



**AGENDA
REGULAR MEETING OF THE BOARD**

Tuesday, September 27, 2022
4:45 pm to 6:45 pm
[In Person, BR126](#)

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

AGENDA ITEM	ACTION	SCHED	TIME	PAGE
1. Approval of Agenda – Duncan Brown, 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 – Duncan Brown, Chair MOTION: <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		3 min	
2.1. Minutes from the June 28, 2022 Board Meetings		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 Audit and Risk Committee		2.2.1		Page 8
2.2.2 Executive and Human Resource Committee		2.2.2		Page 9
2.2.3 Finance Committee		2.2.3		Page 10
2.2.4 Governance and Planning Committee		2.2.4		Page 14
2.2.5 Investment Management Committee		2.2.5		Page 15
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
4. Board Chair's Report – Duncan Brown, Chair	Info	Verbal	4 min	-
5. Senate Reports				
5.1. Vice-Chair – Robert Thompson, Senate Vice Chair	Info	Verbal	3 min	-
5.2. Board Liaison – Rosie Anza Burgess, Board Member	Info	Verbal		
6. President's Report – Paul Dangerfield, President	Info	Verbal	10 min	Page 16
7. Presentation on Creative Activity, Research & Scholarship Framework/Strategic Research Plan – Dawn Whitworth, AVP CARS	Info	7	15 min	Page 44
8. Indigenous Framework – Micki McCartney, Sunshine Coast Regional Director	Info	Verbal	15 min	-
9. Investment Management Committee – Ash Amlani, Committee Chair				
9.1 Presentation on ESG and SRI – Graeme Baker and Andrew Sweeney, PH&N Investment Managers	Info	9	15 min	Page 57
10. Audit and Risk Committee – Rodger So, Committee Chair				
10.1 Presentation on Enterprise Risk Management Framework – Jacquetta Goy, Director of Risk Management	Info	10	10 min	Page 69
11. Finance Committee – Patricia Heintzman, Committee Chair				
11.1 Statement of Financial Information, Fiscal 2021/22 MOTION: <i>THAT the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2022.</i>	Approval	11.1	10 min	Page 97
11.2 Five-Year Capital Plan MOTION: <i>THAT the Board of Governors approve the Five-Year Capital Plan 2023/24 – 2027/28.</i>	Approval	11.2	10 min	Page 148
12. Governance and Planning Committee – Duncan Brown, Committee Chair				
12.1 Rescind First Nations Policy Statement Memo 26 MOTION: <i>THAT the Board of Governors rescind First Nations Policy Statement Memo 26.</i>	Approval	12	10 min	Page 152
13. Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair – Duncan Brown, Committee Chair				
MOTION: <i>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.</i>	Confirmation	13	5 min	Page 154
MOTION: <i>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.</i>				
12 Adjourn	-	-	-	-



MEETING MINUTES OF THE BOARD

Tuesday, June 28, 2022

4:45 pm to 6:45 pm

In Person, BR126

	Board		Staff
Duncan Brown, Chair	Nanci Lucas	Jennifer Ingham, VP University Relations	
Ash Amlani, Vice Chair	Oscar Blue	Kartik Bharadwa, VP of People, Culture & Diversity	
Paul Dangerfield, President	Patricia Heintzman	Lauren Styles, Acting President and VP Academic and Provost	
Andrew Petrozzi	Rodger So	Toran Savjord, VP Strategic Plan, Assess & Inst. Effect	
Cherian Itty	Rosie Anza-Burgess	Lesley Cook, Recorder	
Harmanjot Kaur	Sonny Wong, Senate Liaison		
	Yuri Fulmer, Chancellor		
	Regrets	Guest	
Majid Raja		Daniel Levangie, AVP of Student Success	
		Tally Bains, Director of Finance	
		Stephen Williams, Senate Vice Chair	

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

The Chair called the meeting to order at 4:49 p.m.

1. Approval of Agenda

It was moved (Oscar Blue), seconded (Nanci Lucas) and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved (Cherian Itty), seconded (Rosie Anza-Burgess) and resolved;

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

- 2.1. Minutes from the April 26, 2022 Board Meeting
- 2.2. Board Committee Reports:
 - 2.2.1 Audit and Risk Committee
 - 2.2.2 Executive and Human Resources Committee
 - 2.2.3 Finance Committee
 - 2.2.3.1 Fiscal 2021/22 Final FTE Results
 - 2.2.3.2 Integrated Planning – Fiscal 2021/22 – Top 10 Highlights
 - 2.2.3.3 Final Fiscal 2021/22 Financial Results
 - 2.2.4 Governance and Planning Committee
 - 2.2.5 Investment Management Committee
- 2.3 Correspondence

3. Place Holder

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

4. Board Chair's Report

Board Chair Duncan Brown reported to the Board. President Paul Dangerfield and Duncan met with the new senior policy advisors of the Minister's Office mid-June.

Duncan and Paul participated in two 50th anniversary celebrations for the Capilano University Student's Union.

Duncan reported that Board Members are also Member of the CapU Foundation and, as such, attended the Foundation's Annual General Meeting where they reviewed the Foundation's financial reports and received reports on fundraising, major legacies and gifts, and capital campaigns.

Duncan noted that five of the appointed Board members, Ash Amlani, Andrew Petrozzi, Patty Heintzman, Rodger So, and himself have all been reappointed by the Ministry's [Crown Agencies and Board Resourcing Office](#). The Board will have two new appointed members, terms starting July 31, 2022; Troy Abromaitis and Sarah Thomas. The Board's elected student representatives are Harmanjot Kaur, re-elected, and newly elected Sophia Kaur.

The Board of Governors says goodbye to appointed member Cherian Itty, who served the Board for six years, two as Board Chair, and student representative Oscar Blue, who served two consecutive terms. Both are enthusiastic and engaged members of the Board and their presence will be missed.

5. Senate Reports

5.1 Vice Chair

Senate Vice Chair Stephen Williams reported to the Board. Senate continues to function effectively and efficiently. 802 graduates were confirmed for the most recent graduate cycle earlier this June. With the addition of more bachelor degrees, Capilano University has transformed into a sizeable four-year academic institution. The shift to a larger number of graduates and the value of being a CapU student was shown at Convocation.

Stephen has been Senate Vice Chair for three years and would like to step back into the classroom, where he thrives. He will continue his term as a Senator for the next two years. He took this time to thank the Board members for their support and participation. He expressed his great appreciation for the dedication that the Board has shown to our special university.

Starting in August, Robert Thompson will take over the role of Senate Vice Chair. Robert has been a Senator for eighteen months, chaired the Senate Self-Evaluation Committee twice, and is an active and engaged member of Senate. The University will be in good hands.

5.2 Board Liaison

Board Liaison Sonny Wong thanked Stephen Williams for his time and dedication to Senate as Vice Chair. Stephen has brought stability, clarity, and strong leadership to the role.

Sonny wasn't able to attend the June 7 Senate meeting however, he provided a written report to Senate, similar to Duncan Brown's report to the Board.

Duncan let the Board know that Sonny has been in the Senate liaison role for two-years and the Board's executive is looking for another Board member to fulfill this role. He asked the Board members to consider accepting this role.

6. President's Report

President Paul Dangerfield reported to the Board. There has been a steady increase in on-campus university activity, examples include an event for the Government announcement for on campus student housing, and Senate conducting in person meetings.

Seven ceremonies were held for the June 2022 Convocation. Stephen Williams attended all, leading the way as Senate Vice Chair. Paul thanked Rosie Anza-Burgess and Oscar Blue for joining the platform party. On behalf of Capilano University, President Paul Dangerfield and Chancellor Yuri Fulmer were pleased to award Carlota Lee the Honorary Doctorate Degree and Dr. Lenard George the award for Faculty Emeritus.

The Administration met with Don Wright, Engagement Lead for the Post-Secondary Funding Formula Review. The Ministry is now up to date with the University's current projects, goals and longer-term objectives. Envisioning 2030 and Illuminating 2030 were discussed and the Administration will be highlighting the Institutional Accountability Plan and Report in the Funding Review Report.

7. Audit and Risk Committee

7.1 Draft Audited Financial Statements

Rodger So was pleased to bring forward to the Board the Audit Findings Report from KPMG and the Capilano University Draft Consolidated Financial Statements which were received by the Audit and Risk Committee at their May 19, 2022 meeting.

Tally Bains relayed to the Board that this was the third year that the audit was conducted with both Finance staff and KPMG auditors working remotely. The audit field team were all new but were well prepared and she expressed her thanks to them.

The draft audited financial statements show a final year-end operating surplus of \$1.6 million. The final year-end surplus includes a capital restriction of \$1.5 million from the Ministry operating funding for the student housing building project; this restriction was approved by the Ministry. She let the Board know that the motion for the \$1.281 million internal restriction of the accumulated surplus is required by the auditors.

It was moved (Rodger So), seconded (Cherian Itty) and resolved;

THAT the Board of Governors approve the internal restriction of the accumulated surplus in the amount of \$1,281,401 for student success support and to advance and support faculty creative activity, research, and scholarship activity.

It was moved (Rodger So), seconded (Cherian Itty) and resolved;

THAT the Board of Governors approve the Capilano University Consolidated Financial Statements for the Year Ended March 31, 2022.

8. Finance Committee

8.1 Executive Compensation Disclosure Report for Fiscal 2021/22

Patricia Heintzman reminded Board members that the Executive Compensation Disclosure Report is an annual report consisting of the President's compensation and the next four highest employees.

Harmanjot left the meeting at 5:18 pm.

It was moved (Patricia Heintzman), seconded (Rosie Anza-Burgess) and resolved;

THAT the Board of Governors approves the Executive Compensation Disclosure Report for Fiscal Year 2021-22.

9. Governance and Planning Committee

9.1 Institutional Accountability Plan and Report

Duncan provided the background on the Institutional Accountability Plan and Report (IAPR) and explained that the final version is the result of a back and forth process between Capilano University and the government.

Toran Savjord provided the highlights as discussed in the cover report.

It was moved (Duncan Brown), seconded (Andrew Petrozzi) and resolved;

THAT the Board approves the Institutional Accountability Plan and Report for final submission upon inclusion of the official round 3 performance results and feedback from the Ministry's review of the draft.

9.2 Annual Report Regarding Legislative Policy – B.401 Sexual Violence Policy

Kartik Bharadwa clarified that annually a report is submitted to the Ministry regarding the functionality of policy B.401 Sexual Violence Policy. Minor changes have been made to the policy but are non-substantive.

Daniel Levangie added that the Ministry has recently provided funding for anonymous reporting and they are conducting a cross-institutional review of the sexual violence policies to provide further direction on what the policy should or could look like. More information will be provided to post-secondary institutions in the fall.

It was moved (Oscar Blue), seconded (Cherian Itty) and resolved;

THAT the Board receive for information the Sexual Violence Annual Report.

10. Mandate Letter

Paul Dangerfield explained the new process regarding the Mandate Letter. Past practice for Government was to issue to post-secondary institutions an annual Mandate Letter. Now, the mandates are aligned to a Minister's term, 4-years, with an annual updated letter of direction. Also, all Board members were required to sign the Mandate Letter and now it's only the Board Chair.

The [Mandate Letter for 2021-22](#) has five foundational principals and three priorities to be incorporated into the 2020-21 Institutional Accountability Plan and Report (IAPR). The more recent [letter of direction](#) directs Capilano University to continue with the three priorities and also reflect on two additional actions in the 2021-22 IAPR.

- Demonstrate your commitment to collaborating within your sector on new and priority initiatives, including:
 - Working to align education and skills training to goals of the B.C. Economic Plan; and
 - Supporting the implementation of Skilled Trades Certification
- Contribute to Ministry engagement on upcoming initiatives, including:
 - The Future Ready: Skills for the Jobs of Tomorrow plan;
 - The Ministry’s sexualized violence policy review;
 - Further tech-relevant seat expansions; and
 - The funding formula review of provincial operating grants

The Administration has reviewed these additional actions and confirmed CapU is aligned with the Ministry’s requirements and recommends that Board Chair Brown sign the letter of direction, dated April 19, 2022, and submit a copy to the Ministry.

It was moved (Rosie Anza-Burgess), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors receive the 2022 Government Mandate Letter and the President’s report and advise the Board Chair to sign the Mandate Letter and post it publicly on CapU’s website as requested.

11. Academic

11.1 Proposed Course Discontinuation (s) for The Faculty of Global and Community Studies and the Faculty of Arts and Sciences

A typographical error was made in the briefing note in the June 28, 2022 Board agenda package: GEOL 102, 107 should have been GEOG 102, 107. This error has been corrected at the Board of Governors November 29, 2022 meeting.

Lauren Styles explained the process for course discontinuances. The request for course discontinuation(s) for the Faculty of Global and Community Studies and the Faculty of Arts and Sciences came to the Board on April 26, 2022 and was referred to Senate for their advice. Senate has reviewed the request and with Senate’s advice the proposal is back to the Board for approval.

It was moved (Nanci Lucas), seconded (Rodger So) and resolved;

THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the courses listed below.

Faculty of Global and Community Studies Courses: REC 107, 110, 149, 151, 157, 169, 175, 245, 255; SATO 205, 206, 305; TOUR 120, 134, 135, 137, 202, 212, 249, 301, 343, 350 422, 424

Faculty of Arts and Sciences Courses: ENGL 301, 302, 326, 341, 308, 311, 314, 317, 356, 357, 410; GEOL 102, 107; POL 208; HIST 230, 249, 340

11.2 Interaction Design Diploma Non-Degree Proposal

Laureen Styles provide introductory comments that the Interaction Design Diploma is an exciting proposal that is in alignment with requirements set by the Ministry of Advanced Education and Skills Training, current and future skills projections and complements existing programming in the Faculty of Fine and Applied Arts. Research shows that there is strong alignment with projected graduate outcomes to meet current and forecasted demand. The two year program concentrates on current and future digital design and technologies ranging from interactive digital products to systems and services. Graduates can apply for direct entry into year 3 of the university's Bachelor of Design in Visual Communication. The IDEA School of Design, the Faculty of Fine and Applied Arts, Senate, and now the Board of Governors all play an integral role in this exciting new program – with planning through to final approvals, with a goal to launch Fall 2023.

Laureen thanked those involved with academic initiatives and planning of this diploma.

It was moved (Rosie Anza-Burgess), seconded (Cherian Itty) and resolved;

THAT the proposed Interactive Design Diploma be approved.

12. Board Chair and Vice Chair Election

President Paul Dangerfield led the elections. Cherian Itty nominated Duncan Brown for Board Chair, who was elected by acclamation. Duncan Brown nominated Ash Amlani for Board Vice Chair. Ash Amlani was elected by acclamation.

Duncan added that the Ministry, on occasion, used to appoint Board members with terms running from December to December. The Ministry has now moved away from those appointment terms and only makes appointments from July to July. Appointed members still serving post-secondary Boards with a December start have a maximum term of 5.5 years, not the regular 6 years. This is to accommodate the Ministry's transition to appointment terms that only run from July to July.

Duncan was appointed by the Ministry for a term starting in December of 2017, as was Andrew Petrozzi. Ash was appointed with a term starting in December of 2018. Duncan's and Andrew's terms will end on July 31, 2023 and Ash's term will end on July 31, 2024. They'll have served six consecutive years on the Board and won't be eligible for reappointment. In addition to chairing the Board of Governors, Duncan is also Chair to the Governance and Planning Committee and by way of ex-officio, he chairs the Executive and HR Committee.

The Board's executive would like Board members to think about succession planning over the summer, specifically with regards to the Board Chair role, the Vice Chair role, and Chairs to the Board's five sub-committees.

Duncan thanked the departing Board members, Cherian and Oscar for their commitment and hard work. They will be missed.

Action: Board members are to consider succession planning for the following roles of the CapU Board: Board Chair, Vice Chair, and Chairs to the Board's five sub-committees.

13. Meeting Closed

The Regular Meeting of the Board finished at 6:00 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: AUDIT AND RISK COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Roger So, Audit and Risk Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Audit and Risk Committee meeting that took place on September 8, 2022

SUMMARY

The Committee approved the minutes of the May 19, 2022 meeting and discussed the following items:

- **Terms of Reference:** this item was deferred to the next meeting.
- **Enterprise Risk Management Framework Update:** Jacquetta Goy presented the planned approach. The Committee received the report for information and recommended that a presentation be provided to the Board of Governors. The report is presented to the Board under separate cover.
- **Internal Audit Update:** Tally Bains provided an update on the plan for internal audit. The Director of Risk Management will assume responsibility for coordinating internal audit activities, including following up and reporting on recommendations made on previous internal audit engagements and identifying areas for assessment through the ERM Framework. No new audits are planned for 2022-23 to focus on completing the ERM Framework.
- **OAG of B.C. Fraud Risk Update:** Tally Bains provided some background information. The Office of the Auditor General of British Columbia conducted a fraud risk management survey of all public sector organizations in BC which identified gaps in fraud risk management practices. The University is developing a Fraud Policy to address requirements of the report.
- **Review Policies Status and Priorities Plan:** Tally Bains 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.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Duncan Brown, Executive and HR Committee Chair	

PURPOSE

To provide the Board with a summary of the Executive and Human Resources meeting that took place on September 20, 2022.

SUMMARY

The Executive and Human Resources Committee met on Tuesday, September 20, 2022. The following Committee members were in attendance: Committee Chair Duncan Brown, Ash Amlani, Patricia Heintzman and Roger So.

The Committee discussed the 2022-23 Committee calendar, Board meeting calendar framework, the Board's 2022 Self-Assessment Survey feedback, 2022-23 Board calendar, Board oversight including goals, priorities and action items, as well as the Human Resources policies and priorities.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: FINANCE COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
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 September 8, 2022.

SUMMARY

The Committee approved the minutes of the May 19, 2022 meeting and discussed the following items:

- **Terms of Reference:** Tally Bains informed the Committee that additional time was needed to review the terms of reference and incorporate feedback received from the Board Chair and Vice Chair. The terms of reference will be presented at the next committee meeting.
- **Statement of Financial Information, Fiscal 2021/22:** Tally Bains provided an overview of the report that is due to the Ministry by September 30, 2022. The Committee passed a motion to recommend the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2022. The report is presented to the Board under separate cover.
- **Financial Update:** Tally Bains provided an overview of the quarter 1 forecast submitted to the Ministry and the preliminary quarter 2 forecast. The quarter 1 forecast for Fiscal 2022/23 submitted to the Ministry is a deficit of \$5.9 million which is a \$2.5 million favourable variance compared to the Board approved deficit budget of \$8.4 million. The preliminary quarter 2 forecast indicates a deficit of approximately \$3 million. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
- **Five-Year Capital Plan 2023/24 – 2027/28:** Ryan Blades provided an overview of the report. The Committee passed a motion recommending the Board of Governors approve the Five-Year Capital Plan. This report is provided to the Board under separate cover.
- **Policies Status and Priorities Plan:** Tally Bains 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.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.1: Financial Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to provide the year-to-date financial results for Period 3 ending June 30, 2022, the quarter 1 forecast submitted to the Ministry and preliminary quarter 2 forecast information. This report was received for information by the Finance Committee at their September 8, 2022 meeting.

QUARTER 1 FORECAST

The Statement of Operations for Period 3 ending June 30, 2022, with the quarter 1 forecast is included in this report as *Attachment 1* and summarized in the table below. The quarter 1 forecast is a deficit of \$5.9 million which is a \$2.5 million favourable variance compared to the Board approved deficit budget of \$8.4 million.

	YTD Actuals vs Forecast			Forecast vs Budget			
	2022 Actuals	Q1 Forecast	Actuals YTD % of Q1 Forecast	Q1 Forecast	2023 Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)
Revenue	25,995,351	126,276,786	20.6%	126,276,786	123,728,871	2,547,915	2.1%
Salaries and benefits	19,011,350	90,355,767	21.0%	90,355,767	92,268,991	1,913,224	2.1%
Operating Expenses	10,304,534	41,783,054	24.7%	41,783,054	39,850,318	(1,932,736)	-4.8%
Operating surplus/(deficit)	(3,320,533)	(5,862,035)		(5,862,035)	(8,390,438)	2,528,403	
Net restricted endowment contributions	30,666	21,555		21,555	-	21,555	
Surplus/(Deficit)	(3,289,867)	(5,840,480)		(5,840,480)	(8,390,438)	2,549,958	

Forecast vs Budget Variances:

Revenue: \$2.5 million favourable variance mostly related to additional restricted funding received which is offset by unfavourable variance in operating expenses. For the quarter 1 forecast, Fall and Spring Term revenues are kept at budgeted levels as registration information is not available until end of July.

Salaries and benefits: vacant positions contribute to the salary and benefit favourable variance of \$1.9 million.

Operating expenses: unfavourable variance largely related to additional restricted funding received.

The Ministry's forecast report requires forecast information for the current fiscal year plus three future years. The forecast for the 3 future years was a return to a balanced position commencing in Fiscal 2023/24 (see table below).

Ministry Quarter 1 Confirmation page

	Forecast <u>2022/23</u>	Forecast <u>2023/24</u>	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(126,277)	(126,861)	(129,137)	(133,005)
Total expenditure	132,139	126,861	129,137	133,005
Net (Revenues)/Expenses **	5,862	-	-	-
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	5,862	-	-	-
Endowment (restricted asset) contributions	(22)	-	-	-
Net (Income) Loss	5,840	-	-	-

QUARTER 2 PRELIMINARY FORECAST

The assumptions used to develop the budget for tuition revenue was to maintain Fiscal 2021/22 actual enrollments plus a \$3 million increase in international tuition revenue based on expected growth in international enrollment.

The Fall 2022 term enrollment data was closely monitored and used to estimate for Spring 2023. The good news is that the increase in international enrollment that was included in the budget has been achieved but it will most likely be another fiscal year before we achieve pre-pandemic international enrollment levels. For Fiscal 2022-23, the tuition forecast is for a small favourable variance from budget that ranges from \$.3 to \$.7 million.

The tuition forecast combined with high level estimates for salary and operating expenses indicate a preliminary quarter forecast of approximately \$3 million deficit. As required by the Ministry, Finance issued the following updated spending directions to senior leadership:

- **Increasing student enrollment** – please continue to spend and make investments that will contribute to an increase in student enrollment
- **Legislative and risk management** – please continue to spend in areas where you are addressing risks or legislative requirements
- **Discretionary spending** – please continue to be thoughtful and careful with discretionary spending similar to what you have done the past two fiscal years.

Attachment

#	Name
1	Statement of Operations for Period 3 ending June 30, 2022

Capilano University

Consolidated Statement of Operations and Accumulated Surplus
as at June 30, 2022, with comparative information for 2022

	Year to Date		Forecast vs Budget				2022 Actuals March 31
	2023 Actuals	Actuals YTD % of Q1 Forecast	Q1 Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	
Revenue:							
Province of British Columbia	\$ 11,832,107	24.6%	\$ 48,029,109	\$ 46,732,402	\$ 1,296,707	2.8%	\$ 46,055,147
Tuition fees - Domestic	3,736,420	14.7%	25,377,911	25,329,905	48,006	0.2%	25,163,377
Tuition fees - International	6,756,110	18.7%	36,214,533	35,813,944	400,589	1.1%	34,184,949
Project and other revenue	1,547,383	19.0%	8,128,371	7,389,060	739,311	10.0%	7,483,761
Amortization of deferred capital contributions	759,450	25.0%	3,040,940	2,977,638	63,302	2.1%	3,083,016
Sales of goods	134,562	10.7%	1,254,130	1,254,130	-	0.0%	1,384,178
Parking, childcare and theatre	401,429	27.5%	1,460,997	1,460,997	-	0.0%	1,406,003
Donations and gifts-in-kind	167,925	53.4%	314,247	314,247	-	0.0%	21,619
Investment income	659,965	26.9%	2,456,548	2,456,548	-	0.0%	3,751,470
	25,995,351	20.6%	126,276,786	123,728,871	2,547,915	2.1%	122,533,520
Expenses:							
Salaries and benefits	19,011,350	21.0%	90,355,767	92,268,991	1,913,224	2.1%	86,950,607
Cost of goods sold	103,612	10.7%	965,680	965,680	-	0.0%	1,088,314
Buildings and grounds	1,063,797	21.5%	4,943,441	5,115,575	172,134	3.4%	5,183,043
Student support	40,231	1.7%	2,419,327	2,390,892	(28,435)	-1.2%	1,855,764
Operating expenses	7,280,279	28.2%	25,857,127	23,907,117	(1,950,010)	-8.2%	18,221,084
Amortization of capital assets	1,816,617	23.9%	7,597,479	7,471,054	(126,425)	-1.7%	7,640,803
	29,315,886	22.2%	132,138,821	132,119,309	(19,512)	0.0%	120,939,615
Annual operating surplus/(deficit)	(3,320,535)		(5,862,035)	(8,390,438)	2,528,403		1,593,905
Net restricted endowment contributions	30,666		21,555	-	21,555		1,466,437
Annual surplus/(deficit)	(3,289,869)		(5,840,480)	(8,390,438)	2,549,958		3,060,342
Accumulated surplus, beginning of year	97,870,129		97,870,129	97,870,129	-		94,809,787
Accumulated surplus, end of year	\$ 94,580,260		\$ 92,029,649	\$ 89,479,691	\$ 2,549,958		\$ 97,870,129



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Duncan Brown, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Governance and Planning Committee meeting that took place on September 12, 2022.

SUMMARY

The Committee approved the minutes of the June 9, 2022 meeting and discussed the following items:

- **Terms of Reference:** Tally Bains informed the Committee that additional time was needed to review the terms of reference and incorporate feedback received from the Board Chair and Vice Chair. The terms of reference will be presented at the next committee meeting in November.
- **Policies Status and Priorities Plan:** Tally Bains 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 recommend the Board of Governors rescind the First Nations Policy Statement Memo 26. This is provided to the Board of Governors under separate cover.
- **E2030 Progress Report:** Joyce Ip, Director of Strategy, Analytics and Institutional Research and Jorge Ocegüera, Strategic Planning Lead provided an overview of the report which including a tool in development for tracking and reporting the status of each E2030 goal and status of priority and actions.
- **2022-23 Committee Meeting Schedule:** The Committee reviewed the meeting schedule for the year.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.5: INVESTMENT MANAGEMENT COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Ash Amlani, Investment Management Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Investment Management Committee meeting that took place on September 7, 2022.

SUMMARY

The Committee approved the minutes of the May 12, 2022 meeting and special meeting May 30, 2022 and discussed the following items:

- **Phillips, Hager & North (PH&N) Presentation:** Graeme Baker and Andrew Sweeney from PH&N provided an overview of the market and the Capilano University and Capilano University Foundation portfolios. Inflation levels were at unprecedented levels and the Bank of Canada is aggressively raising interest rates to control inflation. Both portfolios have seen a negative return as a result of market volatility.
- **2022 Quarterly Performance Update:** Brad Bondy from Ellement Consulting Group gave an overview of the Q2 Performance as at June 30. Both portfolios incurred unrealized investment losses over the three-month period but outperformed the custom benchmark and ranked in the first quartile.
- **Asset Mix Changes:** Tally Bains provide a summary of actions taken to date related to asset mix changes and for approval from the Board of Governors and the Foundation Board.
- **Terms of Reference:** This item is to be deferred to the next meeting.
- **2022-23 Committee Meeting Schedule:** The Committee reviewed the meeting schedule for the year.

RECOMMENDATION

This is for the Board's information only.

