to-peer student interactions, with students forming breakout groups to discuss campus clubs, meet-ups and social events. Additional workshops are scheduled in the next few weeks.
- » The first two sessions were a success with 90 per cent of students indicating they felt more prepared for course registration and 95 per cent indicating they felt their Spring term would be more successful overall due to their attendance.

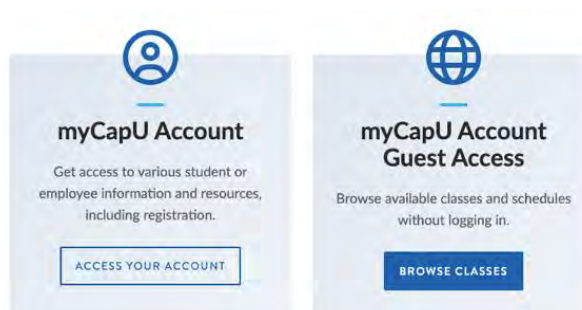
RECRUITMENT & ADMISSIONS

- » The domestic student recruitment team hit the road in early September, starting their visits to high schools throughout BC and Alberta to meet with future students and their families. Until November 23, the team will be visiting over 200 high schools, partnering with Post-Secondary BC (PSBC), Canadian Universities Event (CUE) and Alberta Out-of-Province (OOP) organizations. The recruitment tour runs until Friday, November 24, 2023. Details of all the visits are published on the [CapU website](#).

- » We opened applications for all programs for the Fall 2024 on October 3 on EducationPlannerBC. We have already been receiving applications from many students and our team has already started sending offers of admission. Our turn-around time on applications will continue to improve as more and more students utilize the Ministry of Education electronic transcripts service which allows us to instantly receive high school transcripts into our databases.

SYSTEMS & SCHEDULING

- » The Spring 2024 course schedule was published to the University website in late-October. With Spring registration opening on November 14, students now have the opportunity to go into the schedule and start building the course selection plans for the term. The schedule can be viewed by both students and guests from the [myCapU landing page](#).
- » After much consultation and data collection from the academic units, the scheduling team published the Fall 2023 final examination schedule to the University website on October 25.



UNIVERSITY RELATIONS

University relations includes the departments of communications, government relations & community engagement, marketing & digital experience, philanthropy & alumni relations and university events. University relations' goals are to: enhance the University's reputation and brand, develop positive relationships and secure resources to support University priorities, provide learners and employees an exceptional digital experience, market the university and bring the community together through various communication channels.

CAPITAL CAMPAIGNS


- » Work continues on the Centre for Childhood Studies capital project. The Fall 2023 Donor Update Report was released in late October. In addition to updates regarding the centre's construction and the School of Education and Childhood Studies, news regarding the University's newest campus in Squamish was shared. Construction on this exciting project is estimated to be completed by mid-April 2025.













COMMUNICATIONS

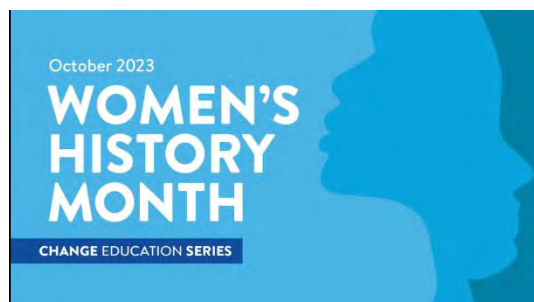
- » The communications team provided media relations, internal communications and social media for several news stories, including: [Capilano University shísháhl Nation partner to establish Indigenous arts mastery program](#); [Capilano University puts students at the forefront with new "Be You at CapU campaign"](#); and [Capilano University and the Sarah McLachlan School of Music announce new entrance award](#).
- » CapU continues to expand its social media reach and the communications team continues to work to grow the University's presence on Twitter, Facebook and LinkedIn. From September 6–October 21, 2023:
 - Facebook had over 12,500 pageviews and reached 134,000 viewers
 - Twitter had 10,000 impressions

- CapU's LinkedIn page gained 1,852 new followers and moved from seventh to fifth among competitors for follow growth (see table below: LinkedIn followers, September 6, 2023-October 21, 2023)

Follower metrics  Ranked by new followers

Page	Total followers	New followers
1  The University of British Columbia	533,627	16,337
2  Simon Fraser University	200,663	5,963
3  British Columbia Institute of Technology	172,244	4,533
4  Kwantlen Polytechnic University	59,832	2,120
5  Capilano University	46,234	1,852
6  Langara College	56,740	1,673
7  Douglas College	56,008	1,523
8  Royal Roads University	46,819	974
9  Trinity Western University	20,165	868
10  Emily Carr University of Art and Design	21,953	478

- » The team worked with President Paul Dangerfield on communications activities, including speaking notes; employee updates from the president in September and October; and the [September](#) President's Letter which focused on our commitment to training the next generation of early childhood educators and supporting early childcare opportunities.
- » Through a variety of channels and strategies, the team kept the CapU community up to date with University events including those related to National Day for Truth and Reconciliation; ShakeOut; Well-being Week; the Elders' Celebration; and various webinars and other events. In October, the team led communications in October related to Women's History Month, including a video, several Constant Contacts and intranet posts.
- » As bargaining between Capilano University and the Capilano Faculty Association continues, the team continued sharing bargaining updates online and internally.



GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » On October 5, President Dangerfield and members of the CapU community attend the City of North Vancouver's Mayor's Gala in honour of Mayor Linda Buchanan at the Polygon Gallery. Supporting local community engagement events contributes to meeting the Community goals of *Envisioning 2023*.
- » While in Ottawa for Universities Canada meetings, on October 23 and 24, President Paul Dangerfield and Vice-President, University Relations Jennifer Ingham met with government staff from a number of ministries, including Indigenous Services Canada; Housing and Infrastructure; Heritage Canada; and Families, Children and Social Development. This provided opportunities to speak to issues that are important to CapU and the post-secondary sector, including funding for cultural spaces and student housing on campus.

MARKETING & DIGITAL EXPERIENCE

- » Marketing & Digital Experience (MDX) welcomed two new team members during this period. Lauren Van Woerden (she/her) joined CapU on September 1 in the temporary role of digital content writer. Lauren brings expertise from over nine years in marketing for various industries along with a Bachelor of Arts in Communication & Human Resources from Dordt University. Prior to CapU, Lauren worked closely with the MDX team for over three years in her role as SEO strategist with digital marketing agency, Ollo Metrics. Evan Poitras (he/him) joined on September 25 in the role of manager, marketing. Evan brings over a decade of experience in marketing strategy, brand, content development and communications. His most recent roles include four years as the content marketing manager with local cycling brand Norco Bicycles and five years with Whistler Blackcomb working on the partner marketing and brand teams.
- » On September 18, MDX launched the annual brand and recruitment campaign, *Be You at CapU*. Working with Will Creative, we built on the award-winning 2022–23 Bring It campaign, focusing on the uniqueness students bring to CapU and celebrating their contributions, ambitions and identity. Featuring six students from various CapU programs, we combined new photography and video with existing content to produce a series of brand videos, transit shelter ads, SkyTrain posters, digital ads for Google, Instagram and Facebook, an LED screen in Metrotown Mall, Spotify audio ads, a campaign landing page, campus banners and posters and a Capsule story series. The campaign has already received media exposure in several agency publications and runs until March 31, 2024.
- » Our busy fall season included various projects to support both the domestic and international recruitment teams. MDX completed work on the printed Student Guide for prospective students. This year, we aligned the design of this print piece with the look and feel of the recruitment campaign. MDX also designed an updated International Student Guide, featuring a twilight shot of Vancouver and new testimonials. Other projects include a digital campaign and event materials for Explore CapU Open House, along with collateral for student housing, entrance awards and the High School Counsellors' event.
- » On the events side of things, MDX supported the CapU Street Party and new student orientation with website updates, schedules and event listings, maps and brochures and a great selection of images capturing the day. We also helped promote Women's History Month through an introductory video, event listings, graphics for social media, campus screens, email invitations and ongoing photography. This year, MDX partnered with philanthropy & alumni relations to create a Donor Impact Report to be presented to donors attending the Momentum event on October 19—an annual event providing donors and students the opportunity to connect, communicate and engage. The report serves as an annual stewardship communication vehicle focused on impact-driven storytelling.

- » During this period, MDX launched the following *Capsule* stories:
 - [Live to Learn](#)—Be You at CapU campaign participant, Khai, shares her unique take on the world and making the most of her time at the University.
 - [A Bright Future for Soccer at CapU](#)—Insights into men’s soccer coach Steve Millar’s style and approach.
 - [CapU in Photos: CapU Street Party](#)—A collection of special moments from the annual CapU orientation event.
 - [Moving With You at CapU](#)—Five graduates from the University’s new Bachelor of Kinesiology program were accepted into masters programs.
- » Our team continues to optimize and refresh content on capilanou.ca and have completed launches for the following web pages and sections:
 - [Meet the Counselling Team](#)—The new page includes photos, personal and professional information about each counsellor so students can make the best choice for them.
 - [Our History](#)—Working closely with the communications team, the Our History page received a facelift and content update to more accurately show who we are and how we got here, with a more visually appealing design.
 - [Accessibility at CapU](#)—Supporting the important work CapU is taking on in alignment with the Accessible BC Act, we updated information and redesigned the section so users can easily find information, share feedback and reach the contacts they need.

PHILANTHROPY & ALUMNI RELATIONS

- » We recently lost a remarkable friend of CapU. Rosalie (Lee) Grills was a trailblazer and fervent advocate for women’s rights, equity and diversity; she was a founding member of the North Shore Women’s Centre, and the former Cap College Women’s Centre. Lee is survived by her daughter Karen and son-in-law Ralf Tschenscher. We honour the incredible impact Lee, a CapU honorary degree recipient, made on the University and the broader community. Most recently, Lee was the founding donor to the UNESCO Howe Sound Biosphere Region student research partnership.



- » On October 19, we hosted Momentum, our annual event to unite our generous donors with student award recipients. Capilano University Foundation Board Chair David Ayriss led a special presentation on the status of the CapU endowment, and the gathering for over 90 people also included a delightful high tea lunch. The afternoon fosters connections and gratitude among our students and dedicated donors who provide generous support through a CapU student bursary, scholarship or award.



- » During the Fall New Student Orientation, 20 sponsors joined us on campus to participate in the CapU Street Party. We received \$17,500 in sponsorship revenue to support student success and the Centre for International Experience—a 14 per cent increase in orientation sponsorship support over last year.
- » The Mount Seymour United Church Pre-School of North Vancouver generously donated \$16,000 to the CapU Children's Centre for playground renovations and cold weather outdoor clothing.
- » A four-year sponsorship agreement valuing \$32,000 was renewed with Rouge Media in support of the Blues Athletics teams.
- » A generous gift-in-kind of specialized film equipment was donated to the Bosa Centre for Film and Animation from James Tocher of Skylab. The value of this equipment was assessed at over \$249,000.



ALUMNI RELATIONS

- » We expanded our affinity partnership with TD Insurance. This expansion now includes benefits tailored for small to medium business owners within our alumni community. On November 2, TD Insurance, in partnership with the alumni relations department, hosted a webinar to introduce the new benefit to CapU alumni attendees and provide insights on key commercial insurance topics including myths and risk mitigation.
- » On September 21, the Alumni Association and alumni relations department hosted our CUA Annual General Meeting, which included an engaging Shaping the Future panel discussion. To commemorate our 15th anniversary of the Alumni Association and honour our outgoing board chair, Brittany Barnes, guests were treated with champagne and treats upon arrival. Moderated by Keith Cross, CapU's executive in residence, the discussion panel focused on the future of business and provided insights on embedding sustainability into business practices. Thank you to our esteemed panel members, Austin Nairn, Pankaj Bagga, and Peter Bell Fumagalli for generously sharing their insights and wisdom. We are pleased to report 142 individuals registered to attend this event.



- » The alumni relations department successfully launched another edition of our T&R Learning Circle. This alumni book club brings together a diverse group of CapU alumni and employees who convene weekly over six weeks to discuss discussion questions and assigned readings from *Braiding Sweetgrass* by Robin Wall Kimmerer. To enrich the experience, the sessions are expertly facilitated by an ethnobotanist.