PRESIDENT'S REPORT TO THE BOARD

Reporting period from June 2, 2022 to September 6, 2022

PRESIDENT'S OFFICE

We saw an active and productive summer as we welcomed more students on campus for summer courses as well as more new and some returning employees to CapU. As we embark on the fall term, I am excited to see many more members of our community on our campuses. We will continue to follow provincial health orders and encourage our CapU community to keep up to date with vaccinations as a crucial part of protecting the health and safety of our students, employees and the campus community as a shared responsibility.

We also welcomed Tally Bains, vice-president of finance and administration, as well as Nooshin Shafieian, executive assistant to the president, to the president's office. Both Tally and Nooshin were promoted from their current roles within the university.

ACADEMIC AND PROVOST

With the start of the new academic year there is a renewed energy on our campuses and learning locations with nearly three quarters of classes being offered in-person (73%). Over the last two months, the provost's office welcomed Pouyan Mahboubi, PhD, as an associate vice president academic & vice provost and Dawn Whitworth, EdD, as associate vice president Creative Activity, Research & Scholarship and Graduate Studies. Gratitude and appreciation is extended to Laura MacKay, PhD, director, Centre of Teaching Excellence as we bid her farewell as she embarks on her new journey with SFU.

Under the leadership of Aurelea Mahood, DPhil, director, Academic Initiatives & Planning (AIP), the final step in the Quality Assurance Process Audit (QAPA) saw the submission of an action plan to address both self-assessed areas for continued development as well as a small number of recommendations from the external review panel report. This action plan will be substantially completed in 2022-2023/4 and recognizes the progress that has been made to align current programs (through program review) as well as new program development with Illuminating 2030. In summer 2022, the Ministry approved CapU's latest new minor; a Minor in Sociology that will be available January 2023.

The first annual progress report on Illuminating 2030 was presented as information to [Senate](#), recognizing and celebrating the achievements and successes to date since the approval of the academic plan in February 2021. Substantive progress has already been made with several of the identified actions, and additional activity was foreshadowed for this academic year.

The provost and others in the provost's office have been participating in several engagement meetings over the summer led by the Ministry of Advanced Education and Skills Training focusing on dual credit, degree criteria (for new programs), and a provincial level digital learning strategy.

FACULTY OF ARTS AND SCIENCES

- » Interdisciplinary Studies, along with graduating students from psychology, communications, sciences and elsewhere, are thrilled to announce the first publication of Capstone, an online anthology of student research and writing. This collection of essays features innovative topics from a range of academic disciplines. Each piece includes personal narrative, primary and secondary

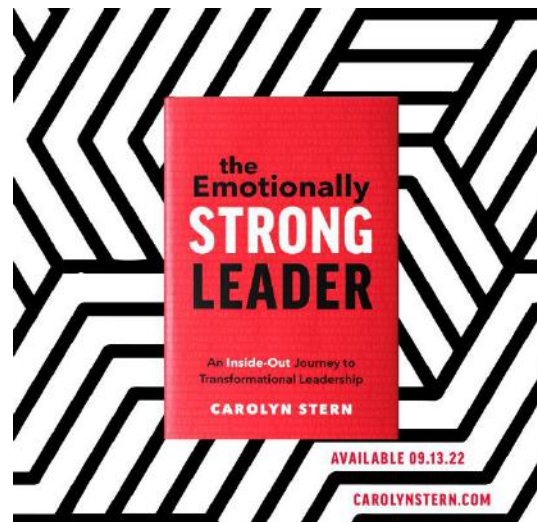
investigation methods, and design elements. Faculty member Leah Bailly coordinated this new publication via the studio-style course CAPS 499. Visit our site at <https://capstone.capilano.ca>.

- » The first offering of INTS 110 Making Change: Regional Research in Action ran this July/August term, taught by a four-person teaching team: Tong Chow (Chinese), Sabrina Cornish (Biology), Brian Ganter (English), and Danielle Wills (Mathematics). INTS 110 is designed to serve as the foundation of the FAS' new academic model emphasizing region integration, innovation, leadership, and studio learning. Working in partnership with the Át'ka7sem/Howe Sound Biosphere Region, students worked on several projects based on the theme of "Striking a Balance." INTS 110 will run again in the Fall 2022 term.
- » This fall a new iteration of INTS 335 Grand Challenges will be offered. Taught by Josema Zamorano, the course will focus on issues of food security and sustainability in and around Vancouver. It is being run in collaboration with the Vancouver Urban Food Forest Foundation and will look at plans to build an edible food forest in Burrard View Park.
- » The Engineering Diploma Program admitted its first ever summer cohort for the Summer II Session in July/August 2022. Approximately one dozen students pursued pre-requisites to be ready for 1st year Engineering transfer courses in Fall 2022. Half the students succeeded and will be joining the Certificate students starting in Fall 2022 in their classes. It is expected that if the practice is continued for Summer 2023, Recruitment staff will inform high school students and we expect an increase in enrollment numbers.
- » The Engineering Department is currently moving its lab and maker space From Maple 123 to FIR 212. With beyond-the-call-of-duty effort by Winton Lee and others over the holiday period, it is expected the lab will be ready for students and the wider CapU STEM community for beginning of term.
- » Updates from Philosophy department: Michel-Antoine Xhignesse had two items accepted for publication.
 - Book: *Aesthetics: 50 Puzzles, Paradoxes, and Thought Experiments* (Routledge, forthcoming)
 - Article: "A Garden of One's Own—or, why are there no great lady detectives?" *Feminist Philosophy Quarterly* 9 (1) (co-authored with Shelby Moser; forthcoming January 2023)
- » Sue Gardner organized and ran a PHILOSOPHY FOR CHILDREN camp (for children ages 6 to 13) at the University of the Fraser Valley from July 4–15, 2022. Sue Gardner also attended (via Zoom) the twentieth ICPIC conference (International Council of Philosophical Inquiry with Children) held in Tokyo from August 8th to 11th, 2022 and presented a paper entitled "PHILOSOPHIES OF OPPRESSION, DEMOCRACY, AND DIGNITY-PRESERVING DIALOGUE."

FACULTY OF BUSINESS AND PROFESSIONAL STUDIES

School of Business

- » We are so proud of our very own instructor, Carolyn Stern, whose book, *The Emotionally Strong Leader: An Inside-Out Journey to Transformational Leadership*, was released September 12. Inside the book, Carolyn walks through developing Emotional Intelligence skills as the key to unlocking leadership potential. Visit carolynstern.com/book to learn more! Carolyn pioneered the integration of Emotional Intelligence into Capilano's business curriculum, making CapU one of only a few post-secondary institutions in the world to do so. BADM 225 - Leading with Emotional Intelligence in the Workplace is available in Spring 2023. Students will learn how to recognize, understand, label, express, and manage their emotions at school, work, and in life.



- » The School of Business is proud to inform the successful conclusion, and industry practicum placing of 22 Accounting Assistant Program students. Funding was provided by the Government of Canada through the Canada-British Columbia Workforce Development Agreement, and it was designed to provide job-related skills, reattach to the labour market and prepare for current and emerging job opportunities for people impacted by COVID-19.
- » The initiatives supported by the Business + Higher Education Roundtable for the 2021-2022 academic year have successfully wrapped up. These four initiatives were designed to help students gain valuable hands-on experience as part of their academic program. For a taste of these initiatives, here are some quick videos:
 - Business internship program: This initiative was designed to increase student participation in our new internship program which includes a career preparation classroom component and 120 hours of hands-on experience with an employer: <https://drive.google.com/file/d/1XZooqtLE96EkwuwWhfAcYDFoApC8sZly/view?usp=sharing>
 - Entrepreneurship speaker series: Led by Cyri Jones, our entrepreneurship series and Pitch Off! Competition provided aspiring entrepreneurs with the opportunity to gain the skills necessary to launch their own business. <https://drive.google.com/file/d/1XpRT1EjYI-HgQEzdk2GVtJ4nMiG9qvm/view?usp=sharing>
 - Service-learning course: Led by Matthew Lockhart, our new service-learning course in Spring 2022 focused on creating an eSports Tournament (draft version of video) for participants at CapU and beyond. Students in the class created a budget plan, marketing campaigns, organized the event and found sponsors: <https://drive.google.com/file/d/19gU7xHeNL--8izoal6wv1jhBERXDk86/view?usp=sharing>
 - Handbook to support applied projects: Led by Andrea Eby, this initiative included the development of a handbook for faculty, employers and students on how to bring applied projects into the classroom. [Final Handbook – All Stakeholders](#).
- » The School of Business is pleased to announce that two of our certificate programs have been updated and will be ready to relaunch in the next year. Our Retail Operations Certificate, with five courses focused on preparing students for long-term careers in store operations, launches again in Spring 2023. Our Accounting Assistant program has been rebranded as a Bookkeeping Certificate and will relaunch in September 2023 as a five-course certificate. Both certificates ladder into the business administration diploma and Bachelor of Business Administration degree.
- » We are also pleased to be hosting the following industry panels for students to explore careers in different areas of business:
 - Business Information & Analytics Panel – September 19
 - Supply Chain and International Business – October 19

- Financial Planning – November 7
 - Accounting – November 14
- » We will also be hosting a Resume Speed Dating event to connect students with employers for advice on how to improve their resumes in preparation for their graduate job search.

School of Communication

- » School of Communication faculty member Ki Wight successfully defended her PhD on June 13, 2022 earning her a Doctor of Philosophy in Education from the Equity Studies stream of Educational Theory & Practice program at Simon Fraser University. A chapter from her dissertation, “*Media futures and social injustice: Analyzing dominant discourses in Canadian film schools*,” was published in August in the Canadian Scholars Press book “Creative Industries in Canada,” edited by Cheryl Thompson and Miranda Campbell (<https://canadianscholars.ca/book/creative-industries-in-canada/>)

FACULTY OF EDUCATION, HEALTH AND HUMAN DEVELOPMENT

- » The Health Care Assistant program will deliver two new cohorts of the Health Career Access Program (HCAP) at the North Vancouver and ḱáḷaḷ-ay campuses starting September 2022. Plans are underway to deliver a second HCAP cohort in North Vancouver starting later in the fall. HCAP is part of a multiyear partnership between the University, local health authorities, and the province to address significant labour market needs in the fields of long-term, acute, and community care.
- » The Rehabilitation Assistant Diploma Program has received funding from the provincial government to deliver an additional cohort of 20 students starting in January 2023. The program will be delivered in a mixed-mode format to serve students residing in the Northern Health Authority and Island Health Authority. Students will travel to North Vancouver to learn hands-on clinical components, but will meet their practicum requirements in their home communities.
- » Plans are underway in the Early Childhood Education and Care (ECCE) department to stage the 20th Annual North Shore Early Childhood Conference on September 24, 2022, on main campus. The theme of the conference is “Major Politics and ECE”. The conference typically attracts more than 300 registrants from across the province.
- » Recent publications from ECCE:
- **Nancy Van Groll** (ECCE faculty) “Watch Out for Their Home!”: Disrupting Extractive Forest Pedagogies in Early Childhood Education” *Journal for Childhood Studies*.
 - **Alexandra Berry PhD** (ECCE faculty) “Dis/orientating the Early Childhood Sensorium: A Palate Making Menu for Public Pedagogy” with co-authors Jo Pollitt, Vanessa Wintoeka and Denise Hodgins. *International Journal of Child, Youth, and Family Studies*.
 - **Mitsy Chung** (CAPU ECCE Alumni, PhD Student Western University) “A Dialogical Artmaking Space: Cultivating a Pedagogy of Listening in Early Childhood Art Education” *Studies in Art Education Journal in Issues and Research*.
- » The English for Academic Purposes (EAP) department has received funding from the provincial government to deliver pathway programs during the 2022-23 academic year to support entry of English-language learners into high-demand employment. The department has developed pathway programs into the Health Care Assistant certificate program and Early Childhood Education and Care diploma program.

FACULTY OF FINE AND APPLIED ARTS

- » Dean Ramin Shadmehr attended BC’s first International Education Week, an in-person event in Whistler, BC, which led to some positive connections with Irish and Philippines delegations, leading to discussion for exploring collaborative opportunities and

partnerships.

- » The Dean and many faculty members attended various events and exhibits at the 2022 Siggraph (Special Interest Group on Computer Graphics and Interactive Techniques) conference and exhibition in Vancouver from August 8 – 11, to explore new technologies that relate to our programs and connect with local and international industry. SIGGRAPH 2022 is the premier conference for computer graphics and interactive techniques worldwide and often hosted in Vancouver. (<https://s2022.siggraph.org>). During the conference tours with Unreal Engine, Apple, AnnexPro and Disney took place on campus.

Animation and Visual Effects

- » On August 5, 2022 a team from Walt Disney Studios visited Capilano University. Nicole Dial, Global Relations Leader in the Talent Development and Recruitment department of Walt Disney Studios approached the Animation and Visual Effects department to come visit. Although a quiet time of the year, there was a full house of current students and alumni in attendance. Studio Art Director Malcolm Pierce presented some recent work from Walt Disney Studios Animation explaining the processes that happen to create the magic. The students, faculty and alumni were treated to a great presentation followed by a Q&A session. It was a pleasure to welcome Walt Disney Animation Studios to Capilano University to begin and further a deeper relationship. Special thanks to CapU instructors Greg Klein and Hilary Moses who facilitated this visit during the faculty summer break.
- » 3D animation and Visual Effects programs are now Unreal Engine partners in teaching Unreal engine as part of their curriculum.

School of Performing Arts

- » Fine and Applied Arts faculty member Dr. Nicholas Harrison has had several speaking engagements on his recently published book "Safe Space" (Friesen Press) which outlines 'a new hope' for abuse survivors. Nic is a passionate advocate of Inclusion, Diversity and Equality in learning and working environments.
- » Prime Minister Justin Trudeau remarks, "Simultaneously heartbreaking and hopeful, Safe Space: A True Story of Faith, Betrayal and the Power of the Force serves as a reminder of how vital it is that we all care for our communities and treat others with kindness, dignity and respect. It also speaks to the great importance of continuing to move forward on the path to reconciliation in this country and confront parts of our history that, all too often, lack recognition."

<https://books.friesenpress.com/store/title/119734000187062466/Nicholas-Harrison-Safe-Space>



- » Acting instructor, Bob Frazer, is currently in Winnipeg filming a new supernatural thriller TV series “Safehaven”, Bob plays the lead character, John Rayburn, a mysterious school counsellor.
- » Highlights in Theatre student and alumni news:
 - o Literally dozens of CapU Theatre grads from all three diploma programs (Acting for Stage & Screen, Musical Theatre and Technical Theatre) are currently busy working locally, across the country, and internationally. Some highlights include...
 - o Caleb Lagayan (2018) is currently playing the lead role of Marius in the West End production of Les Miserables in London, UK.
 - o Recent graduate Zain Khudhur is the Assistant Technical Director at Bard on the Beach in Vancouver, one of the largest Shakespeare festivals in the country.
 - o 2022 Musical Theatre graduate Jessica Spenst played the lead role of Scaramouche in “We Will Rock You!” in the summer 2022 production at Vancouver’s Theatre Under the Stars in Stanley Park.
 - o Photo of Jessica Spenst with fellow lead Danny Malena. Photo by Emily Cooper.



- » Current Jazz Student David Caballero performed with internationally recognized NYC musician Champion Fulton at Frankie’s Jazz Club in Vancouver on July 31.
- » Jazz Faculty member Daniel Hersog recorded his second full length album for 18-piece jazz orchestra. This orchestra included six internationally recognized guest artists from NYC, and Jazz Superstar Kurt Rosenwinkel. This album also features fellow faculty member Brad Turner.
- » Jazz faculty member Andre Lachance released his second album “Apres L’Hiver”. This album features fellow faculty member Brad Turner.
- » Fine and Applied Arts instructor Dr. Stephen Atkins was published in the industry journal "Stanislavski Studies" (Taylor and Francis) on intercultural acting methods. Drawing together well-established international practices with recent innovations in learning and neuropsychology, his book titled Crosspoints has been reviewed positively in the UK, USA and Croatia. Reviewers found it to have broad industry application, especially in film, gaming and actor training with neurodiverse people. Crosspoints work was then featured in a session of the International Federation of Theatre Research World Congress (June 20, Reykjavik, Iceland). The work is now a key element in a Los Angeles based training/working group for actors, writers and directors co-facilitated with a series regular from the TV series 'Better Call Saul' (Gilligan, Gould, AMC). A roundtable on actor training will be hosted for Capilano students and the Digital Theatre Plus educational content streaming service in the fall of 2022.

School of Motion Picture Arts

- » Faculty of Fine & Applied Arts instructor, Mary Frymiere and student research assistants, Zanthia Berube and Tailai Sun, began work on their Mitacs-funded project with the Loon Foundation. Their project is focused on the research and creation of a documentary film. The film will follow the foundation's efforts to help conserve biodiversity and foster environmental awareness on the Sunshine Coast, focusing on a new \$30-million aquatic research and performance arts facility called the Pender Harbour Ocean Discovery Station, locally known as PODS. They have been filming during the summer; with story and picture editing to continue through the fall.
- » Nigel Edwards (Bachelor of Motion Picture Arts 2012), won Best Documentary at the Seattle Deaf Film Festival 2022 for his film, 'Who the Hell is Nigel?' The film also won Best Documentary at the Sunday Shorts Festival in Vancouver, August 21, 2022.
- » This July a short film called Gods and Devils was shot in Surrey BC, directed by Jay Cardinal Villeneuve, an accomplished Metis actor and director, and an alumnus of the Indigenous Digital Filmmaking program. His latest project was shot 35 film and features dialogue in Michif, French, and English, performed by a Metis cast depicting the final day of the Battle of Batoche. Gregory Coyes (IDF faculty and coordinator) produced the film. Post production is beginning in September with a release planned for early 2023.
- » Other IDF alumni on the crew were:
 - Jessie Anthony - Co-producer (Indigenous Digital Filmmaking 2018, Bachelor of Motion Pictures Arts 2019)
 - John Spink - Camera Assistant (Indigenous Digital Filmmaking 2020, Bachelor of Motion Pictures Arts 2022)
 - Jenna Spink - Props Assistant (Current student Indigenous Digital Filmmaking)
 - Gavin Lewis - Boom Operator (Current student Indigenous Digital Filmmaking)



FACULTY OF GLOBAL AND COMMUNITY STUDIES

- » Global and Community Studies celebrated several graduates from 2020, 2021, and 2022 on June 9th!
- » Global and Community Studies staff wrapped up their collection professional development goals and courses in June 2022 after exploring topics of personal sustainability, psychological safety, anatomy of trust, and financial literacy.

- » School of Tourism Management faculty members in partnership with CIE met with post-secondary partners from the Philippines to explore project potential.
- » New faculty members are starting this fall semester in School of Kinesiology – Meghann Brinoni and School of Public Administration – Stephen Fleming.
- » The Faculty is kicking off the fall 2022 semester with a reconnecting meeting on Monday, August 29th.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » “Citizen Leaders: Growing the Community from Within,” a new micro-credential course developed in partnership with Sunshine Coast social service agencies, successfully wrapped up on June 10th! The three-day interactive workshop was facilitated by local community leaders Catherine Leach, executive director of Sunshine Coast Community Services, and April Struthers, a local consultant specializing in community development and engagement. Student feedback highlighted the extensive local knowledge of the facilitators and the strong personal relationships that developed between students. All expressed a desire to complete other Sunshine Coast micro-credential courses and work together in community-based initiatives.



- » After 33 years at Capilano University, Becky Waite retired. Becky demonstrated her commitment to students in her many roles: ABE faculty, P2HL (Pathways to Higher Learning) Convener, and Sunshine Coast Initiative Department Coordinator. Becky's dedication to teaching excellence and student success, along with her extensive institutional knowledge of CapU, will be greatly missed. We look forward to seeing Becky in the community and wish her continued success and happiness.



WORK INTEGRATED LEARNING

- » GrowthHub, an ongoing partnership between CapU and the North Vancouver Chamber of Commerce has recently launched GrowthHub video to further encourage WIL collaborations. For the past two semesters, 158 students placed in Applied Research Projects with 8 community partner's involvement and 7 instructors' support. For upcoming Fall 22, we received interest from 7 instructors.
- » The inaugural WIL CapU Advisory committee met on June 20th, and feedback was received on a draft short course “Intercultural Approach to WIL partnerships” that the WIL team members: Carrie Jung, Jutta Angus, Nancy Wang and Christine Sjolander are designing.

- » Lara Duke EdD and Nancy Wang met representatives for the Squamish Economic Development Office, as a result, the WIL Colab is featured in their August 22 newsletter.
- » Mohna Baichoo presented “Establishing and managing the practice of a blended approach to institutional wide WIL within an established institution” at WACE 4th International Research Symposium, Kanawawa Institute of Technology, Japan.

INDIGENOUS EDUCATION AND AFFAIRS

- » Crystal Henderson and Shasha McArthur kept the IEA office going strong over the summer.
- » Four Tea & Bannock events were offered during National Indigenous History Month, held each Monday in June 2022



- » An ISS Team visit to the Museum of Anthropology on National Indigenous Peoples Day, June 21st, 2022
- » Cedar Bark Harvesting and Traditional Teaching sessions in Squamish Territory with Knowledge Keeper, Ses-Siyám, Ray Na tra oro
- » ISS Team visits traditional war canoe races held at Ambleside and Whey-ah-when (Cates Park) in July.
- » A series of monthly “Meet Skw’cháys – CapU’s Legacy Canoe” for Employee’s, Leadership and Students in July, August, and September 2022.



- » ISS Team visit to the Indian Residential School History and Dialogue Centre in preparation for CapU’s Truth and **Reconciliation** Week.
- » Recruitment and Advising: Tsleil-Waututh, Directors Guild Association of BC, and two Production Assistants and Indigenous Student Ambassadors met with Indigenous youth to discuss roles in the motion picture industry.

- » Planning sessions for recruitment are taking place with Musqueam, Squamish, and Cowichan nations
- » Tla'amin Nation and Shishálh Nations are in progress for September presentations to the Indigenous youth promoting Indigenous programming at Capilano University.
- » Shannon Hanson is looking forward to continuing her good work as the CapU's IEA as the Indigenous Student Recruitment Advisor and is looking forward to the Annual Indigenous Student Orientation.

LIBRARY

- » There have been some exciting additions to our library team this summer. We welcomed two new library technicians, Rujja Laosin and Talia Armour, as well as three new librarians:

- Jen Goerzen, Curriculum Indigenization Librarian, July 29, 2022
- Bethany Paul, Indigenous Engagement Librarian, July 29, 2022
- Tamarack Hockin, Metadata Strategies Librarian



Above: Our August All-Library Meeting where we connect, learn, and plan

- » Impact - Despite the decrease in student presence during the summer months, the library moved nearly a thousand items in its physical collection. Research support continues all year and its impact is observed frequently. A recent comment from a student reasserts its relevance to the student experience, "I feel that I could not have possibly completed the assignment without your help and support."
- » Access & Inclusion - The library is expanding its invitation to student participants on our EDI Action Group, and we have also seen an increase in general membership. This group endeavors to develop holistic responses to equity, diversity, and inclusion issues to support and deepen the EDI work already occurring in the library as well as broader systemic change.

ACADEMIC INITIATIVES AND PLANNING

- » In its fourth year, CityStudio North Vancouver is excited to launch projects this Fall 2022 term with our City of North Vancouver partners and faculty. The collaborations involve classes within the Business & Professional Studies, Arts & Sciences, and Global & Community Studies faculties. Some of our partners this term includes City of North Vancouver, City of North Vancouver Fire Department, North Shore Emergency Rescue and North Vancouver City Library. To learn more about this term's projects, please explore the collaborations section of our CityStudio North Vancouver website. Hubbub #7 will take place on December 6, 2022, from 9:30am-11:30am. Look forward to seeing you there!

- » In early July, Minister Kang approved the Minor in Sociology for implementation. CapU's latest minor will be available to students effective January 2023. CapU students can now choose to customize their bachelor's degrees with [seven minor options](#).
- » Building on the 2021-2022 Quality Assurance Process Audit (QAPA) findings, AIP is collaborating with campus partners on the refinements to CapU's cyclical academic review processes. The revised review processes will be launching in May 2023.

CENTRE FOR TEACHING EXCELLENCE

- » Thank You, Laura MacKay, PhD, - This academic year at CTE begins with a transition as Laura MacKay, director of CTE has accepted a position at SFU. The CTE is a legacy to Laura's innovations from navigating the complexities of remote and online teaching during a global pandemic to the development of Capilano's Certificate in Teaching and Learning. Those of us fortunate to work with Laura have benefitted from her empathy and genuine care, her vision and passion for teaching and learning, and encyclopedic knowledge of her field. We wish her great success in her new role.
- » New Faculty Orientation
 - The CTE team welcomed 21 new instructors to the in-person New Faculty Orientation (NFO) and 10 new instructors to the online offering of the NFO.
 - Participants eagerly interacted with each other through a variety of teaching and learning activities. Topics for the session included: Who are our learners, active learning and community building strategies for the first day of class and beyond, tips for a successful faculty evaluation, techniques for surviving grading, followed by a eLearn demonstration.
- » Certificate in Teaching and Learning
 - Capilano's Certificate in Teaching and Learning is off to its inaugural start with three courses being offered this semester: Assessment and Evaluation of Learning, Instructional Skills, and Scholarly Inquiry. The number of participants already enrolled in these courses indicates that this certificate is in demand.
- » Educational Technology Update - Mary Watt and Frank Fucile
 - This summer we continued our work with departments interested in creating consistency and clarity in their online course offerings by offering workshops and drafting course templates. Our plans for the Fall include new resources and support for faculty creating video resources for their courses. We continue to support ongoing discussions on campus about educational technology processes and procedures through ETAC and other requests for information.
 - Conducted 110 one-on-one consultations over July and August for faculty teaching Summer Session and for faculty preparing for September start up
 - A new resource site on eLearn called Introduction to eLearn was created with the support of IT Services and all faculty have been enrolled – It has been viewed by faculty 1433 times since it was opened in April 2022.
 - Delivered two workshops Improve Your Course Layout in eLearn to business faculty and drafted templates for CSB and Legal Studies that are currently being piloted
 - Frank participated in on-going ETAC meetings during July and August to discuss and improve our ETAC process of evaluating and recommending new educational technology at CapU
 - Tested Kaltura and eLearn after systems were moved to cloud-based servers
 - Provided consultation to the Rehab Assistant Program as they develop an online program for January 2023. Created templates and self-paced workshops on eLearn to help with online program and course development.

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP

- » The Office of Creative Activity, Research and Scholarship (CARS) congratulates recent grant awardees:

- **Faculty of Arts & Sciences instructor, Cassidy Picken**, and student research assistant were awarded a Mitacs applied research grant for their work with the ISAAK OLAM Foundation, an organization that builds capacity for Indigenous Protected and Conserved Areas (IPCAs). Their project will work to develop content and media that will roadmap IPCA innovation across Canada. By way of this project, CapU is joining a national community of institutions and organizations dedicated to supporting and facilitating Indigenous conservation efforts.



- **Faculty of Business & Professional Studies instructor, Tammy Towill**, and student research assistant, Baraa Malik Mazloum, were awarded a Mitacs applied research grant for their work with Binary Stream, a leading partner in the Microsoft space. This project will focus on discovering new market opportunities for Binary Stream and specifically looking at how the company can expand beyond their North American markets.



» Two New CARS Research Grant Competitions Launched

- Announcing two new grant competitions for CapU faculty and students administered by the CARS Office: Funded by the federal agency Social Sciences and Humanities Research Council (SSHRC), the inaugural CapU-SSHRC Explore Research Grant competition was recently launched. Through an internal peer adjudicated process, three faculty working in the social sciences and humanities will each be awarded grants of \$6,000.

- » At the same time, CARS has recently launched its sixth round of the Unified Research Grant. The Unified #6 competition is focused on funding faculty to hire student research assistants up to a maximum of \$5,000 per grant. Stay tuned in early October for an announcement of the winners in each of the grant competitions.

FINANCE AND ADMINISTRATION

FINANCIAL SERVICES

- » Urmilla Mereigh will be joining the university at the end of September as the new director, Financial Services. Urmilla brings over 30 years of extensive experience in leadership positions within the non-profit, government and private sectors. After starting her career in public practice, Urmilla worked as a regulator for ten years, where she was responsible for the interpretation and enforcement of legislation while engaged with both public and government agencies. For the past 10 years, Urmilla has been the Director of Corporate Administration for a physician group collaborating with multiple health authorities along with the VGH & UBC Hospital Foundation in the delivery of health care.
- » The Fiscal 2022/23 Q1 forecast submitted to the Ministry in July was a deficit of \$5.9 million which is a \$2.5 million favourable variance compared to the Board approved deficit budget of \$8.4 million. A preliminary quarter 2 forecast was also developed by Finance at the beginning of August utilizing Fall term enrollment data when it became available; this forecast indicates a deficit of approximately \$3 million. As required by the Ministry, Finance issued updated spending directions to senior leadership that focuses on making investments that contribute to increased student enrollment, addressing risks or legislative requirements and being thoughtful and careful with discretionary spending.

CORPORATE SERVICES

- » The department has filled all vacant positions in the purchasing, contract management, print services and bookstore. All teams are now fully staffed. A review of the Corporate Services internal and public facing webpages has been completed and plans

have been developed to refresh and expand the guidance provided.

- » The Purchasing Policy and Procedures have been reviewed and updated and will be sent out for consultation in September.
- » Mimi Yong started in the new role of Manager, contract administration on June 13. Contract creation and review processes are under review with new processes and guidance to be created and disseminated in the fall.
- » The new Director of Risk Management, Jaquetta Goy, took up her position on July 12. Proposals to reinvigorate the University's Enterprise Risk Management approach have been developed and will be presented to the Senior Leadership Council and the Audit and Risk Committee in early September.
- » The Bookstore team have been working on back to school and special initiatives to support students, develop University spirit and raise revenue. This has included serving summer visitors to campus, preparing for the arrival of students in residence and supporting the launch of the Pride Crosswalk with a new range of CapU Pride clothing and merchandise, with 15% of sales revenue to be donated to Qmunity.



FACILITIES SERVICES AND CAMPUS PLANNING

Renovation Projects & Campus Planning

- » Detailed design of the new Student Housing Building continues. The building permit application was submitted to the District of North Vancouver for review, with construction anticipated to begin in Spring 2023.
- » Construction of the Centre for Childhood Studies is anticipated to begin in late 2022/early 2023, pending permit approvals from the District of North Vancouver. The centre will be built on the existing Facilities Building site. In preparation, the Facilities Services & Campus Planning team has relocated to the Maple Building.
- » Business Case development for the new Squamish Campus Business Case continues. Submission to the Ministry is anticipated for Fall 2022.
- » Campus Planning has completed an audit of University space, including assignments, allocations and utilization. The results will help develop processes which enable program creation, enrollment growth and employee retention.
- » In consultation with the School of STEM, Campus Planning created a new Engineering Lab and Makerspace. The new, permanent location is in Fir 215.

The Office of Safety & Emergency Services

- » During the summer months, both the Safety and Security business units have been working on updating their respective management systems, supporting design planning for the new Centre for Childhood Studies, the new Student Housing and other potential projects.
- » Emergency Management has been finalizing lessons learned from the recent COVID-19 Return to Campus initiative and working closely with University Communications in reviewing processes and procedures concerning University closures.

INFORMATION TECHNOLOGY SERVICES

- » In August we completed the full migration of eLearn (the Learning Management System where students see their courses, learning materials, grades and how teachers interact with their classes) to the cloud. This move will increase eLearn's availability and reduce our reliance on equipment located on the main campus.
- » Like every year, we leverage the summer to do an extensive and wide refresh of the classroom and labs equipment to be ready for the new academic year. This time, it meant updating 1,216 computers, 542 mobile devices and 350 iMacs, as well as updating and deploying 372 applications across all four campuses.

PEOPLE, CULTURE AND DIVERSITY

HUMAN RESOURCES

Employee Experience, Programs & Services

- » HR welcomed back Melissa Nichol as the new strategic director, People, Culture and Diversity to lead the strategy for compensation, labour relations, and employee relations. Within it, she will oversee all activities for the Employee Experience and Programs & Services teams.
- » Hybrid Office Program – with the pilot Flexible Working Arrangement program coming to an end on August 31, 2022, we rolled out the ongoing Hybrid Office Program (HOP). HOP was developed through consultation with various subject matter experts to ensure that those engaging in the program were positioned for success in providing the same levels of productivity and service delivery. The program also provides for maintaining the required standards of employee safety, confidentiality and records management.
- » Classification and Reclassification Q&A – we have developed and posted information on Frontlines for managers or staff that are seeking to have a job classified or reclassified. This will allow those seeking to engage in the process to have a better understanding of the function and expectations on those participating in the process.
- » Ergonomic process for medical accommodations – we have streamlined the process and will provide an opportunity for employees who have medically required ergonomic furniture at their hybrid office to purchase the equipment for an amount that accounts for depreciation, should they leave the employ of the University. This will allow for an opportunity for cost savings should we not be required to collect the equipment.
- » Workforce design – we have begun to review our organization design in order to articulate a blueprint that will allow us to align with CapU's future state in relation to our academic vision and strategic plan. This is an exciting opportunity for CapU to align how we are working with what we want to accomplish. Workforce design looks at an organization's current state and where it

can leverage opportunities to meet future needs, including creating a superior experience for our students, employees and community.

Collective Bargaining

- » Move Up: The Bargaining committee met over the summer and is scheduled to meet again on September 23, 2022.
- » CFA: Dates have not yet been scheduled but bargaining is anticipated to begin in the fall of 2022.

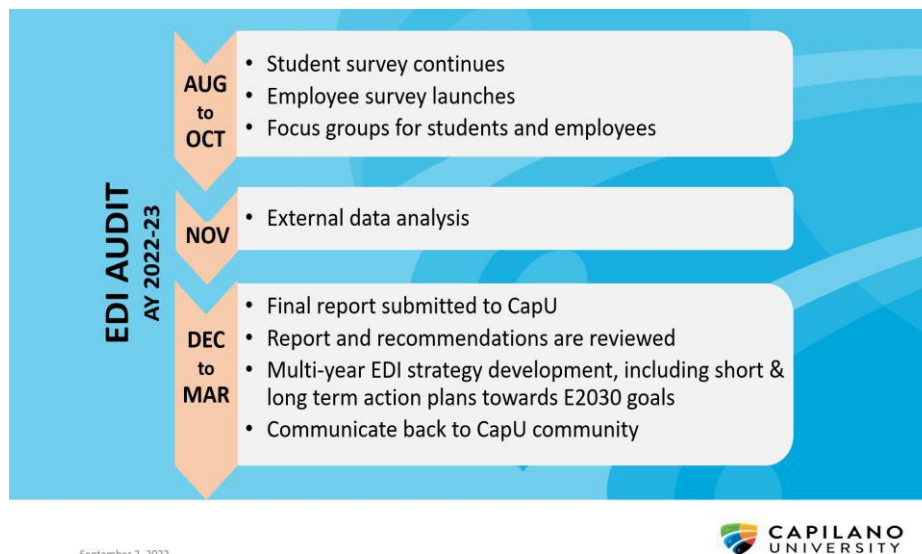
ORGANIZATIONAL DEVELOPMENT

- » HR welcomed Colleen Egli as the new director, Organizational Development and Equity, Diversity & Inclusion to lead the strategy for employee engagement and retention, learning and development, talent acquisition, EDI and overall change management of the People Plan. She will oversee job functions of talent acquisition, employee engagement, EDI and learning & development within her portfolio.
- » Over the last quarter, we identified opportunities to refine our talent acquisition practices by streamlining our workflows and by building a stronger EDI-informed lens with recent updates to industry best practices. This will be an important next step to communicate CapU's overall commitment to EDI, especially in relation to equity-seeking groups in our community.
- » Leadership development programming is being reviewed for opportunities to better align with Envisioning 2030. This will be a key pillar in supporting, engaging and retaining internal talent and build towards our long-term People Plan.

EQUITY, DIVERSITY AND INCLUSION

- » We are in the process of finalizing the new CapU external EDI webpage for prospective and current students and employees, which is expected to launch in early September. The webpage will reiterate CapU's commitment to EDI to support messaging in E2030.
- » EDI-led instructional design is being developed for the success of the University, supporting the faculty with in-class curriculum development. We have engaged an external EDI consultant to develop and deliver EDI-led instructional materials for FAA. The materials will be designed in a way that can be transferrable across CapU in the near future, should other faculties see the need to develop their employees with these skills.

- » CapU's final phase in completing the EDI audit is taking place between September and October. The anticipated timelines are as follows:



STRATEGIC PLANNING, ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » A first ever SLC Retreat was successfully run in June. It incorporated relevant discussions about Integrated Planning including recovery, strategic enrollment management, managing change initiatives and budgeting. The next Integrated Planning cycle will build on those discussions and will continue to take advantage of specific planning tools that were developed for the event.
- » The Integrated Planning Team has been actively working on the details of the next planning cycle to be started soon. We will continue to pursue consistency in terms of alignment to Envisioning 2030 and to encourage collaboration as progress reports are generated through the mid-year reflection exercise. Refined areas of focus might be considered as a result of the progress reflection. This year will also include an exercise to better understand the current student experience in order to inform future planning and resource allocation.

ENVISIONING 2030

- » The planning team has achieved significant progress toward the development of an Envisioning 2030 progress report tool. It includes all the goals and priorities outlined in Envisioning 2030 as well as a way to report progress for each of them. The tool is currently being reviewed by the Executive Team and will be improved based on the feedback provided.
- » The next President's Perspective event on September 29 will bring to the forefront the vision, purpose and values outlined in Envisioning 2030. This is done in order to remind us about our aspirational future and to refocus our attention and efforts toward the achievement of this desired future during post-pandemic times.

STRATEGY, ANALYTICS AND INSTITUTIONAL RESEARCH

- » Successfully submitted the FY21/22 Institutional Accountability Plan and Report (IAPR) with positive feedback from the Ministry. Reviewers noted that the report was very well written and provided comprehensive information about all mandate commitments. We expect to receive the formal approval letter from the Ministry in October/November, which will allow us to

publish the full document on the CapU public facing website. Big thanks to all SLC members for their contributions throughout the Integrated Planning and IAPR processes. Specific thanks to MDX and Communications for their collaboration with the document copyediting and design.

- » We are midway through Phase 3 of the retention ML project. We were able to complete the data ETL and feature engineering process with in house talent. The consulting data scientists are currently tuning and testing the predictive model which will provide the output required for the A/B test. We will continue to closely collaborate with the Registrar's Office to co-design the outreach timelines and processes. We are also working with the consultants to identify options for ML Ops.
- » As part of our continued collaboration with academic units, we've designed two at-a-glance dashboards to highlight key performance indicators. We are currently validating the data with the goal to pilot these dashboards and source end user feedback throughout the Fall term.

CONTINUING STUDIES

- » Serious Fun Summer Camps were held in July and August. Over five weeks, we welcomed over 450 campers age 6-14 to 31 Arts, Science and Coding camps. For the first time since the start of the pandemic, most camps were at capacity. We were also supported by almost 40 high school volunteers – the highest number we have ever had.
- » Fall semester registrations are underway. We are offering 10 new non-credit courses, including Art Forgery Across the Ages, JavaScript for Web Designers, Creative Problem Solving, Infographics, Measuring Marketing Effectiveness, and Introduction to Comics and Graphic Narratives.

CENTRE FOR INTERNATIONAL EXPERIENCE

- » We have continued to rebuild international registration at the university following declines through the pandemic. As of September 2, 2022, registrations for new international students is just short of 700, which is about the same as the previous record year of 2019. With returning international registrations, we are back to the second highest international fall registrations in history. Currently Spring 2023 deposits are the highest on record. Study permit processing has; however, been far slower than anticipated. Although we closed international applications four months ago, many students remain without study permits and this may affect final fall registration figures.
- » As noted above, on Thursday, August 25, 2022, IRCC announced an extension to the policy that allows online learning to contribute towards Post Graduate Work Permit eligibility due to the delayed study permit processing. This welcome announcement also meant that departments had to re-configure delivery options where possible to accommodate international students that wanted to begin their studies now, rather than deferring to the next available intake. Several departments worked quickly and efficiently to provide this option and have helped maintain a strong international intake for the Fall.
- » To help generate more sustainable and resilient international registration in our programs, and with special emphasis on registering more international students into our upper-level degree programs, International has been focusing on building articulation partnerships with institutions in other countries that provide quality education and will benefit from relationships with our university. Currently we have at least five articulation partnerships in various stages of analysis and development in India and we are generating at least five similar relationships with institutions in the Philippines and Vietnam.
- » The international office has been paying specific attention to building relationships with institutions in the Philippines of late. The Philippines has been one of our strongest international student growth markets, and there has been a great desire on the

part of Philippine institutions to build relationships in Canada. Following an initiative adopted through the pandemic to develop an animation project with multiple institutions that includes CapU, we have purposely fostered more partnerships and relationships. We currently have four MOU's with Philippine institutions and several others in process. The relationship building was further advanced with a visit of 35 senior delegates from 14 Universities and colleges including the Consul General of the Philippines to Canada, and the Vice Chair of the Commission of Higher Education (Deputy Minister equivalent) to the campus on June 24th. Thank you to the International and faculty members who made this visit a success!



- » International is fully active again and traveling globally. We have team members on recruitment and partnership activities in Germany, the Netherlands, Spain, Italy, the UK, Korea, India, Nepal, Bangladesh, the Philippines and Vietnam in the month of September. Of note, President Dangerfield is participating in partnership building activities in the UK, Germany and Spain. These activities are critical to help build and diversify our international recruitment to the university and generate vibrant and progressive international partnerships to engage our university globally.

STUDENT SUCCESS

Athletics

- » We are rebranding Blues Athletics to have more of a connection with CapU. New season promotion to students, staff and faculty is underway to increase exposure and engagement.



- » CapU is the host for the 2022 Soccer Provincials held at Mulgrave School on October 29-30, 2022. Blues Athletics is taking the term “Student-Athlete” to heart. All student athletes must maintain a 2.0 GPA to remain an active participant in games.

Recreation

- » The Move More North Shore Program (MMNS) launched a project in collaboration with CapU to improve student, employee and community resilience and personal capacity for healthy living. In order to achieve these goals, funding was received from Vancouver Coastal Health’s Active Living Grant, North Shore Physical Literacy for Communities project and CapU Student Success. The program was delivered in a hybrid online/in-person model, giving participants the choice to meet in-person or over Microsoft Teams depending on their comfort level. Thirteen participants were recruited to take part in MMNS. Ten out of 13 (76.9%) were students and employees from CapU and three out of 13(23.1%) were referred from the community.
- » New recreational programming for the fall of 2022 focuses on reducing the barriers to access intramurals and other recreation activities. Spin classes and Introduction to Strength Training 101 are also offered as part of community programming.

Career Development Centre

- » CapU Student Career Ambassadors interacted with 126 students and graduates at our Spring 2022 Convocation booth. They further engaged with an additional 53 students on-campus through the Career Development Centre (CDC) outreach campaign.
- » Our Career Development Advisors facilitated six classroom workshop and five CDC workshops for 117 students as well as provided one-on-one career development support to 264 students and participated in JumpStart program providing a Career Planning workshop to 50 new students.
- » We launched our inaugural Link Up Explore with our faculty of Fine and Applied Arts Dean Ramin Shadmehr. The CDC’s Employer Engagement and Experiential Learning Facilitator, Anna Kuziakina, accompanied Ramin Shadmehr and the selected four students to the BC Top 100 – BC Business event at The Vancouver Club, featuring TransLink’s CEO Kevin Quinn, Pacific Blue Cross’ President and CEO John Crawford, and Jim Pattison, among many others.



- » To further engage with new and existing students, the CDC participated in the Discovery Fair on September 6th.

Counselling & Learning Support

- » A significant focus of our Learning Strategist over the summer months was to create and compile materials necessary for a multi-disciplinary peer tutoring program (to be piloted in the coming months). This included both training materials and planning for a full, on-going, tutor training program.

- » Between June 2–September 6, 2022, 92 counselling appointments were attended (among them, 13 were drop-in/same day appointments). Top personal concerns raised among students were relationships, anxiety, trauma and self-esteem. Top academic concerns raised were academic difficulties, advising, academic probation, stress management and perfectionism.
- » Counsellor Keith Lam provided an in-person presentation to 12 resident advisors, educating them about counselling service, the scope of support provided and how to refer students to the service.

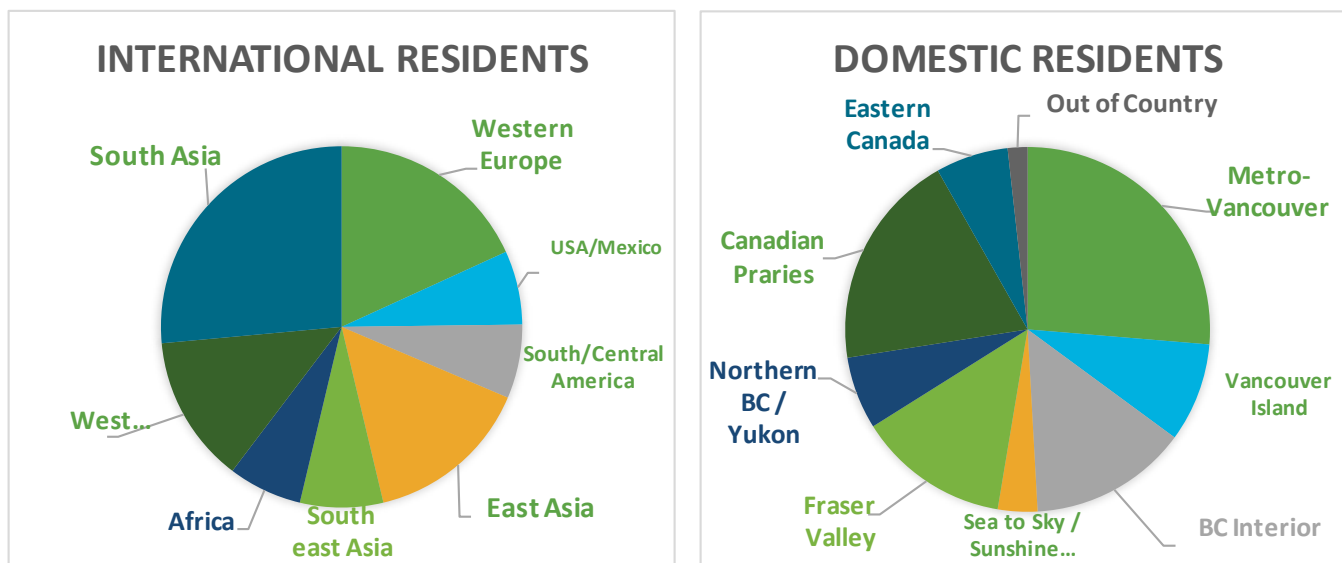
Student Affairs

- » As part of the Jump Start program, Student Affairs, together with the Recruitment team and participating departments, offered two weeks of online workshops and campus tours to 400 new students starting this fall, setting them up early for success.
- » CapU Student Life hosted 22 students at a second free painting event as part of the Wellness Wednesdays Summer Games series. This program was successful and is continuing for the Fall term, with an indoor version.
- » Student Affairs assistants produced a set of videos promoting orientation and the President’s message welcoming students to the Fall 2022 term. Check out the videos on the [CapU Student Life](#) YouTube channel.
- » Our Equity, Diversity and Inclusion Conversations series continued over the summer months and grew in popularity. We saw a sizeable increase in both registration and attendance. We are looking forward to the Fall when the Conversations resume weekly as a co-initiative between Student Affairs and the CSU.

Student Housing Services

- » We opened our buildings to summer conference services for the first time since the pandemic and the second time in the history of CapU housing. We reopened starting with a summer camp group during July and August, with over 140 campers. The revenue from this group helped offset losses typically incurred in the summer months, when we operate at less than 25% occupancy.
- » On August 31, 2022, 245 students moved into CapU housing, with 40 more arriving a few days later for a total of 285 students. We were very glad to have over 60 varsity athlete volunteers helping students unload their vehicles and carry all belongings to the students’ bedrooms in record time.
- » Housing Orientation took place from September 1–4, 2022 and featured a number of exciting events to help students connect with their community. This included a music concert night featuring current CapU students and alumni, a photo scavenger hunt, “Explore the North Shore” bus trip to Deep Cove, and local businesses close to housing. Photos available at the public facing CapU [Media Gallery](#). Credit: Miri Tsay, Digital Media Specialist.
- » CapU Housing is at capacity for this Fall term. A record number of 678 students completed housing applications for this term. Due to the increase in demand for housing, in late August, we converted some of our single rooms to double rooms to allow us to offer more spaces. To date, 300 spots have been offered (6 beds more than previous years) and 2 rooms remain vacant to help manage isolation for unvaccinated students if they or their roommate test positive for COVID-19. Over 280 students have cycled through our waitlist this year and over 75 students are currently on the waitlist.
- » The population of CapU Housing has continued to diversify with 36 different countries represented by students in housing. Increases in students from other areas of the province and the rest of Canada have also been notable. The ratio of international students to domestic students has remained consistent year-to-year with 42% of students coming from outside of Canada this

year. This is an 8% jump from the last 5 years of operation. The graphic below will provide a breakdown of our current demographics:



REGISTRAR'S OFFICE

- » Fall 2022 course registration opened on July 4 for all Capilano University's students. It was a success as this was our first Fall registration period after the implementation of the Self-Service Banner 9 Registration module. The new system features a more streamlined process that is more equitable, easier to navigate and provides an improved student registration experience. Additionally, the new system reduces some administrative workload for both faculty and staff. This was a very complex project which took many months to implement, but benefits are already being seen.
- » The Registrar's Office is pleased to announce that CapCards are now being issued from our offices in the Library building. Cards were previously issued from the basement level of the Arbutus building. New students, faculty and staff can have their cards issued to them by visiting us in the Registrar's Office during regular business hours.
- » CapU has successfully installed the Ministry of Advanced Education and Skills Training (AEST) gender identity questions on our iteration of EducationPlannerBC's (EPBC) online application. The gender questions recognize those applicants who have gender identity experience beyond male and female, and will allow the Ministry to collect more accurate and representative data about CapU students. The addition of the AEST gender questions also aligns with on-going EDI initiatives currently underway at the University.
- » CapU's course scheduling software, Infosilem, was successfully updated on August 5. This much needed system update will improve functionality and is the first part of several critical Scheduling system upgrades that once completed, will help update and streamline the course timetabling process at CapU. The last upgrade to Infosilem was in 2018.

Financial Aid & Awards

- » Summer 2022 was a busy one for the Financial Aid & Awards team, despite it being a shorter term. For Summer 2022, just under \$70,000 in scholarships, bursaries and awards were distributed to 50 students. Our financial aid advisors also met with over 150 students, providing advice on student loans, emergency funding, financial know-how, and external funding sources.
- » Financial Aid & Awards hosted sessions within SmartStart, including presenting on Funding your Education as well as partnering with RBC to offer a Budgeting 101 session for new students. A total of 400 students registered for these two sessions.

Academic Advising

- » During Summer 2022, our academic advising team offered over 650 in-person and virtual appointments to our students. Email continues to be a very popular method for students to contact us, with the team responding to over 6,000 student inquiries in the summer.
- » Our advising team was thrilled to participate in orientation sessions for both Indigenous and international students, program orientation, SmartStart and this year's CapU Street Fair.

Recruitment & Admissions

- » Recruitment season is finally kicking off, this year in person! The team is excited to get out on the road and meet with prospective students and their families. Here is a short run down of some of the plans this fall:
 - 194 high school visits scheduled between September 19–November 24 in different cities across British Columbia and Alberta. The full schedule is published on Capilano University's [website](#).
 - Recruitment will offer bi-weekly drop-in advising and peer-to-peer virtual sessions for prospective students.
 - Visits are scheduled with immigration/not-for-profit societies in partnership with EAP.
 - Explore CapU is scheduled for November 19, 2022 using hybrid format to maximize exposure and attendance.
 - Monthly newsletters will be sent to high school counsellors and career advisors from September to June.
 - Monthly newsletters are being sent to 58 Immigrant societies and WorkBC offices highlighting programs appealing to new permanent residents/new Canadians.
 - High school counsellors' event is scheduled for January 27, 2022.
- » The team will be very busy on the road and virtually. Exciting times!

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, develop positive relationships and secure resources to support University priorities.

UNIVERSITY RELATIONS AND CAPITAL CAMPAIGNS

University Relations

- » University relations welcomed new team members and celebrated the promotion of two existing members:
 - o **Patrick Leung** (he/him) is the new visual media specialist for the marketing & digital experience (MDX) team.
 - o **Miri Tsay** (she/her) joins CapU as the digital media specialist for the marketing & digital experience (MDX) team.
 - o **Megan Mahallati** (she/her) is the philanthropy operations specialist on the philanthropy and alumni relations (PAR) team.
 - o **Kari Wharton** (she/her) accepted a new role as the director, university relations and capital campaigns. Kari spent the past 12 months in a secondment role as the campaign director, centre for childhood studies & manager, university relations.
 - o **Linda Munro** (she/her) accepted a new role as senior advisor, public affairs. Linda has been with CapU for over three years as the senior communications officer (external).

- » Support for the [Centre for Childhood Studies \(CCS\) Capital Campaign](#) continues, most recently with a \$250,000 gift from BMO Financial and a \$17,000 gift from The Wawanesa Mutual Insurance Company, bringing the campaign’s fundraising total to \$5,641,319
- » In June 2022, the first [Centre for Childhood Studies Campaign Update Report](#) was released, signaling that the construction of the new Centre was “Full Steam Ahead!” thanks to the generous support of CapU’s donors.



COMMUNICATIONS

- » The team provided communications support for a number of initiatives, including the launch of the Hybrid Office Program; the upcoming equity, diversity and inclusion audit; National Indigenous Peoples Day; a healthy campus this fall; upcoming September events; and Pride. The team also worked with MDX to create a welcome back video message with Paul Dangerfield for Universities Canada.
- » In addition to its active social media presence, the communications team shared several stories with the community and media including:

- [Capilano University announces honorary degree recipient and faculty emeritus for Spring 2022](#)
- [Hamilton actor leads masterclass for musical theatre students](#)
- [CapU message on the Scarborough Charter](#)
- [Announcement of new board members](#)

Capilano University
25 July at 10:01 AM

Did you know? CapU Bookstore is selling CapU Pride merchandise and 15% of sales will go to support QMUNITY—a non-profit organization based in Vancouver that works to improve queer, trans and Two-Spirit lives.