UNIVERSITY EVENTS & CEREMONIES

- » In mid-September, university events was fortunate enough to retain the resources of their summer practicum student, Myles Wong, on a short-term temporary contract. Myles graduated from the Tourism

Management International program in August and has been a crucial support for the events team during the busy orientation season.

- » On September 21, the events team supported the alumni department with the annual Alumni AGM and Shaping the Future event at the Lonsdale Campus. This was a popular event and provided an opportunity to introduce new Entrepreneur in Residence Keith Cross who chaired a lively discussion with local business stakeholders and a current CapU student on sustainable business practices.



- » University events was honoured to support the Indigenous education & affairs department with their Truth and Reconciliation event on September 28 and the Elder Celebration on October 17. Both events were deeply meaningful to the CapU community and allowed an opportunity for reflection and gratitude respectively.
- » On the blustery fall day of October 19, the events team transformed a campus events space into a quintessential British tearoom to assist philanthropy & alumni relations with the annual Momentum event. This event engages CapU's most cherished donors with financial aid students. Guests were treated to high tea provided by our talented on-campus Chef Ryan Lee which included traditional delicacies, much enjoyed by all.
- » November 2 was the chance for the university events department to host a thank you event for all the CapU community volunteers. We treated guests to a hot lunch and chocolate-dipped strawberries and there were games, prizes and small token of appreciation for all who attended. This event is always a wonderfully engaging opportunity for the events team to show how much they appreciate their volunteers.



Capilano Students' Union

Presentation to Capilano University Senate



We are the voice of over 8,000 students studying at the North Vancouver and kálax-ay Sunshine Coast campuses of Capilano University.

We exist to represent the rights and interests of our students by advocating for a more accessible, high-quality post-secondary education experience.



7 collectives

21
employees

20
student clubs

8,000
members

8 committees

24 *board members*



Karandeep Singh Sanghera

President



2

new student committees focused on university affairs and student engagement



18 %

(↑ 12.6 % last year)

voter turnout in our recent fall by-election with **28** candidates running for **seven** board positions



126

attendees at our fall annual general meeting—the first in-person meeting since spring 2020

966



signatures asking Capilano University to “drop” the \$500 administration fee charged to international students (but not domestic students) who drop all courses



I am advocating for...

International student financial aid

international students to have greater access to financial aid, student loans and scholarships, bursaries, and awards

Study spaces and tutoring

investments in dedicated study spaces at Capilano University with facilitated tutoring and group study opportunities

Overnight library-building access during exams

24/7 library access during exams to reduce unreasonable commute times to and from the campus during heavy study periods

I am focusing on...



Awareness at the kálax-ay campus

having an in-person presence at kálax-ay each academic term to ensure that students know about our programs and services

Academic integrity week

creating an academic integrity week to educate students on the academic integrity policy, recourse options and how to make an appeal

In-person outreach and student engagement

creating a mobile engagement station to support in-person outreach and an easily-recognizable, fun way for students to engage with the CSU



Manbir Singh

Vice-President Equity and Sustainability



8/8

collective liaison roles filled in the fall by-election, helping to improve diversity within the boards membership



90+

students engaged on their perspectives, concerns, and priorities to help create a sustainability plan

I am advocating for...



Host nation tuition waivers

tuition waivers for host nations' students following engagement with the Squamish, Tsleil-Waututh, Musqueam, Lil'wat, and Sechelt

Tuition instalment plan

a tuition installment plan so students can spread the cost of tuition (excluding mandatory fees) into several smaller payments over the semester

Sue Big Oil campaign

the Sue Big Oil campaign urges local governments to take legal action to force the world's largest fossil fuel companies to pay for their fair share of climate costs



I am focusing on...

Sexual and gender-based violence education

offering education and workshops to improve awareness of gender-based violence and consent with our members

Anti-racism consultations

conducting anti-racism consultations with a focus on exploring the experiences of Indigenous and international students to identify areas for co-advocacy



Manpreet

Vice-President External



21

lobby meetings with public office holders last year to advance the rights and needs of students



Advocacy Priorities 2023/24

Capilano Students' Union



Affordable Student Housing

We advocate for the rapid approval, funding, and construction of affordable student housing at post-secondary institutions.



Accessible Public Transportation

We advocate for ongoing funding to increase frequent, direct, and reliable public transportation to the North Shore.



International Student Supports

We advocate for a strategy for international students that supports affordability and academic success and regulates tuition increases and provincial healthcare fees.



Food Security Commitments

We advocate for direct financial assistance to help students afford food and more support for low and no-profit grocery stores.

JOIN US AT
LOBBY DAYS 2023

VICTORIA, BC
OCTOBER 15TH - 18TH



I am advocating for...



Increases to post-secondary funding

changes to the provincial post-secondary funding model to reduce reliance on international student tuition fees to balance the budget

Senate membership changes

changes to the membership composition of senates at teaching-focused universities to align more closely with senates at research-based universities



Akshit Kansra

Vice-President Finance and Services



1

successful, unqualified audit of our financial statements for the 2022-2023 fiscal year



Artistic rendering of future student union building



I am advocating for...



Math Placement Test waiting period reductions

a reduction to the 12-month waiting period required to retake the pre-calculus and calculus versions of the math placement test (MPT) following a failed attempt

Food rescue program

a food rescue program to ensure that soon-to-expire foods can be distributed free-of-charge to students



I am focusing on...

Skills workshops

organizing a series of skills workshops, including financial literacy, tax returns, and budgeting to support the development of students' non-academic life skills

Volunteer program

updating and renewing the volunteer program and benefits to ensure students have meaningful opportunities to volunteer and receive recognition



Manmeet Singh

Vice-President Student Affairs



MAKE the SWITCH

\$1,069,456

student savings from instructors switching to *open educational resources (OERs)* in their classrooms since our campaign launched in January 2020



I am advocating for...

New degrees and programs

new programs by leveraging the existing supply of course offerings and section funding levels into newly-configured degree frameworks

Food services improvements

Chartwells to improve food services, menus and operating hours for the outlets in the Birch cafeteria

Transparent appeal processes

a clear fee-related appeal process to ensure that students have access to recourse and reconsideration of decisions relating to tuition fee refunds

I am focusing on...



Hiring at kálax-ay

hosting a hiring day at kálax-ay to support our recruitment efforts for a campus assistant

Practicum credits for student leaders

developing a proposal for student leaders who are on the CSU's board of directors to receive practicum credits to foster more experiential learning

Off-campus student life

organizing more opportunities for off-campus student life to give students more opportunities to connect, socialize, and experience student life without commuting to the North Shore



Thank you
Questions?



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: B.501 Appointment of Personnel	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with the background information on B.501 Appointment of Personnel and to support the renewal of this updated policy. This policy was reviewed by the Executive and Human Resources Committee at their November 20, 2023 meeting. The Committee passed a motion recommending the Board of Governors approve the revised policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised B.501 Appointment of Personnel.*

BACKGROUND

This updated policy sets out the legal requirements for the delegation of authority regarding the appointment of employees from the Board to the President as advised by legal counsel. Policy review has been carried out alongside a more fulsome review of Human Resources policies, especially those relating to conditions of employment. The policy format has been aligned with current policy office practice and some sections of the policy that are no longer required have also been removed.

The table and report below provide a high-level summary of this policy:


Policy Number and Name:	B.501 Appointment of Personnel	
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee
Category:	<input type="checkbox"/> New	If Review or Rescind selected, complete:
	<input checked="" type="checkbox"/> Review	Issue Date: October 26, 2009
	<input type="checkbox"/> Rescind	Revised Date: April 19, 2016
		Next Review Date: September 2028
Procedure # and Name:	n/a	
VP Responsible:	Kartik Bharadwa, Vice-President, People, Culture & Diversity	
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity	

DISCUSSION

The policy is in place to establish clear lines of delegation from the Board, to the President and ensures that all recruitment activities are in accordance with the University Act, R.S.B.C. 1996, c468, Article 27 (2) (g). We have removed all mention of financial processes which are not relevant to this application of the policy.

Attachment:

#	Name
1	B.501 Appointment of Personnel (redlined).

 POLICY			
Policy No.	Officer Responsible		
B.501	<u>President Vice-President People, Culture & Diversity</u>		
Policy Name			
Appointment of Personnel			
Approved by	Replaces	Category	Next Review
Board	Policy 2	<u>AHR</u>	<u>April 2019</u>
Date Issued	Date Revised	Related Policies	
October 26, 2009	<u>April 19, 2016</u>	<u>B.503, B.504, B.509, B.510, 30</u> <u>B.215 Spending and Signing Authority</u>	

1 PURPOSE

Capilano University (the “University”) strives to attract and retain the right qualified, skilled, and engaged employees necessary to support the needs of our faculties and departments, and ultimately, our students. This policy establishes clear lines of hiring delegation from the Board to the President and ensures that the University is compliant with the provisions of the University Act, R.S.B.C. 1996, c.468, Article 27 (2) (g).

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2 DEFINITIONS

“Employee” means any person employed by the University.

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3 SCOPE

This policy applies to the appointment of all regular and term-defined employees, except the President, for whom the Board retains their full authority.

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The policy does not apply to the delegation of spending and signing authority as it is defined under Policy B.215 Spending and Signing Authority Policy.

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4 POLICY STATEMENT

4.1 The University will provide to its employees a compensation and benefits package commensurate with experience and the position and will set relevant remuneration and terms of appointment.

4.2 Conditions of employment for faculty and support staff will be in accordance with existing Collective Agreements.

Establishment of Positions

1.1 The Board will authorize and fund all regular faculty, administrative and support staff positions at the time of budget approval. Changes to regularly funded positions may be authorized by the President within budgetary limitations. Such changes will be reviewed and authorized by the Board as part of the next budget process.

1.2 New regular positions may be established as a consequence of collective agreement provisions. Such changes will be reported to the Board as part of the next budget process.

1.3 All regular positions for which no funding is identified must be referred to the Board for funding approval.

1.4 Temporary positions may be authorized by the President where funding is identified.

Filling of Positions

2.1 The Board delegates to the President the authority to appoint persons to occupy funded faculty and staff positions including Continuing Education.

2.2 The Board delegates to the President the authority to appoint persons to occupy funded administrative positions except for the positions of the Vice Presidents and any other administrative position so designated at the time the position is established (refer Board Policy B.510).

2.3 Under exceptional circumstances as described in Board Policy 30 (Independent Contractors to Provide Instruction) the President is authorized to enter into independent contracts for the delivery of instruction.

2.4 For the purposes of this section a funded position is one which:

- a) is identified in the current budget approved by the Board; or
- b) is a result of organizational change and which is funded by the current budget approved by the Board; or
- c) is a result of cost recovery activities.

Conditions of Employment for Positions

3.1 The University will provide to its employees an appropriate array of benefits in as flexible a manner as possible.

3.2 Conditions of employment for faculty and support staff will be in accordance with existing Collective Agreements.

3.3 Conditions of employment for support staff positions designated as exempt employees will be in accordance with Board Policy/Exempt Staff (Policy B.504).

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~~3.4 Conditions of employment for administrative positions will be in accordance with Board Policy B.503, Board Policy B.510, and Board Policy B.509.~~

~~3.5 Conditions of employment for instructors hired for Continuing Education will be as set by the President (Board Policy 30).~~

5 RESPONSIBILITIES

5.1 The Board of Governors has delegated to the President the authority to appoint, promote, and dismiss/terminate all personnel as covered in the scope of this policy. The President has the authority to act on behalf of the University and to sub-delegate this authority as deemed necessary.

5.2 The President or delegate will follow appropriate recruitment and hiring processes.

5.3 The President or delegate will consider the applicant’s experience, potential, skills and abilities and person to job fit, taking into account their own implicit biases and valuing diversity and difference in order to hire the right person.

6 DESIGNATED OFFICER

The Vice-President People, Culture & Diversity is the Policy Owner, responsible for the oversight of this Policy. The administration of this Policy and the development, subsequent revision to and operationalization of any associated procedures is the responsibility of the Strategic Director, People, Culture & Diversity.

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BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.2: B.506 Standard of Conduct Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with an amendment to policy B.506 Standard of Conduct, as requested by Board members. This policy was reviewed by the Executive and Human Resources Committee at their November 20, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve the changes to the policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the changes to B.506 Standard of Conduct Policy.*

BACKGROUND

This Policy was before the Board on June 27, 2023. At that time Board members had questions that we have since addressed.