Capilano University
27 July at 10:05 AM

Two-Spirit artist and storyteller Madeline Fortbakket, a graduate of CapU's acting for stage and screen program, is using stage performance and social media to inspire and create safer spaces for other queer people in their homelands (Okanagan region).
[https://indigenews.com/...it-came-out-because-i-saw-you...](https://indigenews.com/)



indigenews.com
"I came out because I saw you come out": Two-Spirit artist builds safer spaces for queer youth

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

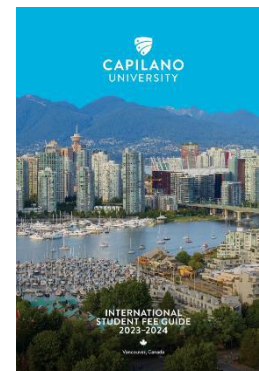
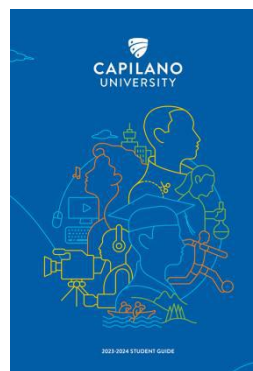
- » On June 7 Cheryl Hurlbut, convenor, Global Hospitality program, the School of Tourism Management, met with Miguel Torruco, Minister of Tourism, Government of Mexico during his visit to the Mexican consulate in downtown Vancouver. Mr. Torruco contacted Capilano University to learn about CapU's experience in developing tourism management education programs and to discuss opportunities for possible collaboration.
- » The University has engaged the services of Global Public Affairs to guide and advance the strategic efforts of all government and community engagement work at a municipal, provincial and federal level.

MARKETING AND DIGITAL EXPERIENCE

- » We are pleased to announce that marketing & digital experience (MDX) garnered several awards for recent projects:
 - The Council for Advancement and Support of Education (CASE) awarded CapU with two Gold CASE Circle of Excellence Awards. The first was for our work with Philanthropy & Alumni Relations on the 2021 Alumni Awards of Excellence: Late Night Talk Show event. The second was for our 2021-22 Acceptance Package, a collaborative project with Student Recruitment & Transition.
 - The University & College Designers Association (UCDA) recognized MDX with an Award of Excellence for the 2022-23 Viewbook. CapU's Viewbook employed a unique blend of illustration, photography and storytelling to bring the CapU experience to life.
 - The University was awarded the BC Council for International Education (BCCIE) Excellence in International Education Marketing Award for the 2021-22 "Where Learning Leads to Impact" campaign. The Centre for International Experience accepted the award on behalf of CapU at the BCCIE International Education Awards in June.

- » After a comprehensive RFP process, MDX selected Will Creative as the University's new creative agency partner for brand development and key marketing campaigns.

- » The creative team has been busy designing materials for our domestic and international recruitment partners. We produced the 2023-24 International Student Fee Guide which follows the same format as last year, a double gate-folded brochure. The former Viewbook was reimagined as the 2023-24 CapU Student Guide, a smaller and more concise publication driving audiences to our website and helping to reduce our environmental footprint. We also produced a series of materials for the upcoming recruitment season, including banners and display materials to support a return to in-person events.



- » In June, we supported the Long Service Awards, including an event brochure and certificates for nearly 60 employees.

- » When CapU employees were invited to Cates Park for the launch of Skw'cháys this August, we captured photo and video of the events.



- » On the marketing side, MDX launched an “always-on” digital campaign on Facebook and Google that will run throughout the year, targeting those who have shown interest in the University through search and page visits. This is a new initiative to build our reputation as an institution of choice and bridge the gap in advertising between our primary campaigns.
- » MDX launched a TikTok account, building a presence on the vital social media channel where many prospective students spend their time. We have posted six reels, garnering more than 3,000 views to-date and counting. We continue to grow and develop our presence on Instagram, reaching almost 12,000 followers. Recent posts include celebrating the new Pride Crosswalk, which earned more than 470 likes, a throwback to spring convocation (411 likes), CapU’s community garden (408 likes) and many more.
- » MDX wrapped up our annual planning process with client partners in August. We distributed recap documents to each unit outlining their marketing goals, priorities and potential activities for the coming year.

PHILANTHROPY AND ALUMNI RELATIONS

Philanthropy

- » Renewed support from Indigo Parc Canada Inc., Holiday Inn & Suites and the North Vancouver Hotel was confirmed through sponsorships to support the Blues Athletics teams for the 2022-2023 academic year. North Vancouver Hotel signed on as the Official Host Hotel for the Capilano University Athletics Department.
- » There are 17 confirmed New Student Orientation sponsors to-date with \$17,500 received in sponsorship revenue. Many of these sponsors had activation tables at the CapU Street Party. Of this list, 9 are renewed sponsorships from:
 - Guard.me (Influencer Sponsor \$7,000)
 - Wireless World (Champion Sponsor \$5,000)
 - Evo and Cypress Mountain (Connection Sponsors \$500)
 - Seymour’s Pub, The Hive Climbing, District of North Vancouver, Stong’s Market and ICBC (Vendor Sponsors \$300)

Eight newly confirmed sponsors in support of New Student Orientation include:

- Simply Computing and Lime (Connection Sponsors \$500)
- Modo, Capilano Suspension Bridge, BC Lions, Optimum Paintball, Blueprint and Clif (Vendor Sponsors \$300)
- » In addition to supporting new student orientation, sponsorships received from Guard.me and Wireless World also support international students and initiatives from the Centre for International Experience. In 2021-2022, these sponsorships funded 26 honorariums for the International Leadership and Mentorship Program.

Alumni Relations

- » The Alumni Association hosted a Perks App Event and Alumni Social to celebrate the launch of their alumni benefits app and gather in person. Attendees enjoyed a night filled with great food, drinks and prizes generously provided by our Perk App partners. A special thank you to Perks Partner North Point Brewing Company for hosting the event in their tasting room. The CapU Alumni Perks App, which offers exclusive benefits and discounts to our alumni community, now has 716 members and 28 partners.



- » On June 7-10, the Alumni Association celebrated with our 2020, 2021 and 2022 graduates during Convocation ceremonies on campus. The alumni board chair addressed the graduates and welcomed them to the Alumni Association. The alumni relations team hosted a booth to celebrate and award the graduates with a gift.



- » The Alumni Association awarded two funding grants to Kiwassa Neighbourhood House and East End Boys Club Society through the Community Sponsorship Program. The program provides funding to CapU alumni-affiliated charities, non-profit initiatives or services that impact and serve the local community with a goal of supporting the development of healthy, vibrant and inclusive communities.
- » The Alumni Association expanded our affinity partnership with TD Insurance to include health and life insurance benefits exclusively offered to our alumni community and confirmed new affinity partner Virgin Hickman. Virgin Hickman is a proven leader in all matters of litigation and through our partnership, the alumni community will receive discounted rates on legal products, services and advice.
- » In partnership with the Office of the Vice-President Academic and Provost, the alumni relations team hosted an alumni focus group on August 29 and 30.

UNIVERSITY EVENTS AND CEREMONIES

- » Spring Convocation: In June, we celebrated our talented graduates for the first traditional in-person Convocation in over two years! We hosted nearly 1,000 graduates and over 3,500 guests at seven ceremonies. We welcomed back some of our 2020-2021 graduates who did not experience an in-person convocation and provided them with their moment to cross the stage in front of their family and friends.

CapU honored past faculty Leonard George with the merit of Faculty Emeritus and community leader Carlota Lee with a Doctor of Letters, honorary doctorate. Both individuals attended the ceremonies, with Leonard George flying in from his home in Niagara, Ontario, and Carlota Lee giving an inspiring speech to our faculty of Education, Health and Human Development graduates.

- » Employee Long Service Awards: The events team supported the human resources department to celebrate the accomplishments of CapU's employees with the annual long service awards. Over 70 CapU employees were honoured with an elegant lunch that focused on locally sourced BC produce. President Paul Dangerfield personally acknowledged the longest serving employee at the awards, Marie Cottrell, by reading her bio and commending her on 40 years of dedicated service. It was a wonderful way to recognize and thank our amazing CapU employee community.
- » Pride at the Pier: As CapU is a proud sponsor of North Shore Pride Alliance (NSPA), university events partnered with HR on July 29 to execute a fantastically fabulous celebration of North Shore Pride Week at Lonsdale Quay. At three separate activations—

each with its own themed backdrop—participants were welcomed to come by and snap a selfie in each of the photo booths for a Queen! The activation was very popular with Pride visitors and CaPU staff alike!



- » Evening at the Dangerfields': On August 11, Paul and Catherine Dangerfield graciously provided their beautiful backyard to host the annual Evening at the Dangerfields' event. This is a stewardship event to connect with and appreciate supporters of the Paul & Catherine Dangerfield Women's Bursary We Believe Event, scheduled for December 7.

The theme of the evening was Bourbon in the Backyard and it allowed the events team to create some elegant summer décor with a nod to the bourbon-producing areas of the US. The menu was on the same theme and the canapés and passed plates were enjoyed by all. The guests were entertained by a performance from current Capilano University Jazz student Jaymie Weeks.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 7: Creative Activity, Research & Scholarship Framework/Strategic Research Plan	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Dawn Whitworth, Associate Vice President of Creative Activity, Research & Scholarship (CARS) & Graduate Studies	

PURPOSE

Present the Framework and Strategic Research Plan for *Creative Activity, Research and Scholarship (CARS)*, which provides the CapU community with a framework for the strategic growth and support of faculty and student creative activity, research and scholarship.

SUMMARY

This is the first CARS Framework/Strategic Research Plan that Capilano University has undertaken. The plan articulates our evolving commitment to CARS activities across and beyond all of our campuses and learning sites. The plan serves to create a shared understanding of CARS directions and provides reference and guidance to other University plans. The Framework/Strategic Research Plan 2022–24 will be used to guide the future development of CARS activities, directing the University in future actions, activities, investments and strategic level resource allocation decisions.

RECOMMENDATION

This is for the Board's information only.

Framework and Strategic Research Plan for 2022–2024

Office of Creative Activity,
Research and Scholarship (CARS)

May 2022



Table of Contents

Honouring the Territories	2
Background	3
Statement of Purpose	3
Connecting to the University Vision	3
Consultation Pathway and Context	3
History and Context	4
Framing CARS Activities in a Learning Focused University.....	4
The Next 2 years, Building Capacity on Institutional Strengths	6
1. Support for Student & Faculty CARS Activities.....	6
2. External Funding for CARS Activities.....	7
3. Internal Funding for CARS Activities.....	7
4. Growing & Leveraging Internal Partnerships.....	8
5. Support for Research Centres	8
6. Regulations, Policy Development & Renewal.....	9
7. Celebrating & Communicating CARS Activities	9
Summary & Next Steps	10

Honouring the Territories

This Strategic Research Plan has emerged respectful of our regional context on the unceded territories of the Lílwat, x̱m̱əθḵ̓əy̱əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tseil-Waututh) Nations, and our ongoing commitment to the Indigenization and decolonization of our creative activity, research and scholarship (CARS) practices. We recognize engagement with local territorial rights holders and community partners is key to enhancing the well-being of our diverse communities.



Background

STATEMENT OF PURPOSE

This is the first Framework/Strategic Research Plan that Capilano University (CapU) has undertaken. The plan articulates our evolving commitment to CARS activities across and beyond all of our campuses and learning sites. The plan serves to create a shared understanding of CARS directions and provides reference and guidance to other University plans. The Strategic Research Plan 2022–24 will be used to guide the future development of CARS activities, directing the University in future actions, activities, investments and strategic level resource allocation decisions. There is a fulsome recognition of the benefits of engagement in CARS activities. They contribute to the University experience of learners and faculty, the broad spectrum of undergraduate research (class-based and beyond), knowledge creation and sharing, and optimally benefit regional and global communities.

CONNECTING TO THE UNIVERSITY VISION

Anchored in the University's *Envisioning 2030* plan, and building on the University's *Illuminating 2030* Academic Plan, the Strategic Research Plan is a collaboratively developed framework and expression of our shared University commitments to the discovery, acquisition, advancement, mobilization and celebration of CARS activities.

CONSULTATION PATHWAY & CONTEXT

Building on the extensive internal and external consultation completed in support of *Envisioning 2030* and *Illuminating 2030*, the Strategic Research Plan development process was localized to the University community. The plan has been developed under the leadership of the Vice President Academic & Provost and the Director of CARS, with feedback and input from a broad range of faculty members, Deans, the Faculty Association, academic units and Academic Leadership.

History and Context

Capilano University is a regional learning-focused university with a complementary CARS agenda, as determined in the University Act. Support for CARS activities is embedded throughout the University's *Envisioning 2030* and *Illuminating 2030* plans. The Strategic Research Plan identifies existing and emerging CARS strengths and thematic areas at the University with examples of past strategic investments. The plan also identifies how the University will support excellence in CARS activities through continued development and support of the intellectual, human, social and physical capital required to ensure that CARS activities are accessible in an equitable way across the University.

The Strategic Research Plan builds on the positive achievements of many past and current faculty at the University, who have been engaged in on and off campus CARS activities for many years. These faculty have in turn contributed knowledge to their disciplines and enhanced their collective and individual teaching and CARS practices.

FRAMING CARS ACTIVITIES IN A LEARNING FOCUSED UNIVERSITY

CARS activities, particularly in a regional learning-focused university, can be framed in a way that is inclusive of a range of scholarly activities. CARS activities at CapU can look different across the disciplines, though they often align with the model introduced by Boyer (1990). A summary of Boyer's principles includes:

1. *The scholarship of engagement*, includes the use of scholarly and community-based research to understand and solve pressing social, civic and ethical challenges;
2. *The scholarship of discovery* includes original research that advances discipline specific and cross discipline knowledge and expertise;
3. *The scholarship of teaching and learning* includes research for peer, pedagogical and curriculum impact and evaluation by peers and others.

As well as a grounding in Boyers Principles, CARS activities at the University increasingly integrate Ownership, Control, Access and Possession Principles, commonly referred to as 'OCAP Principles'. OCAP Principles assert the importance of 'First Nations having control over data collection processes, and ownership and control over how this information can be used'. These principles are especially important in the collection and handling of research data and subsequent data management. Thoughtfully adopting CARS practices grounded in best practices in research ethics and data management informs academic programming, learning opportunities, and CARS activities at all Capilano University learning sites. This Strategic Research Plan is respectful of our regional context on the unceded territories of the Líl'wat, x̱m̱əθḵ'əy̱əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations and is aligned with the University's commitment in *Envisioning 2030* and *Illuminating 2030* to Indigenization and decolonization of CARS practices. Indigenous-led CARS partnerships have often grown from the work of Indigenous scholars, Indigenous-led community organizations and/or the Office of Indigenous Education and Affairs.

Reflective of *Envisioning 2030* and *Illuminating 2030*, there is a University commitment that CARS activities be grounded in the best practices of decolonization, equity, diversity and inclusion through not only OCAP Principles, but also the Capilano University Indigenous Plan and the Capilano University Internationalization Plan; the United Nations Declaration on the Rights of Indigenous Peoples Act; the Truth and Reconciliation Commission of Canada's Calls to Action (for example, actions #65 and #92); Missing and Murdered Women and Girls Calls to Justice; Dimensions: Equity, Diversity, and Inclusion Canada Charter; The BC Human Rights Code, and the Okanagan Charter for Health Promoting Universities. This was demonstrated in the recently adopted new Research Ethics policy and procedures that specifically identifies University supports for the adoption of OCAP principles.

The Next Two Years: Building Capacity on Institutional Strengths

The next two years are an opportunity to build additional capacity and renew support for undergraduate research, encompassing student and faculty CARS activities across the University and within its growing commitment to regional capacity building.

This entails a resourced commitment to the following seven key capacity building areas:

1) supporting student and faculty CARS activities, both on and off campus, locally and also internationally; 2) increasing external funding for CARS activities; 3) leveraging internal funding; 4) supporting and developing CARS partnerships; 5) supporting new research centres; 6) developing new (and renewing) policies and procedures; and 7) celebrating and communicating CARS activities.

1. SUPPORT FOR STUDENT & FACULTY CARS ACTIVITIES

Support for students working as Research Assistants: CapU is home to a number of emerging and established faculty based CARS practices, collaborations and clusters. CARS practices contribute towards course-based, on and off campus discipline specific, multi-disciplinary and interdisciplinary inquiry to address regional, national and global priorities such as, climate change and adaptation, childhood studies research and post-COVID-19 tourism. Faculty-led CARS activities both on and off campus provide unique opportunities for the undergraduate learning experience. Research on Work Integrated Learning (WIL), specific to undergraduate studies, has shown that the earlier and more frequently students are provided opportunities to engage in CARS activities, the benefits to learning, further scholarship and employment increase. To that end, the CARS Office is working to increase both internal and external funding that supports students working as Research Assistants. By harnessing federal and provincial government funding for undergraduate research such as Mitacs, the Natural Sciences and Engineering Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC), there will continue to be an increase in the of number students funded to work as Research Assistants, contributing to faculty-led CARS projects.

Support for faculty teaching section allocation: In CARS office consultations with over 100 CapU faculty, 'lack of time' was named as a central barrier to ongoing engagement in CARS activities. An increase in external funding from Mitacs, the Tri-Council Agencies (NSERC and SSHRC) and other federal and provincial research funding agencies is planned for the next two years. Much of this funding incorporates support to faculty in the form of funding towards teaching releases. Internal CARS funding will also continue to generate and (where possible) match these types of external funds, enabling faculty members to maintain workloads that include remunerated sections that support their CARS activities. In alignment with the *Envisioning 2030* and *Illuminating 2030* goals for an engaged, imaginative and innovative university, CARS activities are recognized as integral to maintaining dynamic, innovative, informed and reflective instructional practices.

2. EXTERNAL FUNDING FOR CARS ACTIVITIES

CARS activities at CapU are more often imbedded in community partnerships that grow from faculty relationships with community organizations, industries, sector groups or companies. Work over the next two years will include supporting and growing this type of community-based CARS activity through capacity building and funding from federal and non-profit funding agencies such as, SSHRC, Mitacs, and NSERC, as well as provincial funding agencies such as Pacific Economic Development Canada and Innovation BC. For example, the recent co-funded hiring of a CapU/Mitacs Business Development Director has led to a tenfold increase in Mitacs-funded community and industry faculty-led partnerships.

3. INTERNAL FUNDING FOR CARS ACTIVITIES

The inaugural CARS internal grant funding, the Unified competition, was first launched in September 2019 and has just completed its fifth round of funding (*Unified #5*). Over 50 faculty have been awarded Unified funding. Going forward this peer adjudicated 'seed funding' program will be offered at a minimum of once per annum. Unified Grant competitions engage in thematic areas that are driven by multi-stage consultation with faculty. Previous Unified Grant competitions have supported faculty in the hiring of Research Assistants, funded a broad range of publication costs and supported partnered CARS activities. Unified Grant funding will increase over the next two years to actively support and grow faculty and student research excellence and CARS initiatives and capacities.

4. GROWING & LEVERAGING INTERNAL PARTNERSHIPS

Support for CARS activities will be further integrated across all of CapU's campuses and learning sites, across the University's five faculties, within initiatives such as the Indigenous Digital Accelerator, City Studio, Work Integrated Learning, the Library, the Office of Indigenous Education and Affairs, the Centre for Teaching Excellence (CTE), the Centre for International Experience, and the Office of Academic Initiatives and Planning (AIP). For example, through the AIP program assessment, development and planning process, new and reviewed academic programming will include early stage CARS consultation and design. And, a partnership with CTE, specifically its annual Teaching and Learning Symposium, will mobilize faculty-led community based research projects to a broad internal audience.

Ongoing support and sponsorship of the Student Research Symposium (SRS) will continue and grow over the next two years and will build on the excellent work done by faculty and students over the last four years. The annual SRS showcases a wide range of student Capstone projects. The 2020–2021 academic year saw Mitacs sponsor the SRS for the first time. This sponsorship will continue and grow over the next two years to include more student awards from a broader range of academic programs.

A new strategic CARS Advisory Group will be struck in 2022 to harness the expertise of faculty researchers. The advisory group will include one representative from each Faculty and the Office of Indigenous Affairs, and the group will be chaired by the Director of CARS. At the same time, the Director will continue to sit on faculty research and scholarships committees, the Senate Committee for Teaching and Learning, and other committees that further enable CARS activities at the University (e.g. Senior Leadership Council and the Academic Leadership Council).

5. SUPPORT FOR RESEARCH CENTRES

There is considerable work under way to establish research centres in Tourism and Childhood Studies; the initial steps have included a focus on governance and generative funding models. It is expected that, over the next two years, these two research centres will be fully launched and will have secured external funding. These inaugural research centres will provide operational, governance and funding models for future interdisciplinary, community and theme based research centres that connect to the university's Indigenous Plan and commitment to decolonization, with themes such as land and water-based research and learning.

6. REGULATIONS, POLICY DEVELOPMENT & RENEWAL

The university will continue to support a Research Ethics Board (REB), as well as a REB Chair and Research Ethics Officer. The recently re-designed Research Ethics Policy and Procedures outlines best practices in research ethics in full alignment with the Tri-Councils Statement on Research Ethics (TCPS2). This Policy and Procedures also references best practices in Indigenous research and incorporates principles that acknowledge Indigenous community OCAP Principles of data derived from research involving or impacting Indigenous communities.

With a commitment to academic freedom and the CapU faculty Collective Agreement, over the next two years, new and renewed policies and practices in research data management, research centres and other policy and procedures related to CARS contracts and financial agreements will undergo design, consultation and implementation.

7. CELEBRATING, ACCELERATING & COMMUNICATING CARS ACTIVITIES

As CARS activities continue to grow, there is much to communicate and celebrate internally and externally. Internally, results, deadlines and program launches are regularly communicated through both the CARS Office and Communications department through active social media, Frontlines (intranet) posts and Constant Contact (internal) messaging. The CARS Office has a once-per-semester newsletter, which is distributed across the University community. At the same time, the Communications department sources and publishes faculty and student-led CARS stories to external media outlets.

Monthly curated 'lunch and learn' information sessions, often in partnership with funding agencies and the CapU Library, will continue to grow. Likewise, partnerships with the Centre for Teaching Excellence, Teaching and Learning Symposium and related knowledge mobilization activities, as well as the cross-faculty Student Research Symposium will accelerate the dissemination of faculty and student CARS activities to internal and external audiences.

Summary & Next Steps

Over the next two years capacity building for CARS activities will be grounded in strategic and collaborative growth in the following areas: support for student and faculty CARS activities; external and internal funding for CARS activities; leveraging internal and external partnerships; support for research centres; policy and procedure development and renewal; and celebrating and communicating CARS activities.

The next two years offers an exciting trajectory for CARS growth and subsequent capacity building across the University's internal and external communities. Embodying the University goals outlined in *Envisioning 2030* and *Illuminating 2030*, CARS activities promote intellectual, social and cultural innovation across all CapU communities, instilling a culture of curiosity, risk-taking and learning.



[CAPILANO.CA](http://CAPILANOU.CA)

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RBC Global Asset Management
PH&N Institutional

Capilano University – Responsible Investing

Andrew Sweeney, Institutional Portfolio Manager



ESG and Responsible Investment

Definitions

ESG Integration means:



Systematically incorporating material ESG factors into investment decision making to identify potential risks and opportunities and improve long-term, risk-adjusted returns.



Looking beyond the financial statements to better identify risk & opportunity

Responsible Investment:

An overarching term that typically refers to the following investment strategies:

- ESG Integration
- ESG Screening & Exclusion (includes Socially Responsible Investing (SRI))
- Thematic ESG Investing
- Impact Investing

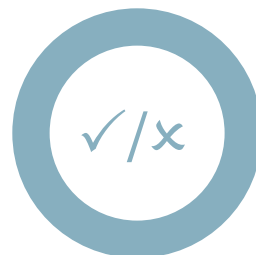
Types of ESG investing

Building ESG aware portfolios



Integration

Explicitly and systematically including ESG risks and mitigants in investment analysis and decisions



Socially Responsible Investing (SRI)

Application of positive or negative screens in portfolio construction according to explicit mandate guidelines



Impact Aligned Investing

Direct investment in businesses or projects with the intention to generate positive and measurable impact

Responsible Investing at RBC GAM

Taking concrete actions for 20+ years



ESG Integration (environmental, social & governance)

- **A+ grade on all assessed modules in 2020 - UN Principles of Responsible Investment (UN PRI)***
- 'Our Approach to Climate Change' (2020), 'Our Net Zero Ambition' (2021)



Active Stewardship

- **Founding member of CCGG (Canadian Coalition for Good Governance)**
- Climate Action 100+; founding member, Climate Engagement Canada
- 30% Club Investor Group¹
- Proxy voting examples: board gender diversity & board Chair independence



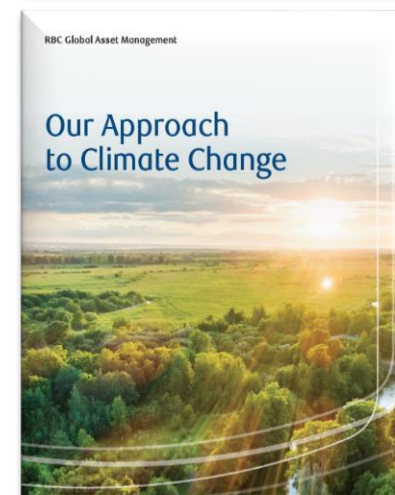
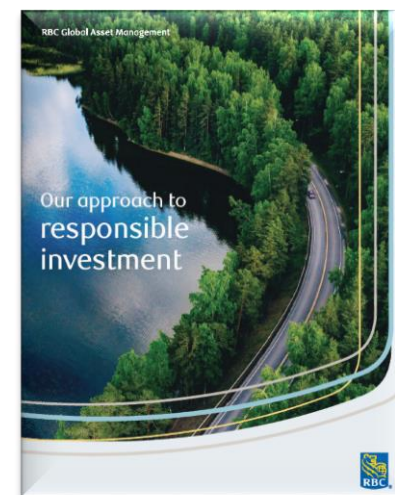
Client-driven solutions and reporting

- **SRI & Fossil Fuel Free investment capabilities²**
- ESG reporting available for clients & consultants

¹ For more examples of our collaborative initiatives, please refer to Our Approach to Responsible Investment

² Began offering SRI strategies in 2002 and Fossil Fuel Free strategies in 2017.

*As part of the paid annual membership services, the PRI evaluates signatories' approaches to the Principles based on its assessment methodology. Once the responses are assessed, all indicator scores are aggregated and modules are assigned a performance band (from A+ down to E). Our full transparency report as one of over 2,000 signatories can be found here: [RBC GAM PRI Transparency Report](#). Our firm's full private Assessment Report from the UNPRI is available upon request..



Our Approach to Climate Change



Fully integrated ESG



Build climate expertise



Integrate climate data & analytics



Conduct climate scenario analysis



Active Stewardship



Thoughtful proxy voting



Engagement



Collaboration and advocacy



Client-driven solutions & reporting



Research and insights



Product innovation



Transparent reporting



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ESG: environmental, social & governance

RBC Global Asset Management
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Our Stewardship in Action

Engagement Focused on Climate Change

Active Stewardship

- Developed 'Our approach to climate change'
- Member of Climate Action 100+ and Climate Engagement Canada
- Review climate-related shareholder proposals on a case-by-case basis



Engagement examples

- Power utility – decarbonization strategy, GHG disclosures
- Energy company – carbon intensity of operations, SASB and TCFD disclosures



RBC GAM partners with other like-minded investors

To improve ESG-related disclosures and practices of investee companies

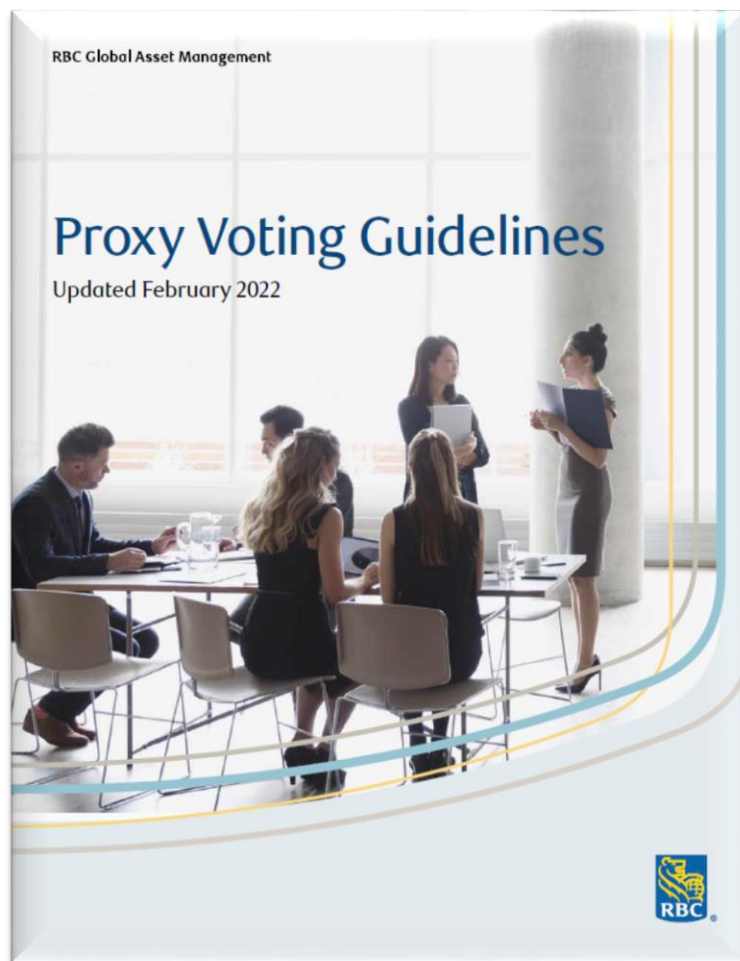


For a full list of our collaborative initiatives, please refer to [Our Approach to Responsible Investment](#).

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Proxy Voting Guidelines: 2022 Updates

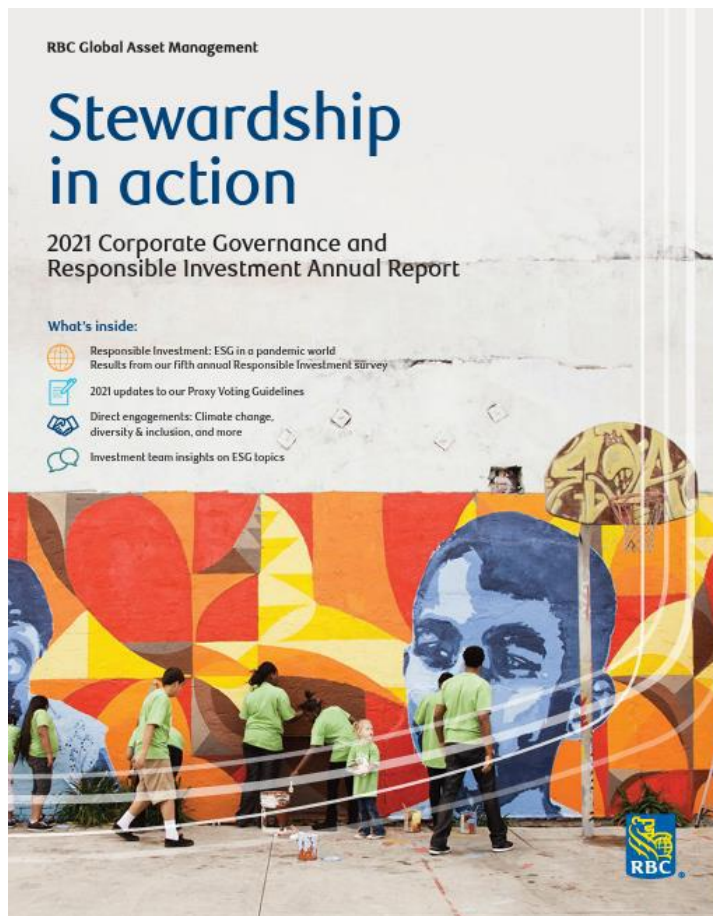


- 1 Board of directors:** tenure of directors
- 2 Board diversity:** recommend and encourage boards to self-disclose diversity and to adopt policies, goals and timelines to improve diversity. We indicate that we may vote against the election of board members in the future.
- 3 Board gender diversity:** we will not combine gender goals with other dimensions of diversity.
- 4 Net-zero emissions:** We expect companies to disclose material impacts resulting from the transition to a net-zero economy and establish credible targets and action plans aligned to net-zero emissions by 2050 or sooner, where financially material.
- 5 Say-on-climate:** shareholder proposals requesting that a company adopt a regular, non-binding shareholder vote on its climate strategy, will be evaluated on case-by-case basis

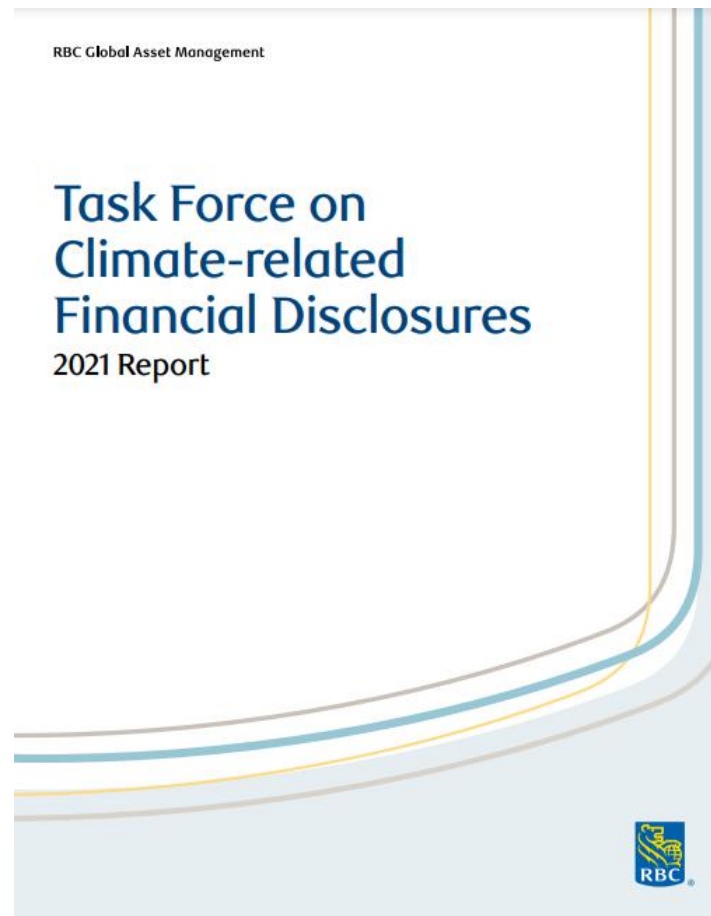
Client-driven reporting

Transparent reporting to ensure alignment of values

Summary of proxy voting activity



Reporting on climate-related risks and opportunities



Source: [RBC GAM TCFD Report 2021](#), [RBC GAM CGRI Annual Report 2021](#)

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RBC GAM responsible investment website

Lots of materials and resources



www.rbcgam.com/ca/about-us/responsible-investment

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BOARD OF GOVERNORS REPORT

AGENDA ITEM 10: Enterprise Risk Management Framework Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Rodger So, Chair Audit and Risk Management Committee Tally Bains, VP Finance and Administration Jacquetta Goy, Director Risk Management	

PURPOSE

The purpose of this report is to provide an update on the process and timelines for developing the Enterprise Risk Management Framework. This report and presentation was received by the Audit and Risk Management Committee at their September 8, 2022 meeting.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

The University began work on Enterprise risk management in 2021 with the creation of a Risk Dashboard. Integrated planning has included consideration of risk in mid and end year reflections and some specialist areas use specific risk assessments. Capilano's current risk maturity level would likely be considered at the initial/ emerging / unaware /ad hoc level.

In order to increase the maturity of the risk management approach the new Director of Risk Management will develop an ERM Framework and Policy that will include:

- Adoption of ISO3100
- Development of risk criteria tailored to the University
- Clarity of governance, ownership and oversight arrangements
- A strong focus on action
- Formal recording and monitoring processes

The Director of Risk Management will develop a communication plan to raise risk awareness across the University community and facilitate departments and groups to identify, assess and put in place treatment plans for risk

The table below provides a high-level summary of the process and timelines that is included in the attached presentation.

TIME LINE

	First steps	To achieve initial goal	To achieve longer term goal
Risk Evaluation Criteria	September 2022 Approach to be approved by SLC and Audit and Risk Committee	October 2022 - February 2023 Criteria to be created, tested and approved	2024 and then ongoing Criteria to be updated every two years (or after significant context change) <i>Add positive criteria to integrated planning process</i>
Governance, Ownership and Oversight	September 2022 Approach to be provided to SLC and Audit and Risk Committee	October 2022 - February 2023 All risks to have owner & oversight assigned Risk Policy and Framework to be created and formally presented	June 2023 and then ongoing Ownership & oversight to be assigned to any new risks Determine if executive risk committee would add value Policy to be reviewed every three years
Alignment with planning, strategies and other risk processes	Director of Risk Management to join Integrated Planning team Meetings with key internal risk partners	October 2022 - December 2022 Continue to build out risk piece in integrated planning Align ERM and safety, emergency planning, information security risk processes	2023 and then ongoing Align with institutional project management processes Develop approach for strategic risk assessment and monitoring
Risk Identification	Director of Risk Management to meet with all Directors to capture missing risks	November 2022 to January 2023 Risk review meetings to be held Transition Risk Dashboard to Risk Register	2023 and then ongoing Regular risk reviews
Action orientation	September 2022 Approach to be provided to SLC and Audit and Risk Committee	November 2022 to January 2023 Risk response plans to be captured during risk review meetings	June 2023 and then ongoing Risk response plans to be monitored and refreshed on an annual basis
Monitoring and reporting	September 2022 Approach to be provided to SLC and Audit and Risk Committee	February 2023 New risk report to be presented to SLC and Audit and Risk Committee	June 2023 and then ongoing Risk monitoring report to be presented three times a year to SLC and Audit and Risk Committee
Communication and consultation	Presentations to SLC and Audit and Risk Committee	November 2022 to January 2023 Director of Risk to agree department/ Faculty specific approach for risk update and review with VPs and Directors	February 2023 and then ongoing Risk approach to be socialized across the University

Attachment

#	Name
1	Presentation: Developing a Risk Management Framework for Capilano University 17 August 2022

ENTERPRISE RISK MANAGEMENT

Developing a Risk Management Framework for Capilano University

CURRENT POSITION

- A Risk Dashboard was created in May 2021. This outlined nineteen risks each with a title, brief description and single point rating using a simple 1-5 scale.
- The Integrated Planning process also started to incorporate the consideration of risk in the mid and end of year reflections.
- Specific risk assessments are used in some specialist areas (eg safety, emergency planning, information security, privacy)
- Capilano's current risk maturity level would likely be considered at the initial/ emerging / unaware /ad hoc level



RISK MATURITY SCALE

CURRENT 

INITIAL GOAL 

 LONG TERM GOAL

1: Unaware

- No formal procedures for risk assessment
- Depends primarily on individual heroics, capabilities and verbal wisdom
- Ad-hoc/chaotic

2: Fragmented

- No focus on risk inter-linkages
- Limited alignment of risk to strategy
- Disparate monitoring
- Reaction to adverse events by specialists
- Discrete roles established for small sets of risks
- Risk definitions vary across the organization

3: Coordinated

- Policies, risk authorities defined and communicated
- Common approach for routine risk assessments
- Communication of key risks to the Board
- Executive committee for risk management established
- Dedicated team
- Primarily qualitative
- Reactive

4: Systematic

- Coordinated risk management activities
- Risk appetite is defined
- Organization-wide risk monitoring, measuring and reporting
- Training implemented
- Risk analysis tools developed and communicated
- Integrated response to adverse events
- Rapid escalation
- Proactive

5: Strategic

- Embedded in strategic planning, resource allocation, campus and program development, and other key decisions
- Early-warning risk indicators monitoring
- Linkage to performance measurement and incentives
- Risk modeling and scenarios
- Industry benchmarking
- Technology implementation
- Sustainable

Note. There are no higher education specific risk maturity scales. This diagram has been adapted from a Deloitte maturity scale. Not all indicators will apply to CapU.

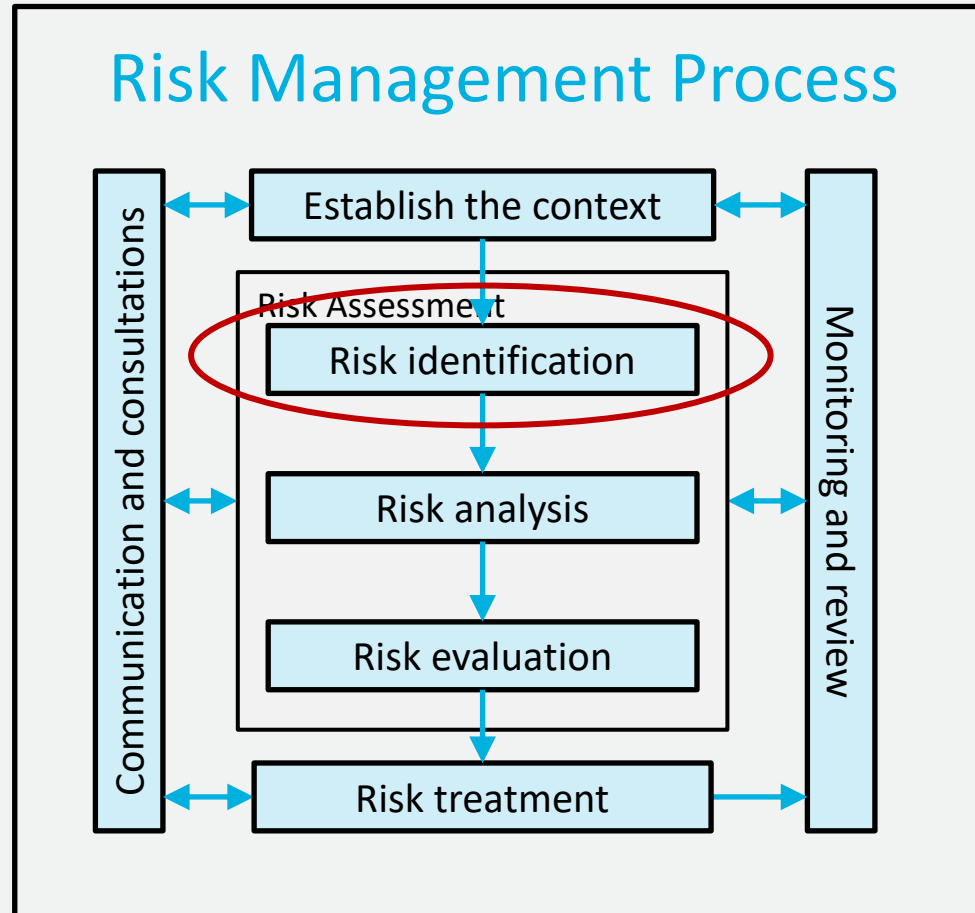


ESTABLISHING FUNDAMENTALS

- Adopt best practice
- Consistent risk evaluation criteria
- Explicit ownership and oversight
- Alignment with planning, strategies and other risk processes
- Appropriate breadth and granularity of focus
- Consistent collection of risk information
- Action orientation
- Regular monitoring and reports

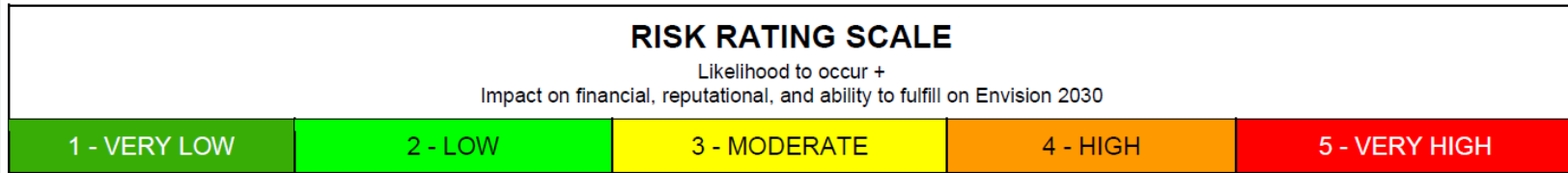


BEST PRACTICE: ISO31000



CURRENT RISK EVALUATION CRITERIA

- Risk is the effect of uncertainty on objectives (ISO 31000: 2009)



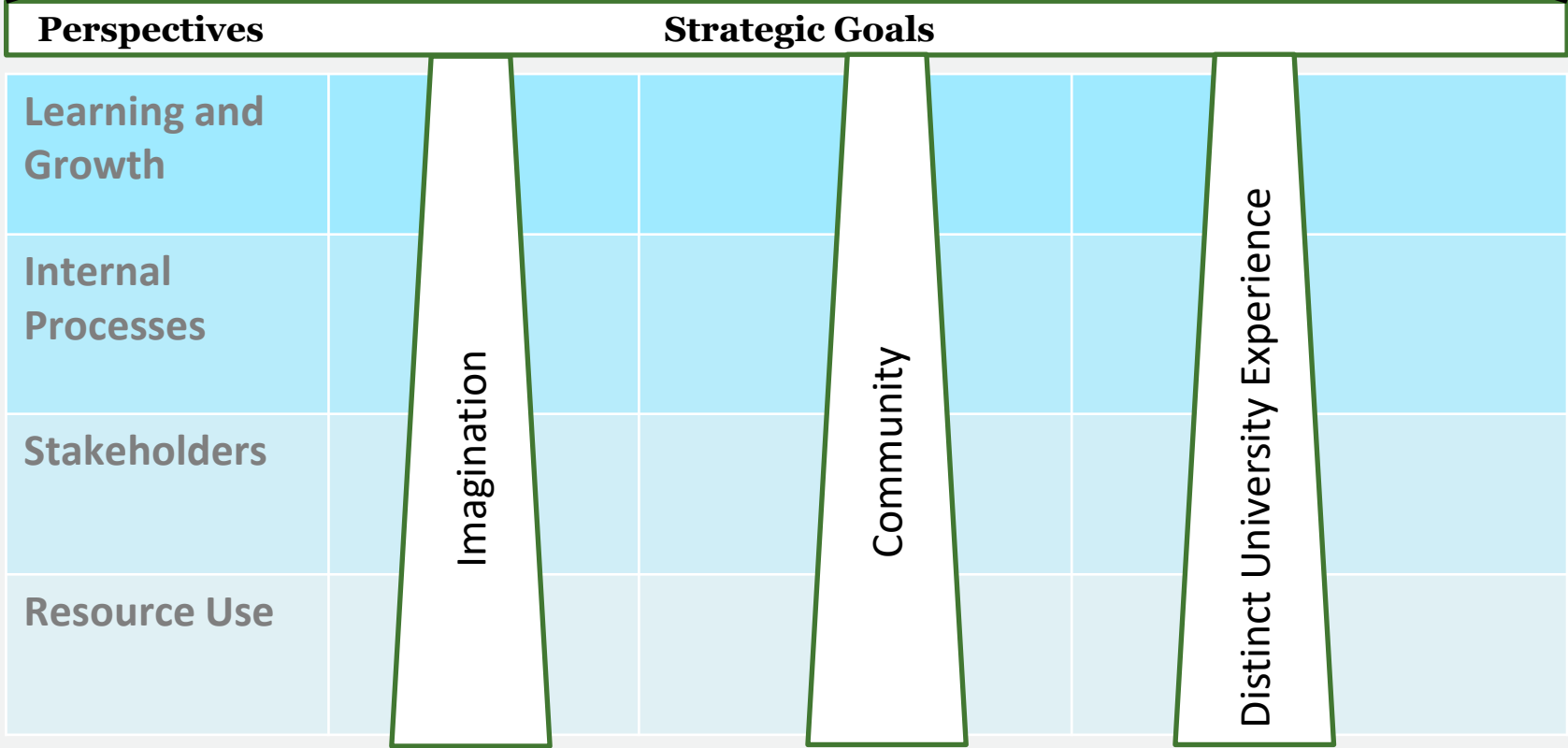
Vague impact assessment statement and no criteria for scale
No likelihood scale



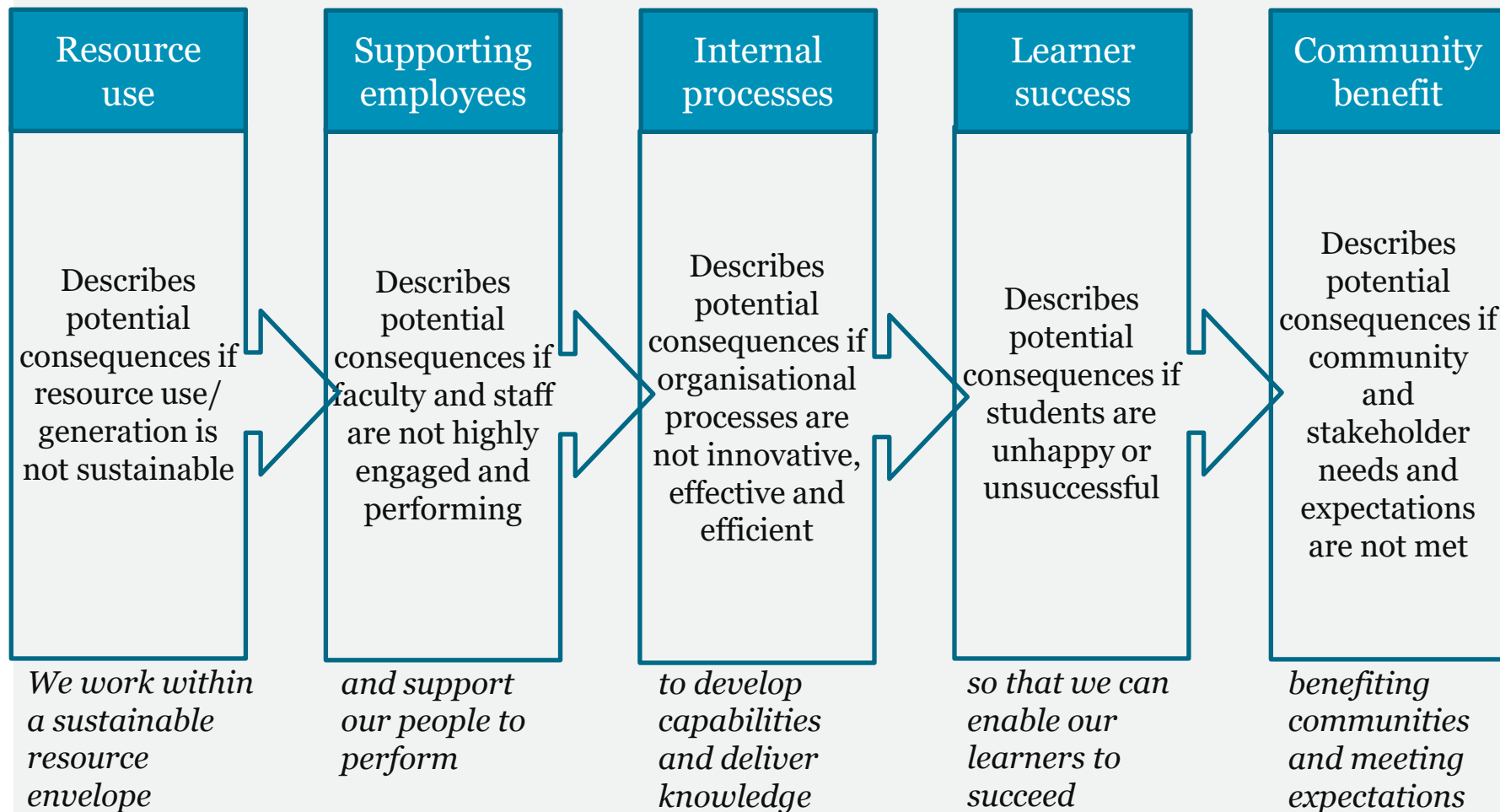
BALANCED SCORECARD

Vision

We transform the lives of learners, employees and communities with experiences and engagement opportunities to actualize their passion and potential. We are a dynamic and accountable place of thought and action that inspires imagination, prioritizes health and well-being and positively contributes to people and the planet.



DEVELOPING NEW RISK EVALUATION CRITERIA – ADAPTED BALANCED SCORECARD



DEVELOPING RISK CRITERIA MEASURES

	Learner success	Supporting employees	Internal Processes	Community benefit	Resource use
Potential measures of impact	<ul style="list-style-type: none"> Wellness/ injury/ illness Changes in engagement or satisfaction levels Performance declines/ improves Student success after graduation Retention or loss of students Development of skills, knowledge, collaboration, innovation & integrity Awards and other recognition 	<ul style="list-style-type: none"> Wellness/ injury/ illness/ absenteeism Changes in engagement and satisfaction levels Performance declines/ improves Challenges/ improvements to employee attraction, retention and/ or loss of employees Skills, knowledge, collaboration, innovation or integrity increase / decrease Awards, grants and other recognition Complaints, grievances, claims or direct action 	<ul style="list-style-type: none"> Increase or decline in course subscriptions Increase or decline in learner registrations Operational difficulties or vulnerabilities vs increases in efficiency/ maturity/ resiliency Loss / interruption, creation/ expansion of programs, services or functions 	<ul style="list-style-type: none"> Expressions of concern or praise from community, partners, alumni / other stakeholders Media and social media commentary Fundraising success/failure (Non) compliance with standards Direct and indirect action by regulators, stakeholders or other parties Environmental or social measurements of community impact Other measures of reputation in the community 	<ul style="list-style-type: none"> Revenue gain or loss Increased /decreased operational costs Loss of donations or the use of bequests One off costs or gains Other measures of resource efficiency Sustainability measures




POPULATING THE IMPACT MATRIX

Impact level		Learner success	Supporting employees	Internal Processes	Community benefit	Resource use
Increasing positive impact ↑	Compelling	Capilano is transformed because it is able to attract, retain and develop high achieving learners and employees, generate significant new resource streams, create significant new programs, protect or enhance the community and is embraced by community and other stakeholders.				
	Substantial					
	Moderate	Capilano's academic, social, and entrepreneurial success, program development, resource generation, community support and / or appeal is significantly positively affected. This is likely to be the planned level of success.				
	Modest					
Increasing negative impact ↓	Insignificant	Positive or negative variation at this level are effectively background noise.				
	Minor					
	Significant	Capilano's academic, social and entrepreneurial success, program development, financial sustainability, community impact or appeal is significantly negatively affected. Losses at this level are likely within contingency. Financial losses at this level are considered material.				
	Major					
	Catastrophic	Capilano may become unable to operate due to learner or employee loss, closure of programs or functions, significant resource shortfalls, rejection by community, partners, prospective learners or other stakeholders or government action. Loss at this level may not be recoverable from.				



EXAMPLES OF IMPACT STATEMENTS

Increasing negative impact



Learner satisfaction, skill levels and learning outcomes fall slightly below target. University action or inaction directly leads to temporary or limited harm to a small (<10) number of learners. Some (10s) learners engaged in higher risk activities experience temporary or limited harm (e.g. minor injury, mental distress or financial loss) .

One-time loss or cost of \$9-18M. Permanent increase in expenses or reduction in revenue of between \$3-6M per year or between 3% to 6% of annual expenses.

Sustained severely critical national/ international media and social media coverage. Severely critical report(s) from regulators, very high ongoing levels of oversight and scrutiny. Issue essentially managed by stakeholders with little Capilano control. Potential prosecution of senior management. Sustained highly negative brand association.