DISCUSSION

Specific concerns were raised regarding the application of this policy in relation to academic freedom and how the Policy could curb that freedom. For the sake of clarity, we have added reference in the Standards of Conduct Policy to be explicit that Senate Policy S2003-01 Academic Freedom “remains a commitment of the University”.

The Executive and Human Resources Committee supported management’s request to add section 4.1 to provide additional clarity. Section 4.1 reads *“This policy will be applied in a reasonable manner and any alleged breaches will be reviewed using the principles of procedural fairness”*.

Attachment:

#	Name
1	B.506 Standards of Conduct Policy (redlined).

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.506	Vice-President, People, Culture & Diversity		
Policy Name			
Standard of Conduct Policy			
Approved by	Replaces	Category	Next Review
Board			
Date Issued	Date Revised	Related Policies	
September 16, 2014		B.511 Discrimination, Bullying & Harassment B.512 Human Rights, Diversity, Inclusion and Equity OP.418 At-Risk Behaviour and Violence Response and Prevention OP.420 Safety and Emergency Services B.310 B.311 Employee Student Relationships B.310 Protected Disclosure (Whistleblower) B.700 Privacy and Access to Information S2003-01 Academic Freedom	

1. PURPOSE

1.2 This policy details what constitutes civil and respectful conduct, and outlines expectations Capilano University (“the University”) holds of its employees regarding their conduct and general responsibilities when engaged in University Related Activities.

1.3 This policy links closely to other policies of the University and to the University’s values. [This includes Senate policy S2003-01 Academic Freedom, which remains a commitment of the University.](#) It is every employee’s obligation to learn and understand this policy. Employees should discuss any questions or concerns they may have with the policy or the application of the policy with their supervisor, manager, director/dean, or human resources advisor.

1.4 [This policy will be applied in a reasonable manner and any alleged breaches will be reviewed using the principles of procedural fairness.](#)

Commented [TB1]: Additional phrase added to the policy as discussed at Executive and Human Resources Committee Nov 20th, 2023

2 SCOPE

This policy applies to all University employees while engaged in University Related Activities, both on- or off-campus, and both in person and through electronically-facilitated communication.

3 DEFINITIONS

“Conflict of interest” means an employee has personal interests that could directly and significantly affect their responsibilities to the University if not appropriately managed. A conflict of interest occurs when the personal benefit of an employee conflicts with their remunerated obligations to the University.

“Employee” means any person employed by the University.

“Member of the University community” means employees, students, board members and volunteers.

“Related Person” means a person related by blood, adoption, marriage or common-law marriage, or a person with whom an individual has, or had, a personal relationship, including a close personal friend, or romantic or intimate (including but not limited to sexual) relationship with the employee.

“Personal Interest” means an interest that arises from an employee’s relationship with a Related Person.

“Private Interest” means a private, financial or personal interest and includes a Personal Interest.

“Student” means an individual enrolled in any course (credit or non-credit) at the University.

“University Related Activity” means an activity or event conducted under the authority of the University at any location, on- or off-campus. All activities on the University’s campuses are University-related unless they are conducted under the control of a person, organization, association or group that is separate from the University.

4 PERSONAL CONDUCT

- 4.1 University employees will provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.
- 4.2 The University is committed to providing a respectful learning and working environment that allows for full and free participation of all members of the University community as outlined in B.511 Discrimination, Bullying and Harassment Policy.
- 4.3 The University is dedicated to fostering an inclusive environment which is supportive of fair and equitable treatment of all members within its diverse community, no matter their social identity as described in B.512 Human Rights, Diversity, Inclusion and Equity policy. Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, age, political belief or conviction of a criminal or summary offence unrelated to the individual’s employment.

- 4.4 Further, the conduct of Capilano employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. An employee's conduct must not compromise the integrity of Capilano University or the BC Public Service.
- 4.5 All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.
- 4.6 Employees must report any incident of violence as outlined in the OP.418 At-Risk Behaviour and Violence Response and Prevention Policy. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.
- 4.7 Employees must report safety hazards or unsafe conditions or acts in accordance with the provisions of the *WorkSafeBC Occupational Health and Safety Regulations*. Concerns may be addressed to the employee's direct supervisor, manager, director/dean, a human resources advisor, the Office of Safety and Emergency Services or your association's representative on the Health and Safety Committee in accordance with the responsibilities as outlined in OP.420 Safety and Emergency Services Policy.

5. CONFLICT OF INTEREST

- 5.1 A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:
 - a) The employee's ability to act in the public interest could be impaired; or
 - b) The employee's actions or conduct could undermine or compromise:
 - i. the public's confidence in the employee's ability to discharge work responsibilities;
 - ii. a student's well-being by way of using the employee's position of authority to inappropriately advance, protect, influence, or harm the interests of a student with whom they have a relationship; or
 - iii. the trust that the public places in the BC Post-Secondary System.
- 5.2 Conflicts of interest arising from relationships between employees and students are addressed in B.311 Employee-Student Relationships policy and supporting procedure.
- 5.3 While the University recognizes the right of employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their employment duties. Upon accepting a position with Capilano University, employees must arrange their private affairs in a manner that will prevent conflicts of interest (or the perception of conflicts of interest) from arising, or that could imply that the activity is an official act of the University or is University supported.
- 5.4 Employees who find themselves in an actual, perceived, or potential conflict of interest must

disclose the matter to their administrator (i.e. manager, director/dean). The administrator will consult with their Human Resources representative to determine if there is a conflict and, if so, if it can be resolved or mitigated. Examples of conflicts of interest include, but are not limited to, the following:

- a) An employee uses Capilano's property, equipment or other resources, including remunerated time, or their position, office or Capilano's affiliation to pursue personal interests or the interests of another organization;
- b) An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;
- c) An employee, in the performance of duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee has an interest, financial or otherwise;
- d) An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- e) An employee benefits from, or is reasonably perceived by the public to have benefited from, a university transaction over which the employee can influence decisions (i.e., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments); and/or an employee accepts a personal gift or benefit.

5.5 Acceptance of Gifts, Entertainment, Benefits and Favours

An employee will not accept from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment at Capilano University, other than:

- a) The exchange of hospitality between persons doing business together;
- b) Tokens exchanged as part of protocol;
- c) The normal presentation of gifts to persons participating in public functions;
- d) The normal exchange of gifts between friends; or
- e) An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

5.6 The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- a) The benefit is of nominal value (less than \$50 and not in cash/credit card/coupon);
- b) The exchange creates no obligation;
- c) Reciprocation is easy; and
- d) It occurs infrequently.

5.7 Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

5.8 Future Employment Restrictions

The President and Vice-Presidents are required to comply with a twelve (12) month post-employment period that restricts their acceptance of work with employers that they have had a direct business relationship with while an employee of the University.

- 5.9 If employees are uncertain whether any action or decision on their part may place them in a position of conflict of interest, they are expected to proactively discuss it with their supervisor prior to taking action.

6 PROTECTION OF INFORMATION

- 6.1 Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees who are in doubt as to whether certain information is confidential must ask their manager for the appropriate authority before disclosing, releasing, or transmitting the information.
- 6.2 Employees who in the course of their employment handle personal information must take due care to protect that information in line with B.700 Privacy and Access to Information, accessing such information only as necessary for the performance of their duties and reporting any suspected or actual Personal Information Incidents to their supervisor, manager, chair/coordinator, or administrator or directly to the Privacy Officer in accordance with B.700.1 Personal Information Incident Management Procedure.
- 6.3 Employees that receive requests for information outside of their normal duties should seek the advice of their supervisor, manager, chair/coordinator, or administrator. Personal Information about students or employees should not be released to any third party without the express consent of the individual or in specific limited circumstances set out in the Freedom of Information and Protection of Privacy Act (FIPPA). Employees who are unsure how to respond to a request should contact the Privacy Office for advice. Requests from outside parties for non personal information that is not publicly available should be sent to the Privacy Officer to manage as Freedom of Information Requests.
- 6.4 Materials that contain confidential or personal information should not be disposed of in regular waste containers, but instead be shredded or in “Confidential Paper – Shredding and Recycling” containers.
- 6.5 Employees shall not be associated with information that the employee knows, or should know, to be false or misleading, whether by statement or omission.

7 ALLEGATIONS OF WRONGDOING

- 7.1 Employees have a duty to report, in accordance with B.310 Protected Disclosure (Whistleblower) Policy and Procedure any situation relevant to the University that they believe constitutes a wrongdoing, that is a deliberate act of commission or omission in the context of University related

duties and activities that is dishonest, unethical, or involves a conflict of interest including but not limited to:

- a) abuse of public trust;
- b) endangering any person or the environment;
- c) fraud or serious financial misconduct ;
- d) breach of University policy and/or procedures;
- e) violation of a legal or regulatory requirement;
- f) gross or systemic mismanagement or abuse of authority;
- g) any other act or omission that could seriously damage the University's operations, reputation, or financial standing;
- h) knowingly directing or counselling a person to commit a Wrongdoing or colluding with another to commit Wrongdoing;
- i) obstructing a person's right to disclose Wrongdoing as outlined in this Policy and
- j) any Reprisals for seeking advice about or reporting Wrongdoing or participating an investigation of Wrongdoing.

- 7.2 Employees will not be subject to discipline or reprisal for bringing forward, in good faith, protected disclosures of Wrongdoing in line with B.310 Protected Disclosure (Whistleblower) Policy and Procedure.

8 DESIGNATED OFFICER

The Vice President, People, Culture and Diversity is the Policy Owner responsible for the oversight of this policy. The administration of this Policy and the development, subsequent revision to and operationalization of any associated procedures is the responsibility of the Strategic Director, People, Culture & Diversity.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: B.401 Sexual Violence Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Daniel Levangie, AVP of Student Success	

PURPOSE:

The purpose of this report is to provide the Board of Governors with the background information on B.401 Sexual Violence Policy to support the revision of this policy. The Governance and Planning Committee reviewed this policy at their November 16, 2023 meeting and passed a motion to recommend that the Board of Governors approve the revised policy.

MOTION:

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised B.401 Sexual Violence Policy.*

Policy Number and Name:	B.401 Sexual Violence Policy								
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input checked="" type="checkbox"/> Governance and Planning Committee							
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete: <table border="1"> <tr> <td>Issue Date:</td> <td>April 17, 2017</td> </tr> <tr> <td>Revised Date:</td> <td>September 29, 2020</td> </tr> <tr> <td>Next Review Date:</td> <td>To be completed by 2026</td> </tr> </table>		Issue Date:	April 17, 2017	Revised Date:	September 29, 2020	Next Review Date:	To be completed by 2026
Issue Date:	April 17, 2017								
Revised Date:	September 29, 2020								
Next Review Date:	To be completed by 2026								
Procedure # and Name:	B.401.1 Sexual Violence Procedure								
VP Responsible:	Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness								
Proponent Responsible:	Daniel Levangie, AVP of Student Success								

Rationale for creation or review

This policy was originally created in alignment with the legislative requirement of the BC Sexual Violence and Misconduct Act passed in 2016. Legislation requires that the policy is reviewed every 3 years in alignment with best practices and emerging research in the sector. The Ministry has stated that all PSIs publish updated Sexual Violence policies before the end of 2023.

Context

The BC Sexual Violence and Misconduct Act was reviewed within the last year and some minor adjustments were made. None of the changes to the act greatly impact our current policy and procedures. Our current policy and procedures has been noted by the Ministry as one of the best in the province, as the last policy review in 2020 was conducted using recent research and best practices in the sector.