ADDING THE LIKELIHOOD COMPONENT

- Determine the relevant time period for the assessment
 - For operational risks use the integrated planning period: 1-3 years
 - For strategic risks use the longest period from Envisioning 2030: 7-10 years
 - For project risks determine relevant time period for each project



ADDING THE LIKELIHOOD COMPONENT

Rare	Unlikely	Possible	Probable	Likely	Almost Certain
The risk may only be realized in exceptional circumstances	The risk is not expected but could occur	The risk may occur	The risk will occur more often than not	The risk will probably occur in many circumstances	The risk is expected to occur in most circumstances
or less than 5% likelihood of occurrence	or between 5% to 25% likelihood of occurrence	or between 25% to 50% likelihood of occurrence	or between 50% to 75% likelihood of occurrence	or between 75% to 95% likelihood of occurrence	or greater than 95% likelihood of occurrence
or less than 1 in 20 chance of happening	or between 1 in 20 and 1 in 4 chance of happening	or between 1 in 4 and 1 in 2 chance of happening	or between 1 in 4 and 1 in 2 chance of NOT happening	or between 1 in 20 and 1 in 4 chance of NOT happening	or less than 1 in 20 chance of NOT happening

Different ways to describe the likelihood or probability of occurrence



CREATING THE EVALUATION MATRIX

		Likelihood						Final Rating	
		Rare	Unlikely	Possible	Probable	Likely	Almost Certain		
Consequence	Opportunity	Compelling	5	10	15	20	25	30	Extraordinary
		Substantial	4	8	12	16	20	24	Considerable
		Moderate	3	6	9	12	15	18	Fair
		Modest	2	4	6	8	10	12	Small
		Insignificant +	1	2	3	4	5	6	
									INSIGNIFICANT
		Insignificant -	-1	-2	-3	-4	-5	-6	
	Threat	Minor	-2	-4	-6	-8	-10	-12	Low
		Significant	-3	-6	-9	-12	-15	-18	Medium
		Major	-4	-8	-12	-16	-20	-24	High
Catastrophic		-5	-10	-15	-20	-25	-30	Critical	

PROPOSED INITIAL CAPILANO EVALUATION MATRIX

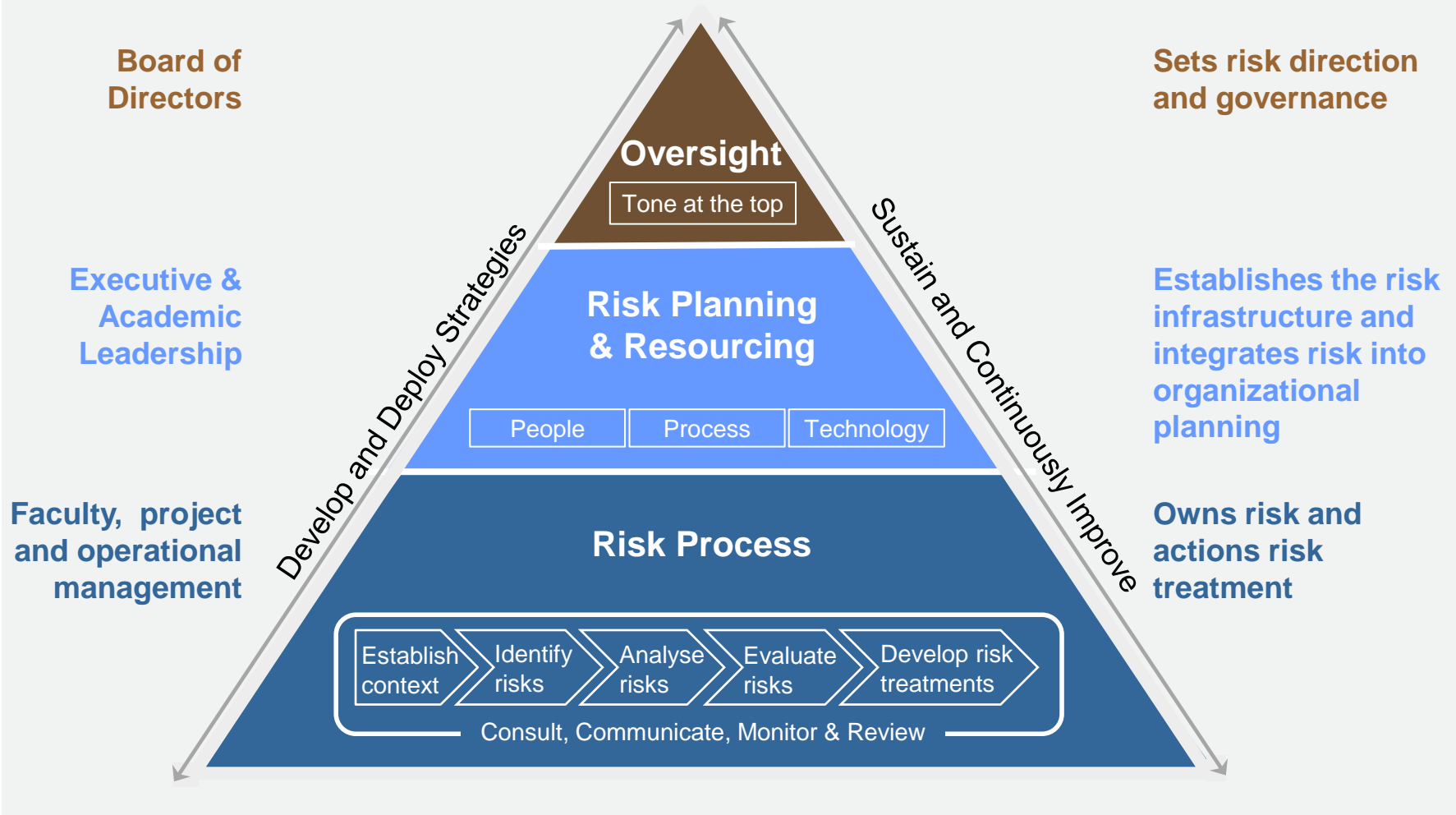


RISK EVALUATION CRITERIA CREATION PLAN

- Director of Risk Management to work with relevant VPs and Directors to populate impact table
 - Learner success – VP Strategic Planning, Assessment & Institutional Effectiveness
 - Supporting employees – VP People, Culture and Diversity
 - Community benefit – VP University Relations
 - Resource Use – VP Finance and Administration
 - Internal Processes - VP, Strategic Planning, Assessment & Institutional Effectiveness
- Impact Table and Evaluation matrix to be reviewed and approved by Senior Leadership Council and then formally adopted by the Board after review and on the recommendation of the Audit and Risk Committee
- *Review after initial round of risk evaluation and then every two years*
- *The positive matrix may be implemented as part of the CapU integrated planning approach once risk management is embedded*



GOVERNANCE, OWNERSHIP AND OVERSIGHT



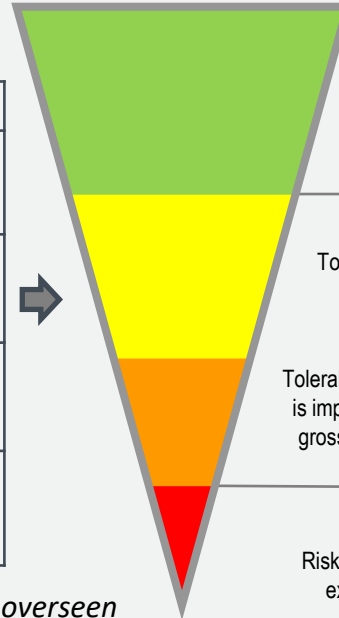
DETERMINING OWNERSHIP AND OVERSIGHT

The relationship between the evaluated level of risk, accountability and tolerance
'As Low As Reasonably Practical'

		Likelihood					
		Rare	Unlikely	Possible	Probable	Likely	Almost Certain
Consequence	INSIGNIFICANT						
	Minor	-2	-4	-6	-8	-10	-12
	Significant	-3	-6	-9	-12	-15	-18
	Major	-4	-8	-12	-16	-20	-24
	Catastrophic	-5	-10	-15	-20	-25	-30



OWNERSHIP	
GREEN LOW	MANGERS/ CHAIRS
YELLOW MEDIUM	DIRECTORS/ DEANS
AMBER HIGH	VPs
RED CRITICAL	PRESIDENT / BOARD



Acceptable region

Necessary to maintain assurance that threat remains at this level

Tolerable region

Tolerable if cost of reduction would exceed the improvement gained

Tolerable only if threat reduction is impracticable or if its costs is grossly disproportionate to the improvement gained

Unacceptable region

Risk cannot be justified save in extraordinary circumstances

Note: All risks to be overseen by the level above - eg VPs will oversee their directors' management of medium rated risks in their domain



GOVERNANCE, OWNERSHIP AND OVERSIGHT PLAN

- Approve approach
- Assign all currently identified risks to an appropriate owner and establish oversight
- Determine whether a Risk Policy or formal Framework (or both) are needed
- Director of Risk Management to create agreed documentation
- Risk governance documents to be reviewed and approved by Senior Leadership Council and then formally adopted by the Board after review and on the recommendation of the Audit and Risk Committee
- *Consider whether creating an executive level risk committee would be beneficial*
- *Review governance documents every three years*



ALIGN WITH PLANNING, STRATEGIES AND OTHER RISK PROCESSES

- Initial framework developed in alignment with Envisioning 2030
- Director of Risk Management to join Integrated Planning team to make sure that planning and risk management processes are complimentary
- Director of Risk to meet with Directors or Associate Directors responsible for specialist risk areas (eg Safety, Emergency Planning, Information Security and Privacy) to make sure that specialist risk assessment and evaluation mechanisms can escalate significant concerns to the enterprise schema effectively
- *Director of Risk Management to work with Director of Facilities Services & Campus Planning on mechanisms to manage the risks of large capital projects*
- *Director of Risk Management to work with Directors of Strategy, Analytics & Institutional Research and Planning and Projects on development of strategic risk assessment and monitoring mechanisms*



RISK IDENTIFICATION - BREADTH AND GRANULARITY

- Initial focus will be on risks, concerns and issues
 - already identified in the Risk Dashboard
 - noted through the Integrated Planning process
 - identified in internal audit reports
 - originating from regulators or accreditation
 - raised during Director of Risk Management introductory meetings or
 - identified during risk review meetings
- Consider whether the approach should be focused on capturing all known risks or focused more restrictively and if risks should be expressed at a broad or more granular level



COLLECT CONSISTENT RISK INFORMATION – DEVELOPING A RISK REGISTER

- Director of Risk Management to develop Risk Register template and then meet with each risk owner to record the following for each risk:
 - Short risk title (for use in risk maps etc)
 - Brief risk description (what are we worried about)
 - List of the anticipated consequences (why are we worried)
 - List of controls currently in place to manage the risk
 - Record of impact and likelihood assessments
 - Risk rating
 - Risk response type (eg treat, monitor, transfer etc)
 - List of risk mitigation actions planned
 - Assessment of the anticipated level of risk after agreed actions have been completed
 - Name of the individual who is responsible for managing the risk
 - Name of the individual who has oversight of the risk
- Director of Risk Management to meet with each responsible VP to review and approve the information captured for risks in their areas



MOVE TO ACTION ORIENTATED MODEL

- Approach to date has focused predominantly on identification
 - Simply identifying risk without follow up can increase organizational risk
 - The new approach will require an action plan to be created for each risk, proportionate to the level of risk
 - Action plans will be monitored and progress reported
-
- *Agree expected timescale for risk mitigation plans (ie immediate response, actions to be taken within the next year / by the end of the likelihood period). Note if strategic risks are captured too action plans are likely to span a longer period*



MONITORING AND REPORTING

- Implement regular risk register review and reporting cycle
- Agree reporting frequency and depth

Year One	
September	Approve new approach
February	Approve risk criteria Review Framework / Policy Receive report on all high risks identified and a copy of the new risk register
June	Receive report with an update on all high risks, progress with the ERM program and updated risk register

Subsequent years	
September	Receive report on all high risks, progress with the ERM program and risk register with updated action plans
February	Receive report on all high risks, progress with the ERM program and updated risk register
June	Receive report with an update on all high risks, progress with the ERM program and risk register showing progress made over the year with action plans



TIME LINE

	First steps	To achieve initial goal	To achieve longer term goal
Risk Evaluation Criteria	September 2022 Approach to be approved by SLC and Audit and Risk Committee	October 2022 - February 2023 Criteria to be created, tested and approved	2024 and then ongoing Criteria to be updated every two years (or after significant context change) <i>Add positive criteria to integrated planning process</i>
Governance, Ownership and Oversight	September 2022 Approach to be provided to SLC and Audit and Risk Committee	October 2022 - February 2023 All risks to have owner & oversight assigned Risk Policy and Framework to be created and formally presented	June 2023 and then ongoing Ownership & oversight to be assigned to any new risks Determine if executive risk committee would add value Policy to be reviewed every three years
Alignment with planning, strategies and other risk processes	Director of Risk Management to join Integrated Planning team Meetings with key internal risk partners	October 2022 - December 2022 Continue to build out risk piece in integrated planning Align ERM and safety, emergency planning, information security risk processes	2023 and then ongoing Align with institutional project management processes Develop approach for strategic risk assessment and monitoring
Risk Identification	Director of Risk Management to meet with all Directors to capture missing risks	November 2022 to January 2023 Risk review meetings to be held Transition Risk Dashboard to Risk Register	2023 and then ongoing Regular risk reviews
Action orientation	September 2022 Approach to be provided to SLC and Audit and Risk Committee	November 2022 to January 2023 Risk response plans to be captured during risk review meetings	June 2023 and then ongoing Risk response plans to be monitored and refreshed on an annual basis
Monitoring and reporting	September 2022 Approach to be provided to SLC and Audit and Risk Committee	February 2023 New risk report to be presented to SLC and Audit and Risk Committee	June 2023 and then ongoing Risk monitoring report to be presented three times a year to SLC and Audit and Risk Committee
Communication and consultation	Presentations to SLC and Audit and Risk Committee	November 2022 to January 2023 Director of Risk to agree department/ Faculty specific approach for risk update and review with VPs and Directors	February 2023 and then ongoing Risk approach to be socialized across the University



TIME LINE



1: Unaware

- No formal procedures for risk assessment
- Depends primarily on individual heroics, capabilities and verbal wisdom
- Ad-hoc/chaotic

2: Fragmented

- No focus on risk inter-linkages
- Limited alignment of risk to strategy
- Disparate monitoring
- Reaction to adverse events by specialists
- Discrete roles established for small sets of risks
- Risk definitions vary across the organization

3: Coordinated

- Policies, risk authorities defined and communicated
- Common approach for routine risk assessments
- Communication of key risks to the Board
- Executive committee for risk management established
- Dedicated team
- Primarily qualitative
- Reactive

4: Systematic

- Coordinated risk management activities
- Risk appetite is defined
- Organization-wide risk monitoring, measuring and reporting
- Training implemented
- Risk analysis tools developed and communicated
- Integrated response to adverse events
- Rapid escalation
- Proactive

5: Strategic

- Embedded in strategic planning, resource allocation, campus and program development and other key decisions
- Early-warning risk indicators monitoring
- Linkage to performance measurement and incentives
- Risk modeling and scenarios
- Industry benchmarking
- Technology implementation
- Sustainable



*Only a person who
risks is free.*

*The pessimist
complains about the
wind;*

*The optimist expects
it to change ...*

*And the realist
adjusts the sails.*

William Arthur Ward





BOARD OF GOVERNORS REPORT

AGENDA ITEM 11: STATEMENT OF FINANCIAL INFORMATION, FISCAL 2021/22	
	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to provide an overview of the Statement of Financial Information reporting requirements as set out in the Financial Information Act. This report was received by the Finance Committee at their September 8, 2022 meeting.

MOTION

The following motion is proposed for the Board of Governors:

MOTION: THAT the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2022.

BACKGROUND

The *Financial Information Act* requires institutions prepare certain financial information within 6 months of the fiscal year end. The prescribed information includes:

- (a) Statement of assets and liabilities
- (b) Operational statement
- (c) Schedule of debts
- (d) Schedule of guarantee and indemnity agreements
- (e) Statement of severance agreements
- (f) Schedule of remuneration for board members
- (g) Schedule of employee remuneration exceeding \$75,000 plus expenses
- (h) Schedule of supplier goods and services exceeding \$25,000

The first two statements (statement of assets and liabilities and operational statement) are included in the audited financial statements along with the management representation letter and the auditors' report. The remaining schedules are not audited but include reconciliations to published information. The statements must be submitted to the Ministry by the September 30th deadline and will be posted on the University website.



CAPILANO
UNIVERSITY

Statement of Financial Information

March 31, 2022

Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Table of Contents

Cover letter	1
Financial Information Approval	2
Consolidated Financial Statements (Audited):	
Statement of Management Responsibility	4
Auditors' Report	5
Consolidated Statement of Financial Position	8
Consolidated Statement of Operations and Accumulated Operating Surplus	9
Consolidated Statement of Changes in Net Financial Assets (Debt)	10
Consolidated Statement of Cash Flows	11
Consolidated Statement of Remeasurement Gains and Losses	12
Notes to the Consolidated Financial Statements	13
Schedule of Debts	31
Schedule of Guarantee Agreements	31
Statement of Severance Agreements	31
Board of Governors Remuneration and Expenses	32
Employee Remuneration and Expenses	33
Payments to Suppliers for Goods and Services	43
Reconciliation to Financial Statements	48



September 30, 2022

Ms. Wendy Grondzil
Director, Post-Secondary Finance
Post Secondary Finance Branch
Ministry of Advanced Education, Skills and Training
PO Box 9134
Stn Prov Govt
Victoria, BC V8W 9B5

Re: Statement of Financial Information 2021/2022

Dear Ms. Grondzil,

Please find enclosed documentation in support of Capilano University's Financial Information Act reporting for the fiscal year ending March 31, 2022.

Should you require any further information, please do not hesitate to contact me at 604-984-4937 or tallybains@capilanou.ca.

Sincerely,

Tally Bains
Vice President, Finance & Administration



Financial Information Approval

The undersigned represents the Board of Governors of Capilano University and is authorized to sign the statements and schedules included in this Statement of Financial Information produced in accordance with the Financial Information Act of the Province of British Columbia.

Duncan Brown

Chair, Board of Governors

September 30, 2022

Consolidated Financial Statements of

CAPILANO UNIVERSITY

And Independent Auditors' Report thereon

Year ended March 31, 2022

STATEMENT OF MANAGEMENT RESPONSIBILITY

Management is responsible for the preparation of the annual financial statements, and has prepared the accompanying consolidated financial statements for the year ended March 31, 2022 in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which judgment is required.

In discharging its responsibility for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that assets are safeguarded and that the financial records provide a reliable basis for the preparation of the financial statements.

The Board of Governors of the University carries out its responsibility for review of the consolidated financial statements. The Audit and Risk Committee of the Board meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters.

These consolidated financial statements have been reported on by KPMG LLP, the University's external auditors appointed by the Board of Governors. The external auditors have full access to the Board with and without the presence of management.



Paul Dangerfield, President



Toran Savjord, Acting VP Finance and Administration

June 28, 2022

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Capilano University, and

To the Minister of the Ministry of Advanced Education and Skills Training,
Province of British Columbia

Opinion

We have audited the consolidated financial statements of Capilano University (the "Entity"), which comprise:

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations and accumulated operating surplus for the year then ended
- the consolidated statement of changes in net financial assets (debt) for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2022 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The image shows a handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature, there is a horizontal line that starts under the "K" and ends under the "P", with a small upward tick at the end.

Chartered Professional Accountants

Vancouver, Canada
June 28, 2022

CAPILANO UNIVERSITY

Consolidated Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
Financial Assets		
Cash and cash equivalents	\$ 40,526,126	\$ 31,033,079
Investments (note 3)	75,047,268	67,930,880
Accounts receivable (note 4)	4,620,243	3,308,319
Other receivable (note 5)	2,000,000	2,000,000
Inventories	711,318	652,373
	<u>122,904,955</u>	<u>104,924,651</u>
Liabilities		
Accounts payable and accrued liabilities (note 6)	17,999,339	20,128,845
Employee future benefits (note 7(a))	1,629,400	1,354,300
Deferred revenue	29,411,442	16,459,747
Deferred contributions (note 8)	10,353,440	7,881,655
Deferred capital contributions (note 9)	54,234,229	48,794,492
	<u>113,627,850</u>	<u>94,619,039</u>
Net financial assets	9,277,105	10,305,612
Non-Financial Assets		
Endowment investments (note 3)	13,880,038	11,896,771
Tangible capital assets (note 10)	78,520,728	76,043,890
Prepaid expenses	1,850,489	1,641,647
	<u>94,251,255</u>	<u>89,582,308</u>
Accumulated surplus	<u>\$ 103,528,360</u>	<u>\$ 99,887,920</u>
Accumulated surplus is comprised of:		
Accumulated operating surplus (note 16)	\$ 97,870,129	\$ 94,809,787
Accumulated remeasurement gains	5,658,231	5,078,133
	<u>\$ 103,528,360</u>	<u>\$ 99,887,920</u>

Contractual obligations (note 12)

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:



 Duncan Brown
 Chair, Board of Governors



 Rodger So
 Chair, Audit and Risk Committee

CAPILANO UNIVERSITY

Consolidated Statement of Operations and Accumulated Operating Surplus

Year ended March 31, 2022, with comparative information for 2021

	Budget 2022 (notes 2(j) and 14)	2022	2021
Revenue:			
Province of British Columbia	\$ 45,478,221	\$ 46,055,147	\$ 46,542,936
Tuition fees	65,523,775	59,348,326	64,364,751
Project and other revenue	5,498,652	7,483,761	5,064,647
Amortization of deferred capital contributions (note 9)	3,484,474	3,083,016	3,482,346
Sales of goods	1,324,318	1,384,178	1,417,667
Parking, childcare and theatre	1,025,852	1,406,003	590,742
Donations and gifts-in-kind	419,348	21,619	734,806
Investment income	2,312,304	3,751,470	3,014,189
	125,066,944	122,533,520	125,212,084
Expenses:			
Instruction and student support	79,099,837	73,055,078	69,343,206
Facilities and institutional support	45,546,389	41,383,206	44,460,735
Ancillary	5,627,694	6,501,331	5,480,966
	130,273,920	120,939,615	119,284,907
Annual operating surplus (deficit)	(5,206,976)	1,593,905	5,927,177
Net restricted endowment contributions	-	1,466,437	1,774,858
Annual surplus (deficit)	(5,206,976)	3,060,342	7,702,035
Accumulated operating surplus, beginning of year	94,809,787	94,809,787	87,107,752
Accumulated operating surplus, end of year	\$ 89,602,811	\$ 97,870,129	\$ 94,809,787

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Changes in Net Financial Assets (Debt)

Year ended March 31, 2022, with comparative information for 2021

	Budget 2022 (notes 2(j) and 14)	2022	2021
Annual surplus (deficit)	\$ (5,206,976)	\$ 3,060,342	\$ 7,702,035
Acquisition of tangible capital assets	(33,928,138)	(10,117,641)	(8,143,456)
Amortization of tangible capital assets	8,504,134	7,640,803	8,075,643
	(25,424,004)	(2,476,838)	(67,813)
Acquisition of prepaid expense	-	(2,976,063)	(2,462,333)
Use of prepaid expenses	-	2,767,221	2,544,364
	-	(208,842)	82,031
Remeasurement gains	-	580,098	5,083,882
Change in endowment investments	-	(1,983,267)	(1,907,863)
Change in net financial assets (debt)	(30,630,980)	(1,028,507)	10,892,272
Net financial assets (debt), beginning of year	10,305,612	10,305,612	(586,660)
Net financial assets (debt), end of year	\$ (20,325,368)	\$ 9,277,105	\$ 10,305,612

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 3,060,342	\$ 7,702,035
Items not involving cash:		
Amortization of tangible capital assets	7,640,803	8,075,643
Revenue recognized from deferred capital contributions	(3,083,016)	(3,482,346)
Changes in non-cash operating working capital:		
Accounts receivable	(1,311,924)	(63,412)
Long term accounts receivable	-	2,100,000
Prepaid expenses	(208,842)	82,031
Inventories	(58,945)	15,508
Accounts payable and accrued liabilities	(2,129,506)	(2,050,768)
Employee future benefits	275,100	73,500
Deferred revenue	12,951,695	(661,205)
Deferred contributions	2,471,785	208,627
	19,607,492	11,999,613
Capital activities:		
Cash used to acquire tangible capital assets	(10,117,641)	(8,143,456)
Financing activities:		
Deferred capital contributions received	8,522,753	5,427,055
Investing activities:		
Net purchase of investments	(8,519,557)	(13,621,161)
Increase (decrease) in cash and cash equivalents	9,493,047	(4,337,949)
Cash and cash equivalents, beginning of year	31,033,079	35,371,028
Cash and cash equivalents, end of year	\$ 40,526,126	\$ 31,033,079

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Accumulated remeasurement gains (losses), beginning of year	\$ 5,078,133	\$ (5,749)
Unrealized gains attributed to fair value of investments	1,815,563	5,342,743
Amounts reclassified to investment income	(1,235,465)	(258,861)
Net remeasurement gains	580,098	5,083,882
Accumulated remeasurement gains, end of year	\$ 5,658,231	\$ 5,078,133

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Notes to Consolidated Financial Statements

Year ended March 31, 2022

1. Purpose of the University:

Capilano University (the “University” or “Capilano”) is a post-secondary educational institution funded by the Provincial Government of British Columbia. The University is incorporated under the amended University Act (Bill 34 was enacted on September 1, 2008). The University is a special purpose teaching university and has regional campuses in the Province of British Columbia in North Vancouver, Squamish and the Sunshine Coast.

The University is a registered charity under the Income Tax Act and is exempt from income tax under Section 149 of the Income Tax Act.

These consolidated financial statements incorporate the financial position and results of operations and accumulated surplus and cash flows of the University and its controlled foundation, the Capilano University Foundation (the “Foundation”). The purpose of the Foundation is to raise funds for student financial assistance, capital needs, and program development at the University. The Foundation is a registered charity and is exempt from income taxes under Section 149 of the Income Tax Act.

2. Significant accounting policies:

These consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting:

These consolidated financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for public sector organizations, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for public sector organizations as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

2. Significant accounting policies (continued):

(a) Basis of accounting (continued):

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers that do not contain a stipulation that creates a liability be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue recognized in the Consolidated Statement of Operations and Accumulated Surplus and certain related deferred capital contributions in the Consolidated Statement of Financial Position would be recorded differently under Canadian public sector accounting standards.

(b) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

2. Significant accounting policies (continued):

(c) Financial instruments:

Financial instruments are classified into two categories: fair value or amortized cost.

(i) Fair value category:

Portfolio instruments that are quoted in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Consolidated Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Surplus and related balances reversed from the Consolidated Statement of Remeasurement Gains and Losses. Unrealized gains and losses on endowment investments where earnings are restricted as to use are recorded as deferred contributions and recognized in revenue when disposed and when related expenses are incurred.

These financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination.

These different levels are defined as follows:

- Level 1: Quoted prices in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3: Inputs for the asset or liability that are not based on observable market data.

The University's investments, except for the donated insurance policy, are all considered to be Level 1 financial instruments for which the fair value is determined based on quoted prices in active markets. The donated insurance policy is deemed a Level 3 financial instrument as the inputs for the asset are not based on observable market data. Changes in fair valuation methods or in the availability of market observable inputs may result in a transfer between levels. During the year, there were no significant transfers of securities between the different levels.

2. Significant accounting policies (continued):

(c) Financial instruments (continued):

(ii) Amortized cost category:

Investments with specified or determinable maturity dates are measured at amortized cost using the effective interest rate method. Gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is included in the cost of the related investments.

Accounts receivable, other receivables, and accounts payable and accrued liabilities are measured at amortized cost using the effective interest rate method. Any gains, losses or interest expense is recorded in the annual surplus depending on the nature of the financial liability that gave rise to the gain, loss or expense. Valuation allowances are made when collection is in doubt.

(d) Inventories:

Inventories held for resale, including books and materials, are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They may have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

- (i) *Tangible capital assets:* Tangible capital asset acquisitions are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Donated assets are recorded at fair value at the date of donation. In unusual circumstances where fair value cannot be reasonably determined, the tangible capital asset would be recognized at nominal value. Land is not amortized as it is deemed to have a permanent value. The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives shown below:

Asset	Rate
Buildings, concrete/steel	40 years
Buildings, wood frame	20 years
Leasehold improvements	Lesser of lease term or 10 years
Computer equipment	4 years
Software	3 years
Office furniture and equipment	5 years
Public works	10 years
Vehicles	10 years

2. Significant accounting policies (continued):

(e) Non-financial assets (continued) :

(i) (continued):

Assets under construction are not amortized until the asset is available for productive use. Borrowing costs, if any, attributable to the construction of tangible capital assets are capitalized during the construction period.

Tangible capital assets are written down to net realizable value when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) *Leased tangible capital assets*: Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred. As at March 31, 2022, the University did not have leased tangible capital assets (2021 - nil).

(f) Employee future benefits:

The University and its employees make contributions to the College Pension Plan and Municipal Pension Plan ("the Plans"), which are multi-employer jointly trustee plans. These Plans are a defined benefit plan, providing a pension on retirement based on the member's age at retirement; length of service; and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the Plans are not segregated by institution, the Plans are accounted for as a defined contribution plan and any contributions of the University to the Plans are expensed as incurred.

The University also has a defined benefit plan for retired employees and employees on long-term disability. The University accrues its obligations under this defined benefit plan as the employees render the services necessary to earn these benefits and as employees on long-term disability become eligible for such benefits. Actuarial gains (losses) incurred are deferred and recognized into the Consolidated Statement of Operations and Accumulated Surplus over the estimated average remaining service life of the employee group. The effective date of the most recent valuation is December 31, 2021 and results have been extrapolated to March 31, 2022.

The University accrues vacation for employees as earned. However, revenue for funding for these is not accrued, as the Province does not provide special funding for vacations and retiring allowances. As the majority of employees are paid salaries, management anticipates that vacation accruals will be reversed when these employees take their standard vacations and that no additional funding will be required above authorized salaries.

2. Significant accounting policies (continued):

(g) Revenue recognition:

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured. Fees received prior to the year-end where the course is delivered subsequent to the year-end are recorded as deferred revenue.

Project revenue and expenses are recognized as the related activities are performed. The zero profit margin method is used when a contract's financial outcome is not reasonably determinable. This method of accounting requires that equal amounts of revenue and expense be recognized until the financial outcome of a contract can be reasonably estimated. Provision for anticipated losses is made in the period in which they become evident.

Unrestricted donations and grants are recorded as revenue when receivable, if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the University or the transfer of property is completed.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services, are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as endowment donations received on the Consolidated Statement of Operations and Accumulated Surplus for the portion to be held in perpetuity and as deferred contributions for the investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investment and write-downs on investments where the loss in value is determined to be other-than-temporary.

2. Significant accounting policies (continued):

(h) Contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standards;
- (iii) The University is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(i) Use of estimates:

The preparation of these consolidated financial statements, in accordance with the accounting framework described in note 2(a), requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Management has made estimates and assumptions relating to the useful lives of tangible capital assets, accrued liabilities and employee future benefits payable. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(j) Budget figures:

Budget figures have been provided for comparative purposes and have been derived from the consolidated budget approved by the Board of Governors of the University on February 23, 2021. This budget is reflected in the Consolidated Statement of Operations and Accumulated Surplus and the Consolidated Statement of Changes in Net Financial Assets (Debt).

(k) Foreign currency translation:

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currency are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the year-end date.

3. Financial instruments:

Financial assets and non-financial assets recorded are comprised of the following:

	2022	2021
Level 1:		
Fixed income investments	\$ 30,597,813	\$ 25,437,001
Canadian equity investments	20,867,970	18,896,636
Foreign equity investments	15,916,973	14,522,608
Guaranteed investment certificate	20,780,050	20,243,439
Real estate investments	373,500	336,967
Total Level 1 investments	88,536,306	79,436,651
Less: Endowment investments	(13,880,038)	(11,896,771)
	74,656,268	67,539,880
Level 3:		
Donated insurance policy	391,000	391,000
Investments	\$ 75,047,268	\$ 67,930,880

4. Accounts receivable:

	2022	2021
Accounts receivable	\$ 5,955,276	\$ 4,692,154
Allowance for doubtful accounts	(1,335,033)	(1,383,835)
	\$ 4,620,243	\$ 3,308,319

5. Other receivables:

	2022	2021
The Loon Foundation	\$ 2,000,000	\$ 2,000,000
	\$ 2,000,000	\$ 2,000,000

The Loon Foundation is a non-profit society that works to preserve and enhance the natural habitat and wildlife of the Ruby Lake Lagoon and the Sunshine Coast. The Loon Foundation operates the Pender Harbour Ocean Discovery Station ("PODS") and envisions this facility to conduct research and to monitor the surrounding marine and freshwater ecosystems and enhance the aquatic biodiversity in the harbour area.

5. Other receivables (continued):

In fiscal 2020, the Loon Foundation received a \$2.0 million donation to support educational and research efforts on the Sunshine Coast and donated these funds to the University. The University and the Loon Foundation entered into a partnership to collaborate in the development of PODS to support the University and students to participate in educational and research initiatives on the Sunshine Coast. The University provided an interest free loan of \$2.0 million to the Loon Foundation that is secured by a first mortgage against the Loon Foundation's property. The Loon Foundation commits to providing the University access to facilities, programs, services and recognition that will be used to offset the outstanding loan. The construction of the new PODS facility was to be completed in 2022 and the partnership and loan was anticipated to be fully satisfied in 2037. Due to the pandemic, the construction of the new PODS facility has been delayed which has had a corresponding impact on the recognition of the partnership and loan.

6. Accounts payable and accrued liabilities:

	2022	2021
Accounts payable and accrued liabilities	\$ 4,497,657	\$ 6,985,849
Salaries and benefits payable	8,597,363	8,423,457
Accrued vacation pay	4,904,319	4,719,539
	\$ 17,999,339	\$ 20,128,845

7. Employee future benefits:

(a) Benefits for employees on long-term disability and faculty retirees:

Information about liabilities for the University's employee benefit plans is as follows:

	2022	2021
Accrued benefit obligation balance, beginning of year	\$ 1,277,000	\$ 1,194,200
Interest cost	1,800	1,700
Employee contributions	487,700	401,100
Benefit payments	(481,600)	(396,500)
Immediate recognition of continuation of benefits for disabled employees	281,500	81,000
Actuarial loss (gain)	406,800	(4,500)
Accrued benefit obligation balance, end of year	\$ 1,973,200	\$ 1,277,000
	2022	2021
Accrued benefit obligation	\$ 1,973,200	\$ 1,277,000
Unamortized actuarial gain (loss)	(343,800)	77,300
Accrued benefit liability	\$ 1,629,400	\$ 1,354,300

7. Employee future benefits (continued):

(a) Benefits for employees on long-term disability and faculty retirees (continued):

As the employee future benefit liability for long-term disability is an event-driven obligation, the expense (recovery) recorded in the Consolidated Statement of Operations and Accumulated Surplus is comprised only of the immediate recognition of the liability.

The significant actuarial assumptions adopted in measuring the University's accrued benefit obligation are as follows:

	2022	2021
Obligation discount rate	2.53%	1.78%
Healthcare cost trend rates	5.78%	5.98%
Estimated average remaining service life	9 years	9 years

(b) Provincial pension plans:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The Board of Trustees for these Plans represent plan members and employers and are responsible for the management of the pension plan, including investment of the assets and administration of benefits. The pension plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2021, the College Pension Plan has about 16,500 active members and approximately 9,500 retired members. As at December 31, 2020, the Municipal Pension Plan has about 220,000 active members.

The actuarial valuation for the College Pension Plan, as at August 31, 2018, indicated a \$303 million funding surplus for basic pension benefits. The actuarial valuation for the Municipal Pension Plan, as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits. The next valuation for the College Pension Plan will be as at August 31, 2021 with results available in 2022. The next valuation for the Municipal Pension Plan will be as at December 31, 2021 with results available in 2022.

Employers participating in the Plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plans records accrued liabilities and accrued assets for the Plans in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plans.

The University records pension expense as cash contributions to the Plans are made. During the year, the University paid \$6,199,204 (2021 - \$6,031,843) for employer contributions to the above plans.

8. Deferred contributions:

Deferred contributions consist of deferred government contributions and project and other revenue, deferred restricted donations and deferred restricted investment income as follows:

	2022	2021
Deferred government contributions and project and other revenue (a) and (b)	\$ 3,850,181	\$ 2,530,300
Restricted donations and investment income (c)	6,503,259	5,351,355
	<u>\$ 10,353,440</u>	<u>\$ 7,881,655</u>

(a) Included in deferred government contributions and project and other revenue is the following:

	2022	2021
Provincial contributions:		
Beginning of year	\$ 2,185,159	\$ 1,797,702
Amounts received during the year	3,833,413	2,729,079
Recognized as revenue	(2,806,302)	(2,341,622)
	<u>\$ 3,212,270</u>	<u>\$ 2,185,159</u>

Operating grants from the Province of British Columbia of \$43,248,845 (2021 - \$44,201,314) were immediately recognized as revenue in the Consolidated Statement of Operations and Accumulated Surplus when received. Amounts recognized as revenue are included in the Province of British Columbia revenue in the Consolidated Statement of Operations and Accumulated Surplus.

(b) Included in deferred government contributions and project and other revenue is the following related to contributions revenue:

	2022	2021
Non-provincial contributions:		
Beginning of year	\$ 345,141	\$ 612,643
Amounts received during the year	2,037,586	572,992
Recognized as revenue	(1,744,816)	(840,494)
	<u>\$ 637,911</u>	<u>\$ 345,141</u>

8. Deferred contributions (continued):

(c) Restricted donations and investment income is comprised of the following amounts from non-government organizations:

	2022	2021
Beginning of year	\$ 5,351,355	\$ 5,262,683
Amounts received during the year	1,795,319	772,386
Recognized as revenue	(643,415)	(683,714)
	<u>\$ 6,503,259</u>	<u>\$ 5,351,355</u>

9. Deferred capital contributions:

Contributions for capital are referred to as deferred capital contributions. Amounts are recognized as revenue over the useful life of the asset. Treasury Board provided direction on accounting treatment as disclosed in note 2(a). Changes in the deferred capital contributions balance are as follows:

	2022	2021
Balance, beginning of year	\$ 48,794,492	\$ 46,849,783
Contributions received during the year	8,522,753	5,427,055
Revenue recognized from deferred capital contributions	(3,083,016)	(3,482,346)
Balance, end of year	<u>\$ 54,234,229</u>	<u>\$ 48,794,492</u>

Included in the above is the following related to government and non-government organizations:

	2022	2021
Provincial contributions:		
Beginning of year	\$ 35,785,003	\$ 33,453,854
Amounts received during the year	7,271,726	5,391,900
Recognized as revenue	(2,661,421)	(3,060,751)
	<u>\$ 40,395,308</u>	<u>\$ 35,785,003</u>

	2022	2021
Federal contributions:		
Beginning of year	\$ 12,974,334	\$ 13,395,929
Recognized as revenue	(421,595)	(421,595)
	<u>\$ 12,552,739</u>	<u>\$ 12,974,334</u>

9. Deferred capital contributions (continued):

	2022	2021
Other contributions:		
Beginning of year	\$ 35,155	\$ -
Amounts received during the year	1,251,027	35,155
Recognized as revenue	-	-
	<u>\$ 1,286,182</u>	<u>\$ 35,155</u>

Revenue is recognized as amortization of deferred capital contributions on the Consolidated Statement of Operations and Accumulated Surplus.

10. Tangible capital assets:

Cost	Balance, March 31, 2021	Additions net of Transfers	Disposals	Balance, March 31, 2022
Land	\$ 10,000,370	\$ -	\$ -	\$ 10,000,370
Buildings	120,033,597	5,504,505	-	125,538,102
Leasehold improvements	3,515,511	-	-	3,515,511
Computer equipment	17,546,698	2,334,849	-	19,881,547
Other furniture and equipment	16,570,551	943,030	6,000	17,507,581
Public works	2,192,949	(10,642)	-	2,182,307
Software	2,090,226	446,553	-	2,536,779
Vehicles	595,231	-	-	595,231
Assets under construction/renovation	2,950,567	899,346	-	3,849,913
Total	\$ 175,495,700	\$ 10,117,641	\$ 6,000	\$ 185,607,341

Accumulated amortization	Balance, March 31, 2021	Additions	Disposals	Balance, March 31, 2022
Land	\$ -	\$ -	\$ -	\$ -
Buildings	70,228,065	3,033,121	-	73,261,186
Leasehold improvements	467,641	351,551	-	819,192
Computer equipment	12,924,201	2,359,795	-	15,283,996
Other furniture and equipment	12,221,416	1,508,271	6,000	13,723,687
Public works	1,299,059	148,594	-	1,447,653
Software	1,977,721	188,007	-	2,165,728
Vehicles	333,707	51,464	-	385,171
Total	\$ 99,451,810	\$ 7,640,803	\$ 6,000	\$ 107,086,613

10. Tangible capital assets (continued):

Net book value	March 31, 2021	March 31, 2022
Land	\$ 10,000,370	\$ 10,000,370
Buildings	49,805,532	52,276,916
Leasehold improvements	3,047,870	2,696,319
Computer equipment	4,622,497	4,597,551
Other furniture and equipment	4,349,135	3,783,894
Public works	893,890	734,654
Software	112,505	371,051
Vehicles	261,524	210,060
Assets under construction/renovation	2,950,567	3,849,913
Total	\$ 76,043,890	\$ 78,520,728

11. Financial risk management:

The University has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Governors ensures that the University has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk:

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the University consisting of cash and cash equivalents, investments, accounts receivable and endowment investments. The University assesses these financial assets on a continuous basis for any amounts that are not collectible or realizable.

(b) Market risk:

Market risk is the risk that changes in market prices, including interest rates, will affect University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk. The University manages market risk by adoption of an investment policy and adherence to this policy by an investment manager. Investments are in pooled funds in a diversified portfolio in accordance with the University's investment policy.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the University is not exposed to significant market risk arising from its financial instruments.

11. Financial risk management (continued):

(c) Liquidity risk:

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due.

The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

12. Contractual obligations:

The nature of the University's activities results in multi-year contracts and obligations whereby the University is committed to make future payments. Significant contractual obligations related to facilities, security, parking and janitorial services that can be reasonably estimated are as follows:

2023	\$	3,719,400
2024		1,604,100
2025		972,600
2026		541,400
2027		498,500
	\$	7,336,000

13. Expenses by object:

The following is a summary of expenses by object:

	2022	2021
Amortization of tangible capital assets	\$ 7,640,803	\$ 8,075,643
Buildings and grounds maintenance	5,183,043	7,417,732
Cost of goods sold	1,088,314	1,126,789
Other operating expenses	18,221,084	18,101,522
Salaries and benefits	86,950,607	82,264,865
Student support activities	1,855,764	2,298,356
	\$ 120,939,615	\$ 119,284,907

14. Budget figures:

Budget figures have been provided for comparative purposes and have been derived from the consolidated budget approved by the Board of Governors of the University on February 23, 2021. The budget is reflected in the Consolidated Statement of Operations and Accumulated Surplus and the Consolidated Statement of Changes in Net Financial Assets (Debt) and is reconciled to the Consolidated Statement of Operations as follows:

	Approved Budget	Reallocation	Statement of Operations and Accumulated Surplus
Expenses by object:			
Amortization of tangible capital assets	\$ 8,504,134	\$ (8,504,134)	\$ -
Expenses	31,966,934	(31,966,934)	-
Salaries and benefits	89,802,852	(89,802,852)	-
	130,273,920	(130,273,920)	-
Expenses by function:			
Instruction and student support	-	79,099,837	79,099,837
Facility and institutional support	-	45,546,389	45,546,389
Ancillary	-	5,627,694	5,627,694
	-	130,273,920	130,273,920
	\$ 130,273,920	\$ -	\$ 130,273,920

15. Related party transactions:

The University is related through common control to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities and crown corporations. Transactions with these related parties, unless disclosed otherwise, are considered to be in the normal course of operations and are recorded at their exchange amounts, which is the amount of consideration established and agreed to between the University and the related parties.

16. Accumulated operating surplus:

Accumulated operating surplus is comprised of the following:

	2022	2021
Unrestricted	\$ 58,422,191	\$ 55,663,618
Invested in capital assets (a)	24,286,499	27,249,398
Endowments (b)	13,880,038	11,896,771
Internally restricted (c)	1,281,401	-
	\$ 97,870,129	\$ 94,809,787

16. Accumulated operating surplus (continued):

(a) Invested in capital assets:

	2022	2021
Tangible capital assets	\$ 78,520,728	\$ 76,043,890
Amounts financed by deferred capital contributions	(54,234,229)	(48,794,492)
	\$ 24,286,499	\$ 27,249,398

(b) Endowments:

	2022	2021
Balance beginning of year	\$ 11,896,771	\$ 8,024,749
Contributions received during the year	1,416,016	2,239,691
Capitalized interest	567,251	1,632,331
	\$ 13,880,038	\$ 11,896,771

(c) Internally restricted:

	2022	2021
Student success support (i)	\$ 1,005,023	\$ -
Creative activity, research and scholarship (ii)	276,378	-
	\$ 1,281,401	\$ -

(i) The student success support fee is a targeted fee that focuses on services in three areas: successful transitions, student development, and student health and well-being. The fee was approved by the Board of Governors with an original commencement date of Fall 2020; however, due to the pandemic, the start date was delayed to Fall 2021.

(ii) The Creative Activity, Research and Scholarship (CARS) restriction are funds set aside to advance and support faculty CARS activity aligned with both the CARS plan/framework and Illuminating 2030.

17. COVID-19 pandemic

The University continued operating primarily in a remote education delivery and working model for the majority of the year with a transition to an in-person learning model occurring on January 31, 2022 as per the advice from the provincial health officer and the ministry.

The University experienced declines in student enrollment due to online mode of delivery, international travel restrictions and challenges with obtaining study permits. In addition, reduced campus activity and closure of operations resulted in a decline in revenue from ancillary operations. However, the University continued to manage risk through ongoing tracking of enrolment statistics, adapting its services and reducing discretionary expenditures.

Management will continue to monitor the ongoing financial impacts and adjust operations as required with a focus on pandemic recovery initiatives.

18. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year. There was no impact on the prior year annual surplus as a result of these reclassifications.

Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Schedule of Debts

Capilano University does not have any existing long-term debt.

Schedule of Guarantee Agreements

The following is a list of vendors for which Capilano University has approved indemnities at March 31,

The Business + Higher Education Roundtable

Prepared under the Financial Information Regulation, Schedule 1, subsection 5.

Statement of Severance Agreements

There were ten severance agreements under which payment commenced between Capilano University and its unionized and non-unionized employees during fiscal year 2021/2022. These agreements represent from half a month to eighteen months of compensation.

Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Board of Governors Remuneration and Expenses

No remuneration has been paid to any member of the Board of Governors for Board activity. The remuneration and expenses of the President, Faculty or Staff who are also members of the Board, are listed in the Schedule of Employee Remuneration and Expenses.

Name	Position	Term Ended	Expenses
Chancellor and order-in-council members			
Amlani, Ash	Vice-Chair, Order-in-Council		\$ -
Brown, Duncan	Chair, Order-in-Council		
Fulmer, Yuri	Chancellor		
Heintzman, Patricia	Order-in-Council		
Itty, Cherian	Order-in-Council		
Petrozzi, Andrew	Order-in-Council		
So, Rodger	Order-in-Council		
Wong, Sonny	Order-in-Council		
President, faculty and staff members			
Dangerfield, Paul J.	President & Vice-Chancellor		
Anza-Burgess, Rose	Staff Member		
Fleming, Michael	Faculty Member	Ended July 31, 2021	
Lucas, Nanci	Faculty Member		
Matson, Mila	Staff Member	Ended July 31, 2021	
Raja, Majid	Faculty Member		
Student members			
Blue, Oscar	Student Member		
Kaur, Harmanjot	Student Member		
Moon, Rashmi	Student Member	Ended April 30, 2021	
			\$ -

Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Employee Remuneration and Expenses

Name	Remuneration	Expenses
Acimovic, Milica	\$ 100,960	\$ -
Acton, Timothy	80,607	-
Aitken, Carol	91,600	580
Alekson, Tania	111,342	1,100
Allison, Louise	83,908	675
Al-Musalli, Alaa	99,813	-
Amin, Hiten	90,882	934
Amiraslani, Amirhossein	101,060	124
Anderson, Marsha	101,060	-
Anderson, Nathan	102,046	-
Anthony, Jeff	83,091	26
Arce Gonzalez, Enrique	101,569	1,029
Archibald, Shelley	78,372	-
Argatoff, Lorraine	114,189	-
Argent, Adrienne	101,689	-
Ashley, Sean	100,960	-
Atapour, Mahshid	101,159	-
Atkins, Stephen	139,580	-
Bailly, Leah	92,980	159
Bains, Tally	138,867	1,154
Barber, Gillian	124,444	-
Baryshnikova, Olga	85,836	-
Bassi, Amandeep	75,253	109
Baxter, Deanna	100,960	-
Beaver, Dwayne	100,960	-
Beltran-Sellitti, Elaine	80,347	-
Bentley, Ashley	93,683	123
Bentley, Don	88,340	-
Bhalloo, Shafik	77,869	-
Bischoff, Mary Jo	79,563	-
Black, Fiona	101,211	971
Black, Julia	113,580	1,121
Blades, Ryan	131,452	-
Bottrill, Chris	134,917	11,744
Boyd, Joshua	101,557	-

Name	Remuneration	Expenses
Boyle, Bettina	76,329	120
Bracewell, Maureen	100,960	-
Bradley, Patricia	100,960	-
Brand, Richard	107,270	-
Brendel Pacheco, Caroline	84,554	-
Broder, Darren	118,463	1,785
Bryan, Jennifer	79,934	100
Burrows, Jared	100,960	-
Cano, Cristian	83,033	17,597
Cant, Annabella	100,960	400
Carlos, Roberto	98,489	1,451
Carnovale, Chris	88,450	-
Carter, Debbie	165,000	455
Castagne, Michel	100,960	128
Cederholm, Ann-Marie	101,569	-
Chamberlain, Celeste	100,316	-
Chappells, Heather	75,547	-
Chau, Camlon	101,569	-
Chau, Kenneth	76,351	-
Chin, Eunice	96,977	-
Chu, Eugene	84,070	-
Clarke, Jacqueline	82,331	-
Clarke, Julie	101,542	-
Clay, Lorie	75,937	-
Colliss, Sara	102,560	1,088
Cook, Graham	100,960	-
Cook, Joanna	79,927	-
Coon, Bill	79,417	-
Cox, Janet	77,315	106
Coyes, Gregory	97,942	-
Cresswell, Ian	102,577	-
Crick, Jackson	96,193	-
Crowther, Gillian	112,474	-
Cui, Yi	103,905	2,500
Cusanelli, Antonio	107,270	-
d'Almeida, Claudia	100,960	-
Dangerfield, Paul	222,447	14,085
Davies, John	141,460	-
De Jesus, Ramel	83,714	-
de Jong Westman, Marja	79,545	-
de Kraker, Michiel	101,317	1,776

Name	Remuneration	Expenses
Deines, Michelle	78,432	-
Deljoui, Parya	77,740	-
Dhammi, Dilbagh	84,567	-
Diening, Gertruda	100,960	-
Dignum, Tracy	107,344	-
Dixon, Benjamin	101,212	-
Dodds, Christine	100,960	-
Dritmanis, Susan	100,980	-
Dubord, Denis	89,673	-
Duke, Lara	134,433	3,096
Duncan, Shawna	77,702	613
Eby, Andrea	102,568	-
El Rayess, Sara	100,960	-
Elfert, Miriam	100,960	302
El-Hanany, Efrat	80,658	-
Enwright, William	101,212	-
Fahey, Alicia	85,712	-
Fairlie, John	100,960	-
Farr, Roger	99,515	-
Feist, M. Darin	79,197	-
Fessenden, Bradley	90,909	-
Fitzgerald, Jennifer	103,146	278
Fleming, Michael	100,960	-
Flower, Thomas	99,429	322
Fossett, Brenda	100,960	223
Fresnoza, Eli Paolo	93,156	-
Fung, Kenny	113,136	645
Furby, Robin	100,960	196
Ganter, Brian	101,499	-
Garden, Jennifer	100,119	39
Garland, Adam	99,232	-
Geary, David	97,890	-
Genoway, Noel	101,569	-
Ghaseminejad, Amir	100,960	-
Ghoreishi, Mohammad	93,099	-
Gilker, Colin	100,439	-
Gill, Ravinderjit	79,578	-
Gingrich, Adrienne (Denise)	101,569	163
Girardi, Alberta	88,949	-
Gjerdalen, Greig	102,549	294
Gloor, Catherine	76,981	-

Name	Remuneration	Expenses
Godwyn, Martin	100,960	-
Goerzen, Christy	100,209	1,142
Gol Tabaghi, Shiva	102,758	-
Gopaul, Nila	100,960	-
Grant, Wendy	84,244	-
Gratham, Christopher	101,569	-
Greaves, Dara	100,960	175
Greenberg, Charles	100,960	-
Gruber, Paul	109,108	1,033
Guay, Kyle	103,414	-
Gunness, Michelle	91,904	-
Hale, Alison	100,960	1,765
Hallman, Jocelyn	110,818	200
Hamilton, Edward	100,960	-
Han, Angeline	100,850	-
Harrison, Laura	100,960	-
Harrison, Nicholas	127,069	-
Hauka, David	90,930	-
Hazeri-Chabok, Shaya	119,078	-
Henning, Cheryl-Ann	75,296	832
Henry, Shawn	100,960	-
Herrmann, Karl	98,600	-
Herrmann, Mathius	100,960	-
Hill, Richard	100,960	-
Hillebrand, Darcie	97,279	-
Ho, Patrick	81,311	196
Holden, Peter	88,892	-
Hoskins, Sarah	88,723	762
Howell, Derek	86,373	-
Hughes, Wayne	100,960	-
Hunter, Holly	97,625	1,154
Hurlbut, Cheryl	100,960	828
Huron, Miranda	134,309	2,795
Huynh, Kenneth	90,155	-
Ince, Jane	80,536	-
Ingham, Jennifer	159,126	4,777
Ingram, Heather	100,960	2,236
Ip, Joyce	136,103	1,952
Isola, Rita	100,960	-
Jackson, Christine	78,653	-
Jagger, Joanna	85,869	60