Changes

The proposed changes to the sexual violence policy include:

- Condensing and reformatting to ensure more reader accessibility, greater clarity , to avoid duplication of information in the associated procedures, and to meet current policy office standards.
- Updating roles and responsibilities, including changing responsibility to respond to disclosures from chairs, coordinators, supervisors or directors and Counselling Services to Student Affairs, HR and Administrators to ensure consistency and align with other responsibilities.
- Review of the definitions to remove any that are not needed and to better align with the recently updated Student Code of Conduct policy.
- New section 5.4., including information on how the university will respond to reports about visitors perpetrating sexual violence.
- Updating language so that if there is a greater risk to the university community it is clear that an investigation and safety measures may be taken, regardless of a survivor reporting or participating in an investigation process.
- New section 5.11., adding the addition of third-party reporting as an option as required by new expectations from the Ministry.
- Removal of former section 5.10. which states that the university may pause an internal investigation pending the outcome of a criminal justice or civil process to account for lengthy criminal justice or civil investigations and as part of a commitment to timely processes.
- Addition of section 9.3. to ensure that complainants have the right to request an external investigator if there is a perceived conflict of interest or perceived bias from the university.
- Addition of section 9.5. to ensure that an already initiated investigation processes is completed regardless of if a respondent ceases to be a member of the university community and no longer participates.
- Change from the language of 'expulsion' to 'permanent suspension' based on the language used in the University Act.
- Consolidating all appeals related language into the policy, with one line moved from the procedure.
- Expanding the requirements with regard to annual reporting.

Risk, Benefits and Strategy alignment

The proposed amendments to the sexual violence policy are based on community consultation, experience with using the policy by the staff within Student Affairs and HR, research into new practices in the sector and recommendations from student activists and the Ministry of Advanced Education and Future Skills. By passing the proposed changes to the policy the university will benefit by having a well-researched policy that aligns with ministry expectations and takes into consideration community consultations. The proposed changes to the policy are legally sound and should not cause any risk to the university.

This policy approach aligns with the goal of centering well-being in the Envisioning 2030 plan by ensuring we are responding to sexual violence in a trauma and violence informed and culturally grounded way. It is also a required policy as per legislation to ensure that the university is adequately responding to sexual violence disclosures and reports and conducting prevention education.

Consultation

Consultation was conducted by the Office of Student Affairs. Consultation actions included:

- Consultation with key campus partners including HR, the duty of care committee, the CSU and the Director Indigenous Education and Affairs. Each of these units provided a lot of feedback which is reflected in the proposed changes.
- Two open consultations were promoted to all employees through email and Frontlines. No employees attended the consultation sessions. It was also offered in the Frontlines post that employees could email feedback directly over a two-week period.
- Students were invited to provide feedback on the policy which was communicated through the Student Affairs newsletter and social media channels.

Review and approval process timelines

Date	Committee	Purpose
October 4, 2023	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
September 1-15, 2023	Capilano University Community – posted on Frontlines	For community feedback
October 18, 2023	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
<i>Note as the October 18th SLC was cancelled the review and vote scheduled for this meeting was completed by email.</i>		
November 16, 2023	Governance and Planning Committee	Review, request amendments if required or recommend for Board approval
November 28, 2023	Board	Final approval

Associated Procedure


B.401.1 Sexual Violence Procedure which sets out the processes that support the policy has also been updated during the policy revision, with a number of minor changes made, and the appeals section removed with direction about appeals now solely in the policy. The SLC have reviewed and approved the revisions and the procedure will be published alongside the policy after it has been approved.

Plan for associated training or awareness raising

As per the policy requirement, there is an education plan for sexual violence prevention that outlines how the policy and procedures will be communicated to the campus community as well as other annual trainings and education initiatives. The education plan will be completed by the end of October and can be added as an appendix to the policy. As outlined in the last two annual reports for the policy, substantial education and awareness raising initiatives have been implemented already.

Attachments

#	Name
1	B.401 Sexual Violence Policy (Redlined)

 POLICY			
Policy No.	Officer Responsible		
B.401	President-Vice President, Strategic Planning, Assessment and Institutional Effectiveness		
Policy Name			
Sexual Violence Policy			
Approved by	Replaces	Category	Next Review
Board		Safety	September 2023
Date Issued	Date Revised	Related Policies, Reference	
April 18, 2017	September 29, 2020	B.311 Employee-Student Relationships B.401.1 (Sexual Violence Procedures) B.506 Standards of Conduct B.511 (Discrimination, Bullying and Harassment Policy) E.407 (Violence in the Workplace Policy) B.310 (Protected Disclosure (Whistleblower) Policy) B.512 (Human Rights, Diversity, Inclusion and Equity) <u>B.700 Privacy and Access to Information</u> B.701 (Student Code of Conduct Policy) <u>OP.418 At Risk Behaviour and Violence Response Prevention Policy</u> <u>OP.420 Safety and Emergency Services Policy</u> Sexual Violence and Misconduct Policy Act, SBC 2016 c.23 Freedom of Information and Protection of Privacy Act, RSBC 1996, c.165 Human Rights Code, RSBC 1996, c.210 Workers' Compensation Act, RSBC 1996, c.492 BC Occupational Health and Safety Regulation The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls Truth and Reconciliation Report, 2015	

1. POLICY STATEMENT PURPOSE

- 1.1. Capilano University (the “University”) is committed to creating and maintaining a safe working, learning, and living environment that aims to prevent and respond to Sexual Violence. The University recognizes that Safety may look different based on lived experiences.
- 1.2. The purpose of this policy is to outline how the University will address Sexual Violence and to identify institutional, collective, and individual responsibility in creating and maintaining an environment that reduces Sexual Violence and creates safer access for Survivors to Disclose and Report.
- 1.3. Sexual Violence is not tolerated or condoned by the University.

2. PREAMBLE

- 2.1. The University commits to ~~proactive measures for~~ Sexual Violence response, prevention and education strategies that are guided by decolonial, intersectional, accessible, culturally grounded, Survivor centered, and trauma and violence informed methods, ~~and informed by The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls and Truth and Reconciliation Report.~~
- 2.2. The University commits to taking an approach to Sexual Violence response, prevention and education that recognizes the complexity of harm, histories of institutional harm, and the power dynamics within a University community that create barriers to Disclosing and Reporting Sexual Violence.
- 2.3. The University acknowledges that Sexual Violence is a systemic issue that impacts all members of society. The University acknowledges that Sexual Violence impacts people differently, and that social groups who experience intersecting forms of discrimination, including on any grounds protected by the B.C Human Rights Code, (on the basis of race, ethnicity, gender identity or expression, sex, sexual orientation, dis/ability, or religion) may experience higher rates of Sexual Violence.
- 2.4. ~~The University commits to collaboration with on- and off-campus partners in order to create a coordinated and relational approach to Sexual Violence response, prevention and education efforts, on campus.~~
- 2.5. ~~The University commits to providing designated funding for Ssexual Vviolence support and educational resources.~~
- 2.6. ~~The University will develop a A~~ Sexual Violence Advisory Committee has will been established under this policy, made up of Members of the University Community including Students, Employees ~~and community based partners.~~ The advisory committee is will be chaired by a

designate of the Office of Student Affairs ~~and will meet quarterly to~~ and provides guidance on the implementation of this policy and will reports annually to the President and the university Board of Governors. ~~in alignment with the requirements of the BC Sexual Violence and Misconduct Policy Act.~~ The advisory committee does will not advise on individual cases.

- 2.7. ~~—~~The University commits to giving agency, choice, and options to Members of the University Community impacted by Sexual Violence, ~~and that those.~~ Those impacted by Sexual Violence will be treated with dignity, respect, and compassion and provided with accessible, timely, and confidential support. This includes support for witnesses, bystanders, and people that have caused harm.

3. DEFINITIONS

~~3.1.~~ **“Accommodation”** is the process or action by which reasonable arrangements are made to support the academic, employment, health, well-being, and safety needs of a Member of the University Community impacted by Sexual Violence.

~~“Administrator” means an employee working in a managerial role. This includes, but is not limited to Associate Vice Presidents, University Librarian, Directors, Managers, HR Business Partners and any other equivalent positions. Administrators are excluded from or not represented by a union.~~ ~~3.2.~~ **“Appeal”** means the request by a student for the University to reconsider a decision that has been made regarding the outcome of an investigation, (s). ~~Both respondents and complainants can appeal. Students may appeal decisions for a variety of reasons. Please see the Student Appeals Policy (B.109) for more information.~~

~~3.3.~~ **“Balance of Probabilities”** means the standard of proof used to determine findings of fact, requiring the evidence shows that the ~~sexual violence that has been reported~~ alleged fact is more likely to have occurred than not.

~~3.4.~~ **“Complainant”** means ~~a survivor of sexual violence who has chosen to file a report under this policy and its associated procedures~~ a person who has made a report of an alleged violation of this Policy.

~~3.5.~~ **“Confidential Information”** means all information provided when a survivor ~~discloses or reports,~~ and all information related to an investigation or outcome under this policy and its associated procedures.

~~3.6.~~ **“Consent”** means an active, direct, voluntary, and conscious choice and agreement between adults to engage in physical or sexual activity. It is the responsibility of the person initiating or pursuing physical or sexual activity to obtain consent at all stages of physical or sexual engagement. More specifically, consent:

- a) is a freely given “yes”;

- b) cannot be assumed or based on a perception that it was implied;
- c) cannot be given by someone who is incapacitated (by drugs and/or alcohol), asleep, unconscious, or otherwise incapable of providing consent;
- d) can be removed at any time, regardless of whatever other physical or sexual activities have taken place;
- e) can never be obtained through threats, intimidation, coercion, or other pressure tactics;
- f) cannot be obtained if someone abuses a position of trust, power, or authority; and
- g) cannot be assumed from previous consent to physical or sexual activities.

~~3.7. “Disclose” or “Disclosing” means the sharing of information by a Member of the University Community regarding an incident of Sexual Violence with a Member of the University Community in order to access support only. A Disclosure can be made without a formal Report to the University.~~

~~3.8. “Duty of Care Committee” means a representative team of core decision-makers who will review incidents of at-risk and violent behavior through risk and threat assessment methods and, where appropriate, initiate investigations and make recommendations.~~

~~3.9. “Employee” means any person employed by the University.~~

~~3.10. “Incapacitated” means a person does not have the capacity to give consent. This could be because the person is impaired by drugs or alcohol, is asleep or unconscious, is experiencing a trauma response, or due to another mental or physical health issue that significantly inhibits a person’s capacity.~~

~~3.11. “Intersectional” means the ways in which a person’s lived experiences are shaped by different social positions that can result in privilege and/or oppression (e.g. race, ethnicity, gender identity or expression, sex, sexual orientation, dis/ability, or religion).~~

~~3.12. “Investigation” is a formal process investigation carried out by the University in accordance with the associated procedures. Investigations may be conducted by an internal or external investigator on behalf of the University.~~

~~3.13. “Member of the University Community” means Employees, Students, contractors, subcontractors, agents, board members, and volunteers.~~

~~3.14. “No Contact Requirement” means a University requirement that an individual refrain from contacting an individual based on specified conditions (e.g. a no contact requirement may restrict a respondent’s contact with a complainant or witness).~~

~~3.15. “Online Activity” means online forms of communication including email, text, online files, social media, pictures, and videos that can be shared via websites, apps, and/or through social networking platforms.~~

~~3.16. “Rape Culture” is a prominent culture that normalizes and trivializes sexual violence, often through victim blaming. This is often perpetuated through institutions, media, education, healthcare, and/or legal systems.~~

~~3.17. “Report” or “Reporting” in this policy means a formal report of an incident of Sexual Violence made by a Member of the University community for the purpose of initiating some form of investigation by the University. This is not the same as Disclosing, which does not initiate a formal process. This is also not the same as making a report to law enforcement or other reporting mechanisms outside of the University.~~

~~3.18. “Respondent” in this policy means a Member of the University Community against whom a report of Sexual Violence has been made under this policy and its associated procedures.~~

~~3.19. “Restorative Justice” means a facilitated, accountability and healing process by which reconciliation between harmed parties takes place in order to address harm.~~

~~3.20. “Retaliation” means any action or threatened action that threatens, intimidates, or harasses a person or their working, learning, or living environment, taken or made through any means, including through online activity, with anyone who engages with this policy and its associated procedures.~~

~~3.21. “Safety” in this policy means the state of being safe from experiencing harm or injury. This may include physical, emotional, financial, or spiritual harm in relation to Sexual Violence. Safety needs may look different for everyone based on lived experiences and identity.~~

~~3.22. “Sexual Assault” is any form of unwanted sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can include any form of unwanted touching, kissing, groping, fondling, forced sexual activity (including oral and anal), and attempted forced sexual intercourse. Sexual assault can be perpetrated by a stranger, someone known to the Survivor, by an intimate partner, or others. Anyone can perpetrate sexual assault, and anyone can be a Survivor of sexual assault. Sexual assault is the legal term used in Canada and is a crime.~~

~~3.23. “Sexual Harassment” is a comment, conduct, or representations of a sexual nature, including sexual advances, requests for sexual favours, suggestive comments or gestures, or physical contact by a person who knows, or ought reasonably to know, that the conduct or comment is unwanted or unwelcome. The behavior interferes with another person’s participation in a university-related activity; or, leads to or implies employment or academically-~~

~~related~~academically related consequences for the person harassed, ~~or~~ or creates an intimidating, humiliating, or hostile environment.

~~3.24.~~ **“Sexual Violence”** is an umbrella term that encompasses a broad range of sexual behaviour, whether physical or psychological, that is committed, threatened, or attempted against a person without the person’s consent. It takes many forms including, but not limited to: sexual assault, sexual exploitation, Sexual Harassment, stalking, indecent exposure, voyeurism, distribution of sexual images or video of a person(s) without their consent, stealthing, and online activity including online harassment, ~~or~~ or online stalking of a sexual nature or technology facilitated sexual violence.

~~3.25.~~ **“Sex Work”** is a consensual profession and choice to engage in sexual activity for financial gain. Sex workers have the ability to consent or not consent to any form of sexual activity. Sex work is not sexual exploitation. e

~~3.26.~~ **“Student”** means an individual enrolled in any course (credit or non-credit) at the University.

~~3.27.~~ **“Survivor”** means a Member of the University Community who has experienced Sexual Violence. Survivors who choose to report may also be referred to as ‘Complainants’.

~~3.28.~~ **“Third Party Report”** is a process that allows survivors to anonymously report an incident of sexual assault to police through a third-party community community-based victim services program.

~~3.29.~~ **“Transformative Justice”** is a non-punitive social justice process that seeks to address the root causes of harm in order to restore relationships and communities. It is a process that supports all impacted community members, not just survivors or respondents, and addresses culture change.

~~3.30.~~ **“Trauma and Violence Informed Approach”** means an understanding of the impacts of Ssexual Violence on individuals, families, communities, and places, including intergenerational trauma. A trauma and violence informed approach uses that understanding to develop practices that minimize further harm, foster healing, and honor strength and resiliency. A trauma and violence informed approach recognizes historical trauma and promotes systemic change rooted in resilience, not re-victimization.

~~3.31.~~ **“University premises or property”** means any University owned or rented/leased lands, facilities, or conveyance, including on-line forum.

~~3.32.~~ **“University-related Activity”** includes an activity or event conducted under the authority of the University at any location, on or off campus including. ~~This can include field schools,~~

~~practicums, film and theatre sets, distance and online forum learning, athletic trips, away games, or alumni events.~~

~~3.33. “Witness” refers to a person who is identified by the Survivor or Respondent as having additional relevant information regarding an incident of Sexual Violence. This can include a bystander.~~

3.34. “Visitor” means non-University community members who are visiting any University premises or property or engaging in a University-related activity. This includes alumni and donors.

4. CONFIDENTIALITY AND PRIVACY

- 4.1 Confidentiality is an important principle in creating an environment where Survivors feel safe to Disclose, Report, and seek support.
- 4.2. The information and records created and received to administer this policy are subject to the access to information and protection of privacy provisions of the BC *Freedom of Information and Protection of Privacy Act* (“FIPPA”) ~~and will be managed in alignment~~ with B.700-t Privacy and Access to Information Policy.
- 4.3. The University will share identifying information only in situations where it is necessary ~~in order to~~ to respond to safety concerns, ~~or to a~~ legal reporting requirement or the University is compelled to provide evidence in a criminal or civil proceeding as authorized by the President. In these circumstances, the University will disclose to Survivors, Respondents, or witnesses that this identifying information is being shared, and to other relevant University investigative bodies as required; ~~This will be done so within in~~ a timely manner in order to address any concerns and set up reasonable safety and support measures as needed. The University will also try to share the minimum amount of information to satisfy the safety concern or legal requirement.

Circumstances may include:

- a) when a person is at risk of harm to self;
- b) when a person is at risk of harming others;
- c) there are reasonable grounds to be concerned of previous or future risk or violence to Members of the University Community and/or broader community;
- d) disclosure is required by law (e.g. suspected abuse of someone under the age of 19);
- e) compliance with the *Workers’ Compensation Act*, *Human Rights Code*, or civil action;
- f) reliable information of the disclosed incident of Sexual Violence is available in the public domain (e.g. images or video on social media);

g) to comply with the reporting requirements of regulatory bodies.

4.4.- The University will share confidential information ~~in order to~~ ensure that the reporting processes listed are fairly conducted, in accordance with the following principles:

- a) The Respondent has the right to know the pertinent details of the Complaint, including the identity of the ~~person who made the report (the~~ Complainant). However, the identity of the Complainant will be withheld until a risk assessment has taken place to protect the health and safety of the Complainant. A risk assessment will be done promptly ~~as~~ as to not delay the process.
- b) The Complainant has the right to know the outcome of the investigation, but not the details of any sanctions that may have been applied to the Respondent unless sharing that information is necessary for the protection of the Complainant's health or safety; and
- c) Other persons do not have the right to know any confidential information except to the extent required to conduct an investigation or as required by law or regulatory bodies.

4.5.- Unauthorized release of confidential information is a violation of this policy, B.700 Privacy and Access to Information Policy, may violate *FIPPA*, may deter Survivors from coming forward and may prevent the University from conducting a fair process when a report is made.

5. SCOPE AND JURISDICTION

5.1 This policy applies to all Members of the University Community and includes but is not limited to alleged sexual violence that occurred on university premises or property, at university activities, while representing the university and online or technology facilitated sexual violence.

5.2. Any Member of the University Community who has experienced Sexual Violence can access confidential assistance and support, accommodations, referrals and information from the Office of Student Affairs or Human Resources regardless of the time or place at which the Sexual Violence occurred.

5.3. Visitors to University premises or property or participants in University-related activities who experience Sexual Violence ~~whilst on University premises~~ can access support, information, safety accommodations and report and referrals to off-campus resources to ~~from~~ the Office of Student Affairs.

5.4. -Visitors to University premises or property or participants in University related activities who are accused of perpetrating Ssexual Vviolence may be subject to investigation, restricted from University premises or property or University-related activities or subject to other safety requirements as determined by the Duty of Care committee.

5.54. ~~_-~~The University has the jurisdiction to address disclosures and reports made against a Member of the University Community and can take action to the extent of its relationship to that member at the time~~where~~ the incident occurred:

- a) on University premises;
- b) at a University-related activity; or
- c) when the Respondent was in a position of power or influence over the survivor's academic or employment status.

5.65. ~~_-~~The University reserves the right to take necessary and appropriate action to protect the safety and welfare of the campus community and the working, learning, and living environment. This may include taking necessary and appropriate action in cases where a Member of the University Community is accused of Sexual Violence and there is a clear connection to the University community regardless of where the ~~incident/misconduct~~ occurred. This may supersede the Complainant's desire to report under this policy.

5.76. ~~_-~~The University has no jurisdiction to investigate Reports made against an individual who is not a Member of the University Community, but will make every effort to ensure Survivors and witnesses are provided with support, referrals and information on reporting externally. This is explored further in the associated procedures in section 4.2.~~In certain circumstances, the University may be able to restrict the accused individual's access to University premises and request no contact to impacted members of the University community.~~

5.87. ~~_-~~Human Resources is responsible for investigating and responding to Reports where the Respondent is an Employee or other Member of the University Community. The Office of Student Affairs is responsible for investigating and responding to Reports where the Respondent is a Student.

5.97. ~~_-~~All Survivors ~~who are Members of the University Community~~ have the right to pursue criminal and/or civil legal remedies and exercise any other legal rights they may have, including the right to file a complaint with the BC Human Rights Tribunal, whether or not they choose to make a Report under this Policy.

5.108. ~~_-~~All Members of the University Community have the right to ~~not report or to~~ withdraw a Rreport at any time and are under no obligation to continue to participate in an investigation process. However, an investigation process may continue if there are safety concerns that could impact the University community. ~~-~~

5.119. ~~_-~~Survivors and bystanders may choose to file an anonymous third-party report to a community-based service and/or to the University, and can be supported by the Student Support Advisor in ~~the Third-party reports can be submitted to the~~ Office of Student Affairs or Human Resources, and will be accepted by the University in the following circumstances:

- a) for statistical purposes;
- b) to provide evidence that a Member of the University Community poses a safety concern to the University community; or
- c) to determine whether further investigation is appropriate in alignment with procedural fairness.

~~5.12.0-~~ This policy and associated procedures are separate from any criminal or civil proceedings. The University is responsible for determining whether a Member of the University Community has violated this policy and is not responsible for determining violations of criminal or civil law. ~~The University may elect to suspend its internal process until the outcome of the process outside the University is determined. The University will, to the extent possible, ensure that safety measures are implemented for survivors engaged in criminal or civil proceeding and will cooperate in any criminal investigation with the survivor's consent, or when legally required to do so.~~

5.13 The University may accept a Disclosure or a Report from a person seeking to become a Member of the University Community in circumstances that directly affect their application or safe entry in becoming a member, and from former Members of the University Community in circumstances directly affecting their departure from the University. In these circumstances there may not be jurisdiction for an investigation or apply sanctions, however safety measures may be put in place for the survivor/complainant based on a risk assessment conducted by the Duty of Care Committee.

~~5.14.-~~In cases involving behaviour that may fall within the definition of Sexual Harassment in the B.511 Discrimination, Bully and Harassment Policy (B.511), a survivor who is an Employee will be given the choice to continue the processes set out in this policy and its associated procedures OR to file a complaint under the Discrimination, Bullying and Harassment policy.

~~6. —~~ EDUCATION AND TRAINING

~~6.1. The Office of Student Affairs and Human Resources will work in collaboration with the Capilano Student's Union (CSU) and other on- and off- campus partners to develop and implement an education and prevention plan that is based on evidence informed approaches, research and subject matter advice. This education plan will be guided by decolonial, intersectional, accessible, culturally grounded, survivor-centered and trauma and violence informed methods.~~

~~6.2. This education and prevention plan will guide what education and training is implemented on campus for all members of the University community and reported on annually.~~

~~6.3. All members of the University community will receive information and training about this policy and its associated procedures.~~

~~6.4. Education and training will be tailored to meet the needs of the audience based on roles and responsibilities at the University.~~

~~6.5. Any first responders who are likely to receive a disclosure, will receive training on how to respond.~~

~~6.6. Members of the University community who are responsible for formally receiving disclosures, reports, conducting investigations, or making outcome decisions, will receive specialized training.~~

~~6.7. Members of the University community who are responsible for University communications about sexual violence will receive training.~~

~~6.8. Members of the Student Appeals Committee who review appeals for sexual violence investigations, will receive training to support them in their role to adjudicate appeals of this nature.~~

~~7.6. DISCLOSURES~~

~~6.1.7.1. _____ Survivors may choose to disclose to the University without making a Report. Appropriate support services, reasonable accommodations, and interim safety measures will be made available to all Ssurvivors who Ddisclose.~~

~~7.2. The University recognizes that survivors are most likely to disclose to another member of the University community. Survivors can disclose to anyone that they trust. However, survivors are encouraged to disclose to the appropriate University resources in order to access specialized care and support.~~

~~6.2.7.2. _____ Student Survivors seeking support may confidentially disclose to athe a Student Support Advisor in the Office of Student Affairs, or Counselling Services.~~

~~6.3.7.3. Employee Survivors seeking support may confidentially disclose to Human Resources, or to the appropriate Administrator of their academic or administrative unit; or supervisor. This could include the coordinator, chair, director, dean, etc.~~

~~7.5. Appropriate support services, and reasonable accommodations, and interim safety measures will be made available to all survivors who disclose. These supports are outlined in the associated procedures (B.401.1 – Sexual Violence Procedures).~~

~~6.4.7.6. Survivors do not need to prove that Sexual Violence occurred in order to access services and accommodation(s). If accommodations are accommodation is requested for medical reasons, credible medical information may be required.~~

~~6.7.5.7. Survivors who choose to Disclose or Report will not be discriminated against, if they have been engaged in other University processes such as student misconduct, academic misconduct, etc.~~

~~6.6.7.8.- _____~~ Survivors will not be discriminated against if they have engaged in illegal activities or perceived illegal activities that do not pertain to the Sexual Violence incident disclosed, such as sex work or illegal substance use. ~~All Survivors survivors who choose to disclose or report will be provided with support, resources, and treated with dignity and respect.~~

~~6.7.7.9.- _____~~ Members of the University Community who believe that they may have perpetrated Sexual Violence, can confidentially Disclose to the appropriate resource and receive supports as per the procedures. ~~Students can disclose to the Student Rights and Responsibilities Advisor in the Office of Student Affairs and employees can disclose to Human Resources, or to their supervisor.~~

8.7. REPORTING

~~7.1..8.1. _____~~ A Report of Sexual Violence can be made under this policy. Complainants ~~(survivors~~ see who choose to report) are encouraged to come forward when they feel able to do so. Survivors will not be coerced into reporting and will be provided with all options and information to support them with making the decision to Rreport.