Name	Remuneration	Expenses
Jamison, Debbie	101,335	1,013
Jantzen, Roy	93,825	62
Jennings, Nicholas	103,251	-
Jessani, Narisha	104,286	1,154
Jessen, Violet	100,960	-
Jhutti, Jaspreet	88,382	930
Jiang, Shana	78,821	-
Johal, Harb	92,114	598
Johanson, Reg	102,581	-
Johnson, Jennifer	92,547	-
Johnstone, Douglas	100,960	-
Jones, David	77,591	-
Jorgenson, Rachelle	104,994	846
Jung, Carrie	100,960	-
Kaldestad, Stephen	100,960	-
Kamal, Nazmi	100,960	390
Kendall, Nicholas	100,960	-
Kennedy, Graeme	83,788	701
Khosravi, Mahta	95,814	-
Kiamanesh, Mitra	157,013	-
Kim, Bo Sun	114,162	-
Kim, Grace	96,654	-
Kim, Jiyeon	78,541	-
Kind, Sylvia	100,960	-
King, Stephen	98,756	-
Kiraly, Michael	100,960	-
Kirk, David	107,270	-
Klein, Gregory	100,939	-
Knopp, Norman	83,773	-
Kocher, Laurie	100,960	-
Kolisnyk, Lisa	86,624	-
Kolytchev, Leonid	84,920	-
Koolen, Mandy	77,383	-
Kuch, David	93,256	-
Kummen, Kathleen	104,115	-
Kwok, Tony	88,791	169
Labossiere, Danielle	100,960	-
Lajeunesse, Lisa	101,060	-
Lam, Ki-fung	92,547	-
Lau, John	84,031	-
Lawrence, Mark	100,960	-

Name	Remuneration	Expenses
Le Page, Matthew	85,821	-
Lebeau, Michelle	100,960	228
Leinweber, Sharon	109,373	567
Levangie, Daniel	144,104	-
Lewis, Kent	101,002	-
Lockert, Matthew	110,575	-
Loken, Tania	99,147	482
Lovig, Jordon	86,831	-
Lucas, Nanci	100,960	-
Lung, Anthony	109,990	-
Lutgens, Danielle	100,960	-
MacDougall, Ryan	78,347	-
MacKay, Laura	93,391	1,183
Magrill, Barry	100,960	580
Mahboubi, Pouyan	142,191	817
Mahood, Aurelea	122,378	204
Malenstyn, Andrea	91,506	-
Mangan, Susan	75,229	-
Mantilla, Sebastian	82,651	-
Manuel, Doreen	131,384	286
Markwick, Michael	88,712	-
Mart, Karyn	86,305	-
Martens, Jason	87,505	-
Martin, Brad	142,857	-
Mason, Michelle	92,510	90
Mathur, Neil	100,960	-
Matijasevich, David	75,490	-
Matthews, Karen	87,686	-
Mavhunga, Ruvimbo	86,343	1,391
May, Imelda	82,890	1,248
Mazariegos, Maria	76,409	-
McCartney, Micki	116,838	2,736
McClarty, Bridget	75,828	3,972
McDougall, Kara	78,766	71
McGinnis, Karen	96,782	399
McIlveen, Kirsten	92,943	-
McMichael, David	88,340	-
McMillan, Paul	100,960	-
Meitz, Ann	82,245	-
Miles, Victoria	108,667	2,473
Minkus, Kimberly	102,319	-

Name	Remuneration	Expenses
Mitchell, Heather	100,960	-
Moffatt, Lauren	99,459	-
Mohammadi Fard, Nazanin	79,277	183
Molendyk, John	94,134	-
Molson, Michael	100,960	-
Moscrip, Kathryn	100,960	277
Moses, Hilary	101,569	-
Muckle, Robert	100,960	-
Muench, Corey	100,960	-
Munro, Linda	75,415	1,910
Nalliah, Michelle	78,073	90
Nelson, Lesley	91,385	906
Nesselroad, Jennifer	115,017	355
Nevay, Leigha	88,334	-
Newfield, Todd	100,960	-
Ng, Nancy	95,347	2,866
Ngai, Yvonne	78,463	355
Nickolichuk, Natalie	100,960	-
Nikolov, Gueorgui	100,960	-
Nogueira, Francisco	89,133	-
Nowak, Krystyna	92,416	-
Nowlan, Nancy	84,742	-
Oceguera, Jorge	112,246	3,607
O'Duinn, Fiacre	100,960	1,883
Ogawa, Julia	93,854	-
Oikawa, Leigh	101,728	-
Ottaway, Paul	102,260	-
Pack, Bradshaw	95,969	-
Penhall, John	108,724	134
Pereira, Elizabeth	75,720	-
Perro, Donald	101,542	1,758
Perry, Donna	97,454	318
Phelan, Lyndsay	81,586	-
Picken, Cassidy	101,245	-
Pop, Mirela	98,880	966
Prange, Laurie	102,721	-
Prud'homme-Genereux, Annie	128,127	1,183
Queree, Claire	98,696	-
Raja, Majid	79,131	-
Raycraft, Jane	101,569	-
Refeen, Adrian	75,628	1,920

Name	Remuneration	Expenses
Reyes, Carlos	77,299	-
Riopelle, Timothy	89,048	-
Robbins, David	76,611	45
Roberts, Eric	80,638	122
Robinson, Erin	97,362	-
Romeo-Gilbert, Susan	95,439	-
Ross, Jeff	92,547	-
Ross, Sheila	89,153	-
Roussy, Karen	118,447	-
Rowell, Blake	100,960	3,113
Rudolph, Gordon	107,270	-
Russell, Emma	84,383	2,289
Sale, Adam	100,519	310
Sanchez Alvarez, Alejandra	84,350	-
Savjord, Toran	164,161	127
Schimanski, Lesley	75,161	53
Schreader, Cheryl	88,549	-
Schuster, Robert	100,960	364
Seekins, Sandra	100,960	33
Sellers, Wade	103,741	-
Sena, Jairo	95,500	179
Shafai, Azita	100,960	-
Shayan, Tahmina	76,284	564
Shelton, Kyle	95,170	1,821
Siddique, Zafrul	91,652	-
Silberman, Jack	78,724	-
Silva, Francisco	101,598	3,726
Silvestrone, Dennis	141,795	90
Simmons, Craig	131,753	493
Simpson, Carey	98,819	-
Sjolander, Christine	83,574	1,529
Skapski, Natalia	101,322	3,557
Smith, Julie	75,720	2,092
Smith, Tia	107,270	146
Steed, Andrew	100,960	-
Stern, Carolyn	84,133	2,500
Stewart Elliott, Erin	86,358	600
Stewart, Kymberley	100,960	537
Stock, Richard	101,460	607
Stone, Anne	83,941	-
Stretch, Carole	87,431	412

Name	Remuneration	Expenses
Styles, Laureen	179,583	2,921
Sunde, Kent	98,321	-
Surjanovic, Ivan	100,960	-
Sutherland, Sara	98,327	1,417
Sylvester, Glenn	100,960	20
Taft, Kathryn	100,960	-
Takei, Masaji	84,133	-
Tanimura, Chieko	100,960	-
Tanveer, Muhammad	83,169	-
Thiessen, Calvin	101,569	-
Thoma, Michael	123,444	1,488
Toma, Cristian	99,466	86
Tomberli, Bruno	100,421	-
Toor, Rajrupinder	89,560	-
Towill, Tammy	78,608	62
Turner, Brad	81,855	-
Turner, Laura	99,632	966
Twiss, Diana	100,960	1,172
Umunna, John	92,256	2,621
van Groll, Nancy	78,812	-
Van Luven, William	98,886	-
Vandereyk, David	91,653	-
Vanderyagt, Julie	104,476	1,158
Vaughan, Mark	100,960	-
Villalba, Luis	101,460	-
Vuorinen, Kyle	126,426	-
Walker, Amanda	79,155	530
Wang, Jo	100,960	-
Watson, Judith	100,960	-
Watson, Lydia	101,411	389
Wayte, Rebecca	101,010	-
Wells, Stephanie	104,233	4,356
Weston, David	83,461	1,213
Wharton, Kari	112,629	535
Whitworth, Dawn	138,031	518
Wight, Christine (Ki)	100,960	-
Wilkinson, Heidi	77,433	89
Williams, Milton	88,827	1,984
Williams, Stephen	100,960	-
Wills, Danielle	107,776	480
Wilson, Richard	96,534	-

Name	Remuneration	Expenses
Witan, Andrzej	106,610	416
Witkowski, Elizabeth	100,960	-
Wong, Ronald	75,720	-
Wong, Sabrina	100,961	97
Yaseri, Mahak	100,960	-
Yasinski, Daniel	107,270	-
Yen, Lily	77,968	-
Yercich, Sarah	78,752	484
Yip, Karen	100,960	-
Yu, Hye Won	95,640	-
Zhu, Allen	100,960	-
<hr/>		
Remuneration greater than or equal to \$75,000	\$ 36,724,478	\$ 177,130
Remuneration less than \$75,000	32,390,553	123,098
<hr/>		
Total remuneration	\$ 69,115,031	\$ 300,228
Employer's Portion of CPP	2,803,170	
Employer's Portion of EI	1,001,394	
<hr/>		
Total Employer's Portion of CPP and EI	\$ 3,804,564	
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Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Payments to Suppliers for Goods and Services

Supplier Name	Amount
4th Utility Incorporated	\$ 269,421
9397108 Canada Inc. (Cyber.SC)	44,100
AG Hanson Construction Ltd.	30,503
Amazon.ca	95,782
Angry Butterfly Inc.	151,699
Annex Pro	55,552
Apple Inc.	546,966
ApplyBoard Inc.	25,214
ASSA ABLOY Entrance System Canada Inc.	27,269
Atlassian	25,836
AVI-SPL Canada Ltd.	56,092
B T Y Consultancy Group	29,476
Bartlett Tree Experts	40,088
BC Hydro & Power Authority	900,537
BCNet	732,029
Best Service Pros Ltd.	1,556,615
Blackbaud, Inc.	37,683
Brooks Corning	38,616
C. F. Ventures Building Services Inc.	48,689
Canadian Office Professional Employees	264,331
Canon Canada Inc.	38,778
Capex Project Advisory Services Inc.	120,015
Capilano Students' Union	3,461,418
Capilano University Faculty Association	696,160
Cengage Canada	90,273
Chanelle Tye Equity & Inclusion	39,900
Chemistry Consulting Group, Inc.	50,505
Cityinfra Consulting	48,600
Clark Wilson LLP	353,104
Clifford, Mark	25,712
College Pension Plan	4,644,054
Colleges and Institutes Canada	36,357
Colliman Construction	121,969
Compass Group Canada	1,481,334
Complex Projects Consulting Inc.	61,268
Compugen Inc.	1,667,604

Supplier Name	Amount
Contemporary Office Interiors	138,185
Constant Contact	31,862
Corporate Express Canada	76,317
Core PM Services Ltd.	127,858
Council of Prairie and Pacific University Libraries	112,643
Darwin Group of Companies	740,792
Day, Adam	27,145
Dell Computer Corporation	1,343,488
DFM Mechanical Design Inc.	65,940
DIALOG BC Architecture Engineering Interior Design Planning	63,977
District of North Vancouver	270,371
DMD and Associates Electrical Consultants Ltd.	98,500
Douglas College	60,537
Ducharme	72,775
EAB Global Inc.	104,993
EBSCO Canada Ltd.	91,448
E-Card ID Products Ltd.	60,972
Eclipsys Solutions	48,728
Electronic Health Library of BC	47,431
Elemental Architecture & Interiors Inc.	42,396
Ellement Consulting Group	38,325
Ellucian Technologies Canada ULC	91,263
Emond Montgomery Publications Ltd.	34,137
Encore Business Solutions	99,127
ESC Automation Inc.	94,932
Evin Ross Publications	26,413
Evisions	30,022
Facebook Advertising Services	239,591
Fortis BC	80,295
Frequency Foundry	50,400
Fulcrum Management Solutions Ltd.	44,800
Full Line Specialties Inc.	25,462
GFL Environmental Inc.	45,087
Google Inc.	184,850
GTL Professional Corporation	42,000
guard.me International Insurance	146,465
Harbour West Consulting Inc.	67,246
HCMA Architecture + Design	60,562
HDR Architecture Associates, Inc.	211,450
Hemlock Printers Ltd.	52,826
Heritage Office Furnishings Ltd.	189,542
Holmes & Brakel (B.C.) Inc.	137,391
Homewood Health Inc.	33,923
IDP Connect Inc	30,000

Supplier Name	Amount
IDP Education Ltd.	125,614
Immigrant Services Society of BC	42,678
Index Construction Inc.	277,803
Indigo Park Canada Inc.	48,848
Infosilem Inc.	39,691
Innovative Interfaces, Inc.	67,391
Integral Group Inc.	45,331
Inverter Technologies Ltd.	107,326
Kaizen Consulting	53,666
Kanopy Inc.	43,500
Kerrisdale Cameras Ltd.	46,076
Kim, Tae Hoon	28,733
Kindel, Dennis	34,235
KMBR Architects Planners Inc.	25,541
KONE Inc.	61,245
KPMG LLP	50,978
Krishna Consultants	29,137
Lamar Companies	34,556
Lime Painting Ltd.	119,160
LinkedIn Corporation	45,197
Lionheart Sports	38,991
Login Brothers Canada	110,746
Long & Mcquade	31,502
Lorne Lapham Sales & Rentals Inc.	100,144
M Square Business Solutions Inc.	704,689
Manulife Financial Corporation	2,326,200
Matson Peck and Topliss	38,388
MBS Wholesale Textbooks Inc.	28,238
McGraw-Hill Ryerson Ltd.	243,275
MediaValet Inc.	30,711
Megamind Consultants Private Ltd.	31,010
Microserve Business Computers	414,759
Minister of Finance, Climate Action Secretariat	32,314
Mitchell Press Limited	31,835
MNP LLP	44,100
Montpetit, Meagan Catherine	40,149
Movex	86,035
Municipal Pension Plan	1,555,150
Natraoro, Ray	26,100
NetPersist Solutions Group Inc.	30,135
Netwrix Corporation	61,805
Northwest Commission on Colleges and Universities	26,571
Norton Rose Fulbright Canada LLP	94,769
OculusIT, LLC	63,035

Supplier Name	Amount
Ollo Metrics Ltd.	123,422
Opus Art Supplies	61,079
Oxford University Press	33,980
Pacific Western Athletic Association	25,932
Paladin Security Group Ltd.	664,744
Paladin Technologies Inc.	33,406
Park Place Technologies Canada ULC	26,549
Pearson Education Canada	136,861
Pinton Forrest & Madden Group Inc.	49,579
Powerschool Canada ULC	29,000
PricewaterhouseCoopers LLP	45,888
Project AM Films	59,500
ProQuest LLC	127,438
Prostock Athletic Supply	25,565
Public Architecture & Communication	384,406
Quadiant Canada Ltd.	27,735
Quantum Lighting Inc.	77,004
RBC Global Asset Management Inc.	211,461
RDH Building Science Inc.	36,621
Receiver General for Canada	3,804,564
Rehal, Ikiyot	44,976
Ricoh Canada Inc.	187,855
Robert Half Talent Solutions	43,211
Roper Greyell LLP	57,842
Roth IAMS Ltd.	68,285
S.i. Systems	284,881
Sasco Contractors Ltd.	121,067
Scott DB Services Ltd.	582,736
Sea to Sky Community Services Society	32,446
Sechelt Indian Band	38,385
Second Generation Landscapes Ltd.	200,283
Simon Fraser University	248,482
Shell Energy North America (Canada) Inc.	109,120
Skookum Janitorial Services	77,759
SmartDesign Group (Canada) Ltd.	34,178
Smith Bros. & Wilson (B.C.) Ltd.	3,484,528
Softchoice Canada Inc.	163,566
Softlanding Solutions Inc.	118,017
Software2 Americas Inc.	70,550
SolarWinds Corporation	40,919
Squamish Volunteer Centre Society	106,596

Supplier Name	Amount
Stagefab Custom Manufacturing	77,270
Staples Advantage	117,079
StarRez Inc.	27,610
Status Systems	43,843
Steeves and Associates	48,969
Sunshine Coast Resource Centre Society	27,990
T.E.K. Roofing Ltd.	118,072
Tableau Software Inc.	41,585
TargetX LLC	83,203
Telus Communications Inc.	146,059
Terminalfour Solutions Ltd.	34,955
The Canada Life Assurance Company	3,264,231
The Discovery Group	197,156
The Shipyards Development Ltd.	469,123
Thomson Reuters Canada	64,024
Tohkapi Cinema Ltd.	54,408
Total Energy Systems Ltd.	254,186
Translink	2,119,091
Ts'zil Learning Centre	39,516
Turner, Chris	38,820
Uline Canada Corporation	52,735
Unilogik Systems Inc.	96,914
United Way of Lower Mainland	30,008
Universities Canada	43,405
University of Hertfordshire	178,312
University of the Fraser Valley	59,050
UPS Canada	37,245
Vancouver Fire & Radius Security Ltd.	143,334
Veza Global	29,663
Wedler Engineering LLP	79,263
WestPark Parking Services (2015) Inc.	70,812
Whistler Multicultural Society	171,999
Wood Wyant Inc.	36,187
Worksafe BC	127,910
WSP Canada Group Ltd.	53,097
Xerox Canada Ltd.	48,016
Yellow Pencil Inc.	88,252
Zoom	49,601
<hr/> Vendor payments greater than \$25,000	<hr/> 51,876,782
 Vendor payments less than \$25,000	 6,391,039
<hr/> Total Vendor Payments	<hr/> \$ 58,267,821

Capilano University
Statement of Financial Information
For the Year Ended March 31, 2022

Reconciliation to Financial Statements

Employees' Remuneration	\$ 69,115,031
Employees' Expenses	300,228
Payments to Vendors	58,267,821
	<hr/> 127,683,080
Adjustments:	
Flow through payments (not recorded as expenses)	(5,864,463)
Accruals, tax and other reconciling items	3,768,831
Capital Purchases	(10,117,641)
Amortization of Capital Assets	7,640,803
	<hr/> 123,110,610
Change in prepaid expenses	(208,842)
Change in allowance for doubtful accounts	(48,802)
Change in employee future benefits	(58,945)
Change in inventories	275,100
Change in accrued liabilities	(2,129,506)
	<hr/>
Total expenses per audited financial statements	\$ 120,939,615



BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.2: Five-Year Capital Plan 2023/24 – 2027/28	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The Ministry of Advanced Education, Skills and Training (the Ministry) requires all post-secondary institutions in BC to submit a Board of Governor's approved Five-year Capital Plan on an annual basis. This report was received for information by the Finance Committee at their September 8, 2022 meeting.

MOTION

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

BACKGROUND

The University's Five-year Capital Plan is developed, revised, and prioritized by the President's Master Plan Steering Committee.

As per the Ministry's instructions, the Five-year Capital Plan should reflect a strategy for balancing the supply of existing facilities against both current and projected enrolment demands. Specifically, the Ministry would like the University to

- Identify any changes in project requests from year to year;
- Provide a high-level understanding of your institution's capital requirements; and
- Identify projects that address demonstrable demand for student housing at the institution's locations, as well as provide an inventory of existing housing buildings.

FIVE-YEAR CAPITAL PLAN PROJECTS

The following table summarizes two previous years as well as our current plan for 2022/23 – 2026/27:

Priority	2021/22 – 2025/26	2022/23 – 2026/27	2023/24 – 2027/28
1	Student Housing Phase 1	Squamish Campus	Squamish Campus
2	Fir Refurbishment	Electrical and Water Systems Infrastructure Upgrades	Electrical and Water Systems Infrastructure Upgrades
3	Willow Refurbishment	Student Housing Phase 2	Student Housing Phase 2
4	Centre for Sport and Wellness Revitalization	Centre for Indigenous Education and Affairs	Centre for Indigenous Education and Affairs
5	Bosa Phase 2	Centre for Sport and Wellness Revitalization	Centre for Sport and Wellness Revitalization
6	Centre for Childhood Studies	Academic Building Retrofit and Expansion	Academic Building Retrofit and Expansion
7	Student Union Building	Centre for Visual and Performing Arts	Centre for Visual and Performing Arts
8		Creative Tech Community – Willow Building Retrofit	Creative Tech Community – Willow Building Retrofit



KEY CHANGES BETWEEN THE 2022/23 – 2026/27 AND 2023/24 – 2027/28 PLANS

There are no changes between plans; however, it is important to note that the Squamish Campus (Priority 1) remains on the plan even though the Ministry has provided a letter indicating a notional \$25M in support of the project. In this year's plan, the University is asking the Ministry for an additional \$25.4M to support the project, for a total ask of \$50.4M.

APPENDIX A: FIVE-YEAR CAPITAL PLAN DOCUMENTS

There are 12 documents in the plan that are attached as Appendix A. These documents include a description of each project listed on the table above, a prioritized list of the projects with cashflows, a summary of self-funded projects, and a list of student housing related projects. Further, there is a summary document that briefly describes each project.

APPENDIX B: SUMMARY OF PROJECTS

SUMMARY OF 2023/24 – 2027/28 PLAN

1. Squamish Campus

CapU intends to build a new 55,000 sq. ft. academic building in the heart of downtown Squamish. Planning for a new campus in the Sea-to-Sky Corridor to be in Squamish has been under discussion for the last four plus years. As a university whose mandate includes the region, the goal for offering programs and a range of academic activities to support and contribute to cultural, economic, and social wellbeing of the communities in the corridor is included in Envisioning 2030 as well as the Academic Plan 2030.

The Ministry provided the University with a letter on May 4, 2022 (Ref. 125176 File No. 64000-05/CAPU/CapPlan) indicating notional support for the project with a \$25M contribution. This 5-year Capital Plan submission serves to formally request an additional \$25.4M contribution from the Ministry for a total contribution of \$50.4M.

CapU intends to apply for capital funding from the Ministry of Child and Family Development for the childcare portion of the facility which could amount to \$1.5M based on the number of childcare spaces provided, reducing the University's contribution to \$15.5M. Financial models for operating costs and revenue projections are in development.

The University will consider the opportunity to raise capital funds for the project through donations. Commercial space in the facility will generate revenues to support operational costs. Other opportunities to generate revenue are being considered such as paid parking and onsite childcare services.

2. Electrical and Water Systems Infrastructure Upgrades

New buildings on campus and upgrades to existing buildings have been proposed which will surpass the available electrical capacity to the campus. CapU is working with BC Hydro to assess options to increase the electrical capacity delivered to the campus to enable future campus developments.



A water systems assessment was conducted after an unanticipated watermain break that required emergency repairs in 2016. The assessment identified several ageing watermains constructed in the 1970s that will be replaced as part of this project.

3. Student Housing Phase 2

CapU intends to build a second phase of on-campus student housing to deliver an additional 400 beds. Phase 1 provides 362 beds in a double and single bed configuration. Phase 2 is an opportunity to provide students with a mixture of additional room configurations to best suit and support our students' needs and learning objectives

4. Centre for Indigenous Education and Affairs

CapU intends to construct a Centre for Indigenous Education and Affairs building on the main campus. CapU is committed to expanding programs and support services for our community. Though the Kéxwusm-áyakn Student Centre offers a space for study, gathering, and accessing resources, it is in competition with the many activities that bring Indigenous ways of knowing to our Campus. Students must relocate when drum making workshops or other cultural learning activities take place. There are also constant demands from faculty who would like to use the space as a safe location for learning Indigenous content, or when they have Elders or other honoured Indigenous guest speakers.

With CapU moving into its responsibilities as a Canoe family – CapU took responsibility for Skw'chays for its 50th Anniversary – there is now the opportunity to engage in Indigenous co-curricular activities for students and to use a new space as a shared space with the Territorial Rightsholders for cultural knowledge sharing as an act of reconciliation.

5. Centre for Sport and Wellness Revitalization

Built in 1991, the Centre for Sport and Wellness (CSW) is an aging facility. The building is not sized appropriately to meet the needs of the student body as domestic enrolments have increased. The campus will shift to a 24/7 operation with the addition of student housing which will increase building usage significantly.

6. Academic Building Retrofit and Expansion

Two projects that have been on our five-year capital plan for the last few years are the Bosa Phase 2 project and the Fir Retrofit project. We have consolidated the two projects into this Academic Space Renewal and Expansion project. An upcoming academic space review will refine requirements to support growth and influence the scope and schedule of both projects and the scope of one project will dictate the other.

7. Centre for Visual and Performing Arts

CapU is exploring a major renovation in the Birch and Arbutus buildings to reorganize and revitalize Birch and to create a Centre for Visual and Performing Arts. The Birch building has historically acted as a main entrance for the campus as well as performing a number of other functions such as a cafeteria, a book store, academic classrooms, administrative office space, registration and student services, a community facing BluseShore Theater. Birch tries to be everything but does not deliver any of the above functions exceptionally well. We are in the process of moving all student facing services from the Birch building to the Library building where we have completed a renovation to create a purpose-built enrolment and student support center. This project has left approximately 8000 sq ft of space vacated in the Birch Building. Additionally, the Arbutus building that is connected



to the Birch building through underground walkway near the BlueShore Theater is home to a number of Visual and Performing Arts programs, but not all. Some programs are spread out across the campus.

8. Creative Tech Community – Willow Building Retrofit

Built in 1982, the Willow building is mainly used for storage with a small section used as a lab for 3D printing and another section used for filming and set building. Two projects are being explored. The first is to refurbish and extend the life of the Willow building and the second is the development of an innovation center/tech hub with a partner. This would see the Willow Building being leased to a third party to develop the building and sublease the space to commercial tech companies who would interact with students in the STEM, Film, and Animation programs.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 12: Rescind First Nations Policy Statement Memo 26	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Duncan Brown, Governance and Planning Committee Chair	

PURPOSE

The Governance and Planning Committee passed a motion at their September 12, 2022 meeting recommending that the Board of Governors rescind the First Nations Policy Statement Memo 26. The purpose of this briefing report is to provide background information to facilitate this approval.

MOTION

THAT the Board of Governors rescind the First Nations Policy Statement Memo 26.

BACKGROUND

The First Nations Policy Statement Memo 26 (see attached) was issued in 1999 and is on the university website as an active policy. This document is not reflective of the University's values and commitments to First Nations communities and Truth and Reconciliation. The University has been developing the Indigenous Plan which will guide the University in supporting Indigenous ways of knowing and in strengthening its relationships with the Territorial Rightsholders through the advancement of regional Indigenous education priorities. The Indigenous Plan is expected to be completed this year.

Based on the recommendation and support of the VP Academic and Provost and the Manager Policy, Privacy and Governance, the Committee discussed the immediate need to rescind this document and have it removed from the website.

administration • reference memo

- keywords • FIRST NATIONS
- POLICY STATEMENTS

STUDENT ACCESS

Capilano College will strive to increase participation of First Nations' students at the College.

STUDENT SUCCESS

Capilano College will strive to provide programming and services which enhance the success rate of First Nations' students.

CONSULTATION

Capilano College will ensure that First Nations' representatives are involved in any decisions affecting First Nations' educational planning and opportunities provided by the College.

PARTNERSHIP

Capilano College will seek partnership opportunities with First Nations and others who promote the educational aspirations of First Nations.

EMPLOYMENT EQUITY

Capilano College will strive to recruit and employ First Nations' personnel in faculty, staff and administrative positions.

AWARENESS AND DEVELOPMENT

Capilano College will provide educational and professional development opportunities for its employees and students to learn about the cultural and educational vision and values of the First Nations.

Date adopted by Capilano College Board: May 18, 1999



BOARD REPORT

AGENDA ITEM 13: Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 27, 2022	
PRESENTER: Duncan Brown, Board Chair	

PURPOSE

For the Board to confirm the Chair of the Board's appointments of Chair and Vice Chair of the Finance Committee and the Audit and Risk Committee.

DISCUSSION

Section 2, Composition and Quorum, of both the Finance and the Audit and Risk Committees' Terms of Reference states, "Annually, a chair and a vice-chair of the Committee will be appointed by the Board Chair and confirmed by the Board as a whole."

The Board Chair's recent re-appointments are submitted to the Board for confirmation.

MOTIONS

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.

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.