~~8.2 Human Resources is responsible for investigating and responding to reports where the respondent is an employee or other member of the University community. The Office of Student Affairs is responsible for investigating and responding to reports where the respondent is a student.~~

~~8.3. External investigators may be appointed by the University in appropriate circumstances.~~

~~8.4. In cases involving behaviour that may fall within the definition of sexual harassment in the Discrimination, Bully and Harassment policy (B.511), a survivor will be given the choice to continue the processes and procedures set out in this policy and its associated procedures or to file a complaint under the Discrimination, Bullying and Harassment policy. If Human Resources determines the behaviour does not fall within the scope of the Discrimination, Bullying and Harassment policy, then the survivor may choose to proceed under this policy.~~

~~78.25.-~~ The procedures for investigating and responding to a Report are set out in ~~the associated procedures~~ (B.401.1 – Sexual Violence Procedures).

~~78.36.-~~ Investigations and decision-making are guided by the principles of procedural fairness. ~~Any and all~~ All evidence will be evaluated based on a Balance of Probabilities basis. Investigations will lead to a decision and consequences in the instances where a Respondent is found to have violated this policy.

~~8.7. The taking of reports and the investigation process will be guided by a trauma and violence informed approach.~~

~~7.4.8.8.-~~ _____ If a Complainant discloses the use of alcohol and/or drugs as part of the incident(s), the investigator should not assume that this played a role in causing the incident(s). Furthermore, the use of alcohol and/or drugs by the Respondent does not absolve them of ~~what~~ the ~~allegationsy are accused of~~.

~~7.5.8.9.-~~ _____ Timeliness of investigation and response will vary based on factors including the availability of witnesses or evidence and/or involvement in other investigations and legal proceedings. As such, any timelines stated in this policy, or its associated procedures, are subject to change in appropriate circumstances.

~~7.6.8.10.-~~ _____ Where a Report is made of an incident of Sexual Violence by a Member of the University Community or against a Member of the University Community, ~~which has occurred on or off University premise~~, that poses a risk to the safety of Members of the University Community, the University will take all reasonable steps to ensure the safety of the Survivor and the broader University community, in consultation with University Security and the Duty of Care Committee in line with OP.418 At-Risk Behaviour and Violence Response and Prevention policy.

~~8.11. If a survivor chooses to report domestic violence there are different legal requirements and reporting procedures external to the University as outlined in the associated procedures.~~

~~7.7.8.12-~~ _____ The University encourages the responsible action of bystanders. When Members of the University Community witness Sexual Violence they are encouraged to access the appropriate campus resource for advice.

9.8. INTERIM MEASURES

~~9.1.8.1.~~ The University may impose or facilitate appropriate interim measures ~~as may be appropriate~~ for the safety of the individuals involved and the University community. Interim measures are not intended to be punitive, but are intended to provide a safe(r) environment for all parties, pending an investigation. ~~Interim measures are outlined in the associated procedures (B.401.1 – Sexual Violence Procedure).~~

10.9. INVESTIGATION PROCESS

~~9.10.1.-~~ The procedures for investigating are set out in the associated procedures (B.401.1 – Sexual Violence Procedures).

~~9.2.-~~ Respondents who are found to have committed an act(s) of Sexual Violence will be held accountable by the University and will be subject to appropriate sanctions.

9.3. A Complainant may request that the University appoint an external investigator in circumstances where they perceive a conflict of interest or reasonable belief of bias.

~~910.432.-~~ If an investigator has a real or perceived conflict of interest, or there is a reasonable belief of bias, then another investigator will be appointed at the discretion of the University. This may include appointing an external investigator.

~~9.4 A complainant may request that the niversity appoint an external investigator in circumstances where they perceive a conflict of interest or reasonable belief of bias.~~

~~9.5.-~~ If the Respondent's or Complainant's status as a Member of the University Community ceases during a University investigation process, the investigation process will continue to completion.

~~R10.3.-The procedures for investigating are set out in the associated procedures (B.401.1 – Sexual Violence Procedures).~~

~~11.10.~~ SANCTIONS

~~101.1.-~~ Where the findings of an investigation determine that the Respondent is found to have committed an act of Sexual Violence be responsible for violating the policy, sanctions may include, but are not limited to, the following:

- a) ~~101.1.1.-~~ Letter of reprimand – A formal letter indicating the Respondent's breach of the policy and expected conduct moving forward. Normally, this is only used in the case of first-time incidents, or in addition to other sanctions.
- b) ~~101.1.2.-~~ Educational activity – The Respondent will engage in reflection and growth through participation in tasks such as education, assignments, projects, and/or workshops.
- ~~101.1.3.-~~ Loss of privileges or use – A temporary, ~~or~~ permanent ban on restriction on the Respondent's ability to access/use University premises or property certain areas on campus including classrooms and buildings. This also extends to the use of University sponsored technology such as email accounts.
- c) ~~101.1.4.-~~ Removal from a course or program – Involuntary withdrawal from a course or program at the University. This differs from suspension in that the Respondent may still be permitted to register for classes outside of the specified course or program.
- d) ~~101.1.5.-~~ Suspension – A temporary or permanent leave from the University for a specified period of time, normally including a ban from entering ~~campus~~ University property or premises unless otherwise stated. Behaviour that occurs during a suspension and falls under the scope of the policy is still actionable by the University. Suspensions for Members of the University Community may only be imposed by the President.
- e) ~~101.1.6.-~~ Expulsion and termination – Permanent ~~de-registration and~~ removal from the University, normally including a ban from entering ~~campus~~ University property or premises for a specified period of time. ~~Removal~~ Expulsion for ~~S~~ students may only be imposed by the President. Termination of ~~E~~ employees may only be imposed by the President.

~~f) 101.1.7.~~ Other sanctions as required – The University reserves the right to impose sanctions other than those listed in this policy as appropriate.

~~101.2.~~ Failure to complete or abide by imposed, or agreed-upon, sanctions is considered to be a further violation of the policy. Breach of sanctions may lead to the imposition of new or escalated sanctions up to and including suspension, expulsion, or termination according to the Student Code of Conduct Policy (B.701), Standards of Conduct Policy (B.506) and University policy and/or the applicable Collective Agreement.

12.11. ALTERNATIVE RESOLUTIONS

~~112.1.~~ Survivors may request alternative methods of resolution, such as restorative justice or other transformative justice measures. The University will review requests and seek expert advice in determining if this alternative resolution is appropriate and in the interest of all impacted parties.

~~112.2.~~ Restorative or transformative justice processes will only be conducted by University staff trained in these methods, or by an external expert.

12. EDUCATION AND TRAINING

~~12.1.~~ The Office of Student Affairs and Human Resources will work in collaboration with the Capilano Student's Union (CSU) and other on- and off-campus partners to implement an education and prevention plan that is based on evidence informed approaches, research and subject matter advice.

~~12.2.~~ Members of the University Community who are responsible for formally receiving Disclosures, Reports, conducting investigations, or making outcome decisions or responding to appeals, will receive specialized training.

13. APPEALS

13.1. Respondents and Complainants have the right to appeal decisions made through the outcome of a Sexual Violence investigation.

13.2. Where the Respondent is a Student, appeals pursuant to the policy are made to the Student Appeals Committee as per the Student Appeals Policy (B.109). For the purpose of determining the submission deadline, the starting date will be the date that the decision is communicated in writing to the Respondent. Students can access support with the appeals process from the Capilano Students Union (CSU).

13.3. Where the Respondent is an Employee, any disciplinary action taken as a result of Sexual Violence may be subject to grievance under the relevant Collective Agreement or, where the Employee is not covered by a collective agreement, appealed to the President. Appeals to the

President must be filed within twenty-one (21) calendar days of the decision being communicated to the respondent in writing. Any decision by the President respecting an appeal under the policy and its associated procedure will be final, subject only to section 60 of the *University Act*.

14. RETALIATION

The University will not tolerate any retaliation, directly or indirectly, or threats of retaliation against anyone who Discloses, Reports, or who participates in a process that responds to a Report. Members of the University Community who are found to have engaged in such conduct will be subject to sanctions up to and including ~~permanent suspension~~expulsion or termination of employment.

15. GENERAL PROVISIONS

15.1.— ~~In accordance with the *Sexual Violence and Misconduct Policy Act* this Policy will be reviewed every~~within three years or when directed to by the Ministry. Each policy review process will include of the date that the policy is issued in consultation with Mmembers of the University Ccommunity ~~including students. The associated procedures may be amended sooner if updates are required.~~

15.2.— ~~Once per academic year, an~~A public annual report including the annual budget assigned to Ssexual Vviolence prevention and response will be ~~conducted~~produced by the Office of Student Affairs in collaboration with Human Resources and the Capilano Students' Union (CSU). ~~This annual report will be shared publicly and will include data on disclosures, reports, educational activities, and other data as determined by the Sexual Violence Advisory Committee. Data shared will not include confidential information.~~

~~15.3. The University may be required to share data from the annual report with the Ministry of Advanced Education as per the *BC Sexual Violence and Misconduct Act*.~~

15.~~3~~4. ~~Once per academic year~~Annually, the President will report to the Board of Governors on the implementation of this policy.

16. DESIGNATED OFFICER

~~16.1. The Vice-President of Strategic Planning, Assessment, and Institutional Effectiveness is the Policy owner, is responsible for the oversight~~administration of this policy. The administration of this policy and the development, and subsequent revisions to and administration of any associated procedures is the responsibility of the Associate Vice President, Student Success.

17. REFERENCES

~~17.1. References can be found in Appendix A.~~

APPENDIX A

Sexual Violence and Misconduct Policy Act, SBC 2016 c.23

Freedom of Information and Protection of Privacy Act, RSBC 1996, c.165

Human Rights Code, RSBC 1996, c.210

Workers' Compensation Act, RSBC 1996, c.492

BC Occupational Health and Safety Regulation

Truth and Reconciliation Commission of Canada. (2015). Final report of the Truth and Reconciliation Commission of Canada: Summary: honouring the truth, reconciling for the future. Winnipeg: Truth and Reconciliation Commission of Canada

National Inquiry into Missing and Murdered Indigenous Women and Girls. (2019). Reclaiming Power and Place: The final report of the National inquiry into missing and murdered Indigenous women and girls. Retrieved from <https://www.mmiwg-ffada.ca/final-report/>

Public Health Agency of Canada. (2018). Trauma and violence-informed approaches to policy and practice. Public Health Agency of Canada. (2018). Retrieved from <https://www.canada.ca/en/publichealth/services/publications/healthrisks-safety/trauma-violence-informed-approaches-policypractice.html>

Salvino, C., Gilchrist, K., Cooligan Pang, J. (2017). Our Turn: A national, student-led action plan to end campus sexual violence. Salvino, C., Gilchrist, K., Cooligan Pang, J. (2017). Retrieved from https://www.utsu.ca/wpcontent/uploads/2017/11/Our_Turn_Action_Plan_Final_English.pdf

SVM Training and Resources Working Group. (2020). Evaluating Sexualized Violence Training and Resources. SVM Training and Resources Working Group. (2020). Victoria, B.C.: BCcampus. Retrieved from <https://opentextbc.ca/evaluatingstvtraining/>

Truth and Reconciliation Commission of Canada. (2015). Final report of the Truth and Reconciliation Commission of Canada: Summary: honouring the truth, reconciling for the future. Winnipeg: Truth and Reconciliation Commission of Canada



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2-9.3: Review of Committees Terms of Reference	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 28, 2023	
PRESENTER: Tally Bains, Vice President Finance and Administration	

PURPOSE

At the November 16, 2023 Governance and Planning Committee meeting, the Committee passed two motions recommending the Board of Governors approve changes to the Executive and Human Resources Committee terms of reference and the Investment Management Committee terms of reference.

The purpose of this briefing note is to provide the Board of Governors with the background information related to the review of the Board Committees terms of reference and a summary of proposed changes.

MOTIONS

The following motions are proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the changes to the Executive and Human Resources Committee's Terms of Reference.*

Motion: *THAT the Board of Governors approve the changes to the Investment Management Committee's Terms of Reference.*

BACKGROUND

All Board Committees are responsible for reviewing their Terms of Reference at the first meeting in September to serve as an orientation guide for new Committee members and to ensure understanding of the Committee's accountabilities to the Board.

The Governance and Planning Committee is also responsible for reviewing proposed changes that the other Board Committees are recommending prior to those changes moving forward to the Board of Governors for approval.

The table below provides a summary of the review done by each committee.

Committee	Date of Meeting TOR reviewed	Summary of changes
Finance Committee	September 7, 2023	TOR reviewed; No changes proposed
Audit and Risk Committee	September 7, 2023	TOR reviewed; No changes proposed



Committee	Date of Meeting TOR reviewed	Summary of changes
Governance and Planning Committee	September 14, 2023	TOR reviewed; No changes proposed
Executive and Human Resources Committee	September 18, 2023	<p>TOR changes reviewed. The Committee noted section 3.3 b) was incorrectly changed from “compensation” to “composition” this should remain “compensation”.</p> <p>A summary of the changes made are:</p> <ul style="list-style-type: none"> • President’s Performance Appraisal – End of Year Review included a draft at April meeting and a final at June meeting; changed to have only in April (remove draft) and remove from June meeting. This will streamline this performance appraisal process. . • Added 3.3 c) receive updates regarding human resources strategy as required • Added 3.3 d) receive labour relations updates.
Investment Committee	September 12, 2023 – quorum was not met; review of TOR completed at November 14, 2023 meeting.	Changes are a clean-up of duplicated items, language that ties into the new investment policies, and timing of when reviews are done.

Attachments

#	Name
1	Executive and Human Resources Committee Terms of Reference (redlined)
2	Investment Management Committee Terms of Reference (redlined)



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on February 28, 2023

1. PURPOSE

The purpose of the Executive and Human Resources Committee is to provide Board oversight, to assist the Board in fulfilling its obligations relating to Capilano University's human resource issues including the President's evaluation, compensation, and employment contract; senior leadership succession planning; and human resource policies within the jurisdiction of the Board, and to oversee the Board's succession planning and nominating activities.

The Committee also acts on behalf of the Board expeditiously on necessary matters between regularly scheduled meetings of the Board.

2. COMPOSITION AND QUORUM

The Committee is composed of the Board Chair, the Board Vice-Chair and the chairs of the standing committees named in section 33(b) of the Capilano University Board Governance Manual ("Board Manual"). The Committee will have no fewer than four members. Where there are fewer than four members available to serve the Committee, the Board Chair will appoint additional Committee members. Only appointed members of the Board will be appointed to this Committee by the Board Chair.

The Board Chair will serve as the chair of Committee.

Committee quorum will be a majority of the Committee members.¹

The duties of the Committee include Human Resources matters; only appointed members of the Board will attend meetings concerning matters where a conflict of interest exists for other members (e.g. labour negotiations).

¹ Board Manual, section 33(e).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

3.1 Board Oversight

- a) annually review the Committee's Terms of Reference and orient new Committee members;
- b) provide oversight on the Board's direction and the annual goals and priorities of the Board;
- c) provide oversight on the development and management of the Board's annual meeting calendar;
- d) supervise the conduct of Board members;
- e) provide advice to the Board Chair and President as needed;
- f) exercise all the powers and perform all the duties of the Board when urgent matters arise that cannot wait for a scheduled Board meeting and report on action taken at the next regularly scheduled meeting of the Board;

3.2 President's Evaluation, Compensation, Contract and Senior Leadership Succession

- a) annually conduct the evaluation of the President in accordance with their employment contract, including:
 - i. in consultation with the President, develop the President's annual performance objectives for approval by the Board;
 - ii. annually coordinate feedback from all Board members for the President, assemble a written performance appraisal to be approved by the Board at an *in camera* meeting, and meet with the President to discuss the same; and
- b) oversee matters relating to compensation and the President's employment contract, including:
 - i. review and make recommendations to the Board on compensation for the President consistent with the Public Sector Employers' Council Secretariat (PSEC) Excluded and Executive Compensation Guidelines and government policy direction;
 - ii. review and make recommendations to the Board on the President's employment contract;
- c) ensure that the President has a sound plan for senior leadership succession planning.

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3.3 Human Resources Policies [and Strategies](#)

- a) oversee the review of Board policies on human resources, compensation and labour relations matters, in accordance with conditions prescribed by government (including the Public Sector Employers' Council) and make recommendations for developing, updating, or rescinding such policies to the Board for approval;
- [b\)](#) receive from management the annual policy priorities list on human resources, compensation and labour relations matters;
- [c\)](#) [receive updates on human resources strategies as required; and](#)
- [b\)d\)](#) [receive updates on labour relations as required.](#)

3.4 Board Succession and Nominations

- a) maintain, annually review, and recommend to the Board any necessary changes to a matrix of the Board's requirements for skills and competencies among current and future Board members;
- b) develop an annual succession plan to prepare Board members to take on the Chair, Vice- chair and committee Chair roles and ensure there are nominations for annual election of Chair and Vice-chair;
- c) with reference to the Board's skills and competency matrix, identify the skills and characteristics required of future Board members to meet the University's strategic needs and ensure the Board benefits from both continuity of experience and orderly turnover of its appointed members; and
- d) [make recommendations to the Board about Board composition and/or identify candidates for appointment as Board members, discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment.](#)

4. ACCOUNTABILITY

The Committee is accountable to the Board.

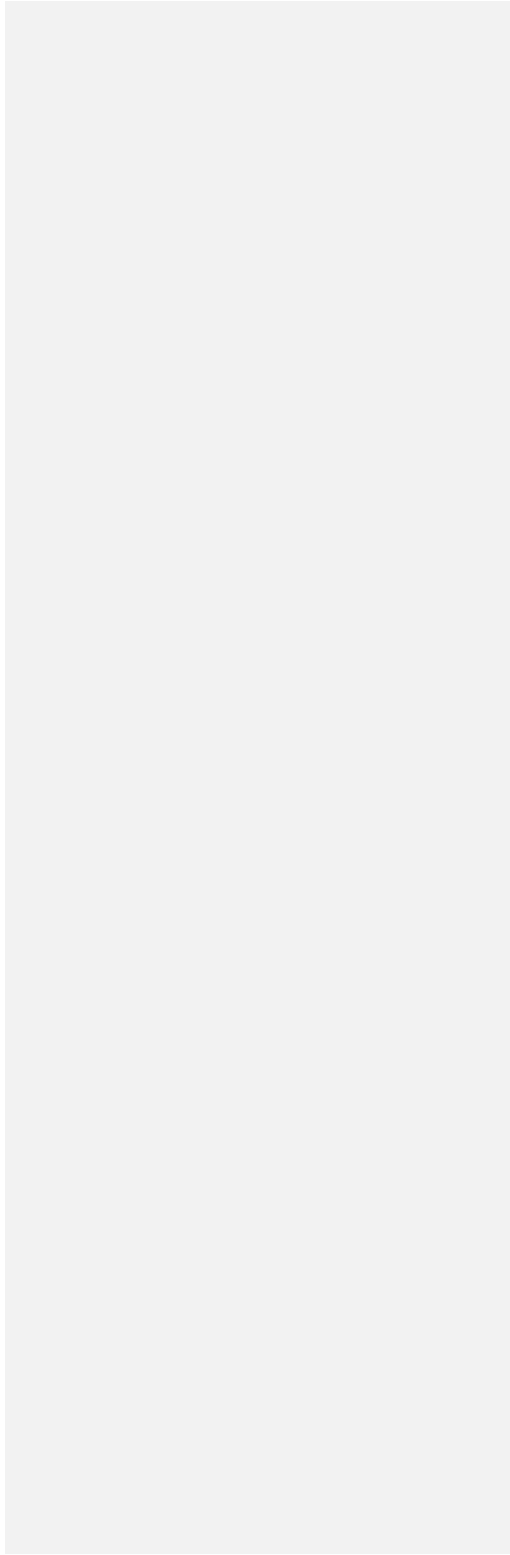
The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through these Terms of Reference or otherwise.²

The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board.³

When the Committee acts on behalf of the Board on urgent matters that cannot wait for a scheduled meeting of the Board, the Committee is required to report on action taken at the next regularly scheduled meeting of the Board.

Executive and Human Resources Committee Terms of Reference Revised: February 2023.

² Board Manual, section 33.
³ Board Manual, section 33(d).



The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁴

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.

5. MEETINGS

The Committee will meet at least twice each year, and as necessary between regularly scheduled meetings of the Board, as determined by the Board Chair.

The Committee Chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules meetings and develops the agenda for each Committee meeting.

Committee members may participate in a committee meeting by means of conference telephones or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁵

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁶ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 30(a) of the Board Manual.

In accordance with section 33(c) of the Board Manual, Committee meetings are not public and shall be attended only by members of the Committee, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Committee chair.

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Capilano University when it deems necessary, subject to the approval of the Board Chair.

7. COMMITTEE CALENDAR

The chart below summarizes the Committee's meetings for the academic year and the work priorities as per the terms of reference. The Committee Chair may amend the timetable without Board approval if necessary to accomplish the work of the Committee.

⁴ Board Manual, section 33(d); Governance and Planning Committee Terms of Reference.

⁵ Board Manual, section 30(a).

⁶ Board Manual, section 30(a).

	Activity	Information/ Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
3.1	Board Oversight						
a)	Review Terms of Reference	Approval	X				
	Orient new Committee members		X				
b)	Board directions, annual goals and priorities: Establish goals for academic year	Approval (closed Board)	X				
	Board directions, annual goals and priorities: Progress report on previous year's goals	Information (closed Board)	X				
c)	Development of Board's annual meeting calendar		X				
d)	Supervise conduct of Board members				As required		
e)	Provide advise to Board Chair and President				As required		
f)	Address urgent matters				As required		
3.2	President's Evaluation, Compensation, Contract & Senior Leadership Succession						
a) i.	Develop President's annual performance objectives	Approval (In-Camera Board)				X Draft	X Final
a) ii.	Presidents Performance Appraisal – Mid-Year review	Discussion		X			
	Prepare President's Performance Appraisal – End of year review	Approval (In-Camera Board)				X Draft	X Final
b)	President's compensation	Approval (In-Camera Board)				X Draft	X Final
	President's employment contract	Approval (In-Camera Board)			As required		
c)	Senior leadership succession planning	Information (closed Board)			As required		
3.3	Human Resources Policies and Strategies						
a)	Review policies on human resources, compensation and labour relations matters	Approval			As required		
b)	Receive annual policy priorities on human resources, <u>compensation composition</u> and labour relation matters	Information	X				
c)	<u>Receive updates regarding Human Resources Strategy as required</u>	<u>Information</u>			<u>As required</u>		
d)	<u>Receive labor relations updates</u>	<u>Information</u>			<u>As required</u>		
3.4	Board Succession and Nominations						
a)	Maintain, review and update skills and competencies matrix			X			
b)	Nominations for election of Chair and Vice-Chair				X		X
c)	Identify skills and characteristics required of future Board members			X			

Commented [TB1]: As per EHRC September meeting, this was an error and should remain compensation and not composition

16d)	<u>Discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment</u> Make recommendations to Board about Board composition and/or identify candidates for appointment			X			
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Investment Management Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on February 28, 2023

1. PURPOSE

The purpose of the Investment Management Committee is to provide oversight, advice and recommendations to:

- (a) The Board of Governors of Capilano University ("Board of Governors") on investment matters relating to the University investment portfolio and the Foundation investment portfolio, and
- (b) The Board of Directors of the Capilano University Foundation ("Foundation Board") on investment matters relating to the Foundation investment portfolio.

2. COMPOSITION AND QUORUM

The Board of Governors Chair will appoint at least four members (one of whom is a student) to the Committee and the chair of the committee.¹ Where there is no student available to serve the Committee, the Board of Governors Chair will appoint an additional Committee member.

In addition to the members appointed by the Board of Governors Chair, the Committee will include: the President and one Director of the Foundation Board, appointed by the Foundation Board

The Director of the Foundation Board is appointed by the Foundation Board to provide advice and guidance on investment matters relating to the Foundation investment portfolio.²

Committee quorum will be a majority of the Committee members³.

¹ Capilano University Board Governance Manual ("Board Manual"), section 33(e).

² Operating Agreement between the University and the Foundation, article 2.

³ Board Manual, section 33(e).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are to:

- (a) Annually review the Committee's Terms of Reference and orient new Committee members.
- (b) Monitor the performance of the University investment portfolio and the Foundation investment portfolio on a quarterly basis ~~and ensure compliance with the Board of Governors Investment Policy (B.201) relative to the performance benchmarks;~~
- (c) Review ~~on a quarterly basis~~ the current asset mix ~~(contained in B.201)~~ for the University investment portfolio and the Foundation investment portfolio ~~and ensure compliance with the Investment policies for the University and the Foundation on an annual basis and recommend any changes to the Board of Governors for the university portfolio and to the Foundation Board for the foundation portfolio;~~
- (d) Participate in the selection of, ~~and monitor the performance of,~~ the University's investment manager(s) ~~on a quarterly basis, including and conduct~~ an in depth review every ~~as required three years for the Committee's consideration.~~ If performance results are unacceptable or if there is a material change to the investment manager, identify options for consideration;
- (e) Receive quarterly reports and recommendations from the University's investment manager(s);
- (f) Receive presentations from the investment manager(s) at least twice per year;
- (g) ~~Review the performance benchmark of the University investment portfolio and the Foundation investment portfolio on a quarterly basis and annually recommend any changes to the Board of Governors for the university portfolio and to the Foundation Board for the foundation portfolio;~~ Perform asset mix study every four years;
- (h) ~~Annually review and recommend to the Board of Governors and the Foundation Board of Directors changes to their respective investment policies (B.201 Capilano University Investment Policy and B.216 Capilano University Foundation Investment policy) Oversee the review of Board policies on investment matters and make recommendations for developing, updating, or rescinding such policies to the Board for approval which includes a review of performance benchmarks;~~
- (i) Receive from management the annual policy priorities on investment matters for approval by the Board;
- (j) ~~Annually review the University Investment Guidelines and revise as necessary;~~
- (k) Review university portfolio's capital requirements and new contributions; and
- (l) Annually recommend a disbursement rate from the Foundation investment portfolio to the Foundation Board for approval and provide to Board of Governors for information, and

Commented [TB1]: Compliance with policy is covered under 3(c)

Commented [TB2]: Clarified that it is "current" asset mix and looking at compliance to the asset mix in the approved board policies for the university and foundation

Commented [TB3]: Performance monitoring on a quarterly basis has been removed as it is covered under 3(g). In depth review would be required if there was an issue

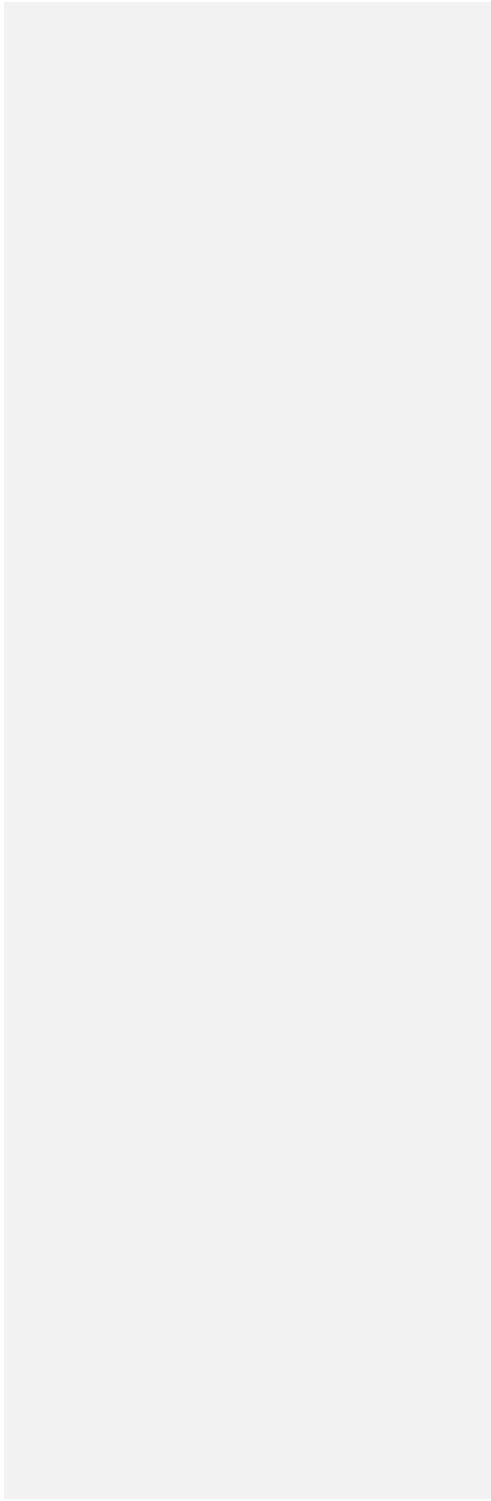
Commented [TB4]: Performance benchmark is reviewed as part on the annual review of the investment policy under 3(h)
Updated (g) to perform asset mix study every four years

Commented [TB5]: Remove this item as Investment Guidelines were incorporated into the Investment Policy for University and Foundation - approved by IMC May 30, 2023

2

Investment Management Committee Terms of Reference Revised: February 2023

(m) Provide for information Foundation portfolio disbursements, new contributions and stabilization fund.



4. ACCOUNTABILITY

The Committee is accountable to the Board of Governors.

The Committee has no power to make decisions on behalf of the Board of Governors, except as specifically directed by the Board of Governors or authorized by the Board of Governors through the Committee's Terms of Reference.⁴

The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board of Governors, shall report to the Board of Governors, and may make recommendations to the Board of Governors. All recommendations presented to the Committee for consideration shall be reported to the Board of Governors.⁵

Members of the Committee shall report discussions that take place at Committee meetings to the Board of Governors and the Foundation Board, respectively, and advise their boards of the performance of the respective investment portfolio.

The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the Board of Governors.⁶

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.

5. MEETINGS

The Committee will meet at least once each fiscal quarter, or more frequently as deemed necessary by the Committee.

The Committee chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules the meetings and develops the agenda for each Committee meeting.

Committee members may participate in a Committee meeting by means of conference telephones or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 30(a) of the Board Manual.

⁴ Board Manual, section 33.

⁵ Board Manual, section 33(d).

⁶ Board Manual, section 33(d); Governance and Planning Committee Terms of Reference.

⁷ Board Manual, section 30(a).

⁸ Board Manual, section 30(a).

In accordance with section 33(c) of the Board Manual, Committee meetings are not public and shall be attended by Board of Governors members only, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Committee chair.

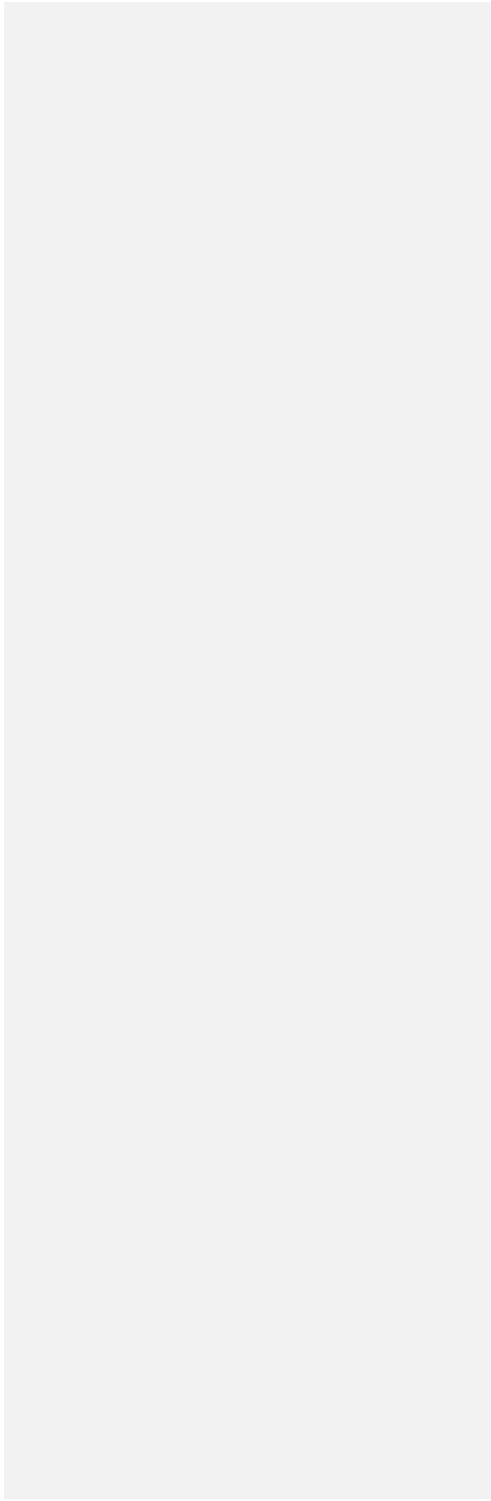
The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Capilano University when it deems necessary, subject to the approval of the Board of Governors Chair.

7. COMMITTEE CALENDAR

The chart below summarizes the Committee’s meetings for the academic year and the work priorities as per the terms of reference. The Committee Chair may amend the chart without Board approval if necessary to accomplish the work of the Committee.



	Activity	Information/ Approval	Meetings			
			#1 September	#2 November	#3 February	#4 June
3a)	Review Terms of Reference	Approval	X			
	Orient new Committee members		X			
3b)	Monitor the performance of the investment portfolios; relative to performance benchmarks and ensure compliance with B.201		Q2 Apr-June	Q3 Jul-Sept	Q4 Oct-Dec	Q1 Jan-Mar
3c)	Asset mix: Review on an annual quarterly basis the <u>current</u> asset mix for the investment portfolios and <u>ensure compliance with Investment Policies for the university and the foundation recommend any changes to the asset mix</u>	Approval	X	X	X	X
3d)	Participate in the selection of the investment manager(s)		As required			
	Monitor the performance of the investment manager on a quarterly basis		X	X	X	X
3e)	In depth review of investment manager(s) <u>every three years for the Committees consideration as required</u>		As required			
	Receive quarterly reports and recommendations from the investment manager(s)		Q2 Apr-June	Q3 Jul-Sept	Q4 Oct-Dec	Q1 Jan-Mar
3f)	Investment Manager(s) presentation to the Committee		X PHN	X TCC	X PHN	X TCC
3g)	Perform asset mix study every four years. Performance benchmark: Review on a quarterly basis the performance benchmark of the investment portfolios		XAs required			
	Performance benchmark: Recommend on an annual basis any changes to the performance benchmark			X		X
3h)	Review and recommend changes to the University's <u>and Foundation</u> investment policies <u>which includes a review of performance benchmarks</u>	Approval	As required X – June			
3i)	Receive annual policy priorities	Information	X			
3j)	Review and recommend changes to the University's Investment Guidelines	Approval	X			
3k)	Review University Portfolio capital requirements and new contributions	Information	As required			
3l)	Recommend to the Foundation Board of Directors a Distribution Rate from the Foundation portfolio and provide to Board of Governors for information	Information/ Approval			X	
3m)	Provide for information Foundation portfolio disbursements, new contributions and stabilization fund					X

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Commented [TB7]: This is done by Ellement each quarter

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Commented [TB8]: This is a repeat -- already have under 3b

Commented [TB9]: We are now monitoring on a quarterly basis so have updated this to as required to address if an issue arises

Commented [TB10]: Alternate presentations from 2 investment managers

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