 <b>CAPILANO UNIVERSITY</b>	<p><b>AGENDA</b></p> <p><b>OPEN MEETING OF THE BOARD</b></p> <p>Tuesday, September 26, 2023 4:45 pm to 6:45 pm <b>Lonsdale Campus, Room SH2019</b></p>
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We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
<b>1. Approval of Agenda</b> – Ash Amlani, Chair  <b>MOTION:</b> <i>THAT the Board approve the agenda as presented.</i>	Approval		2 min	Page 1
<b>2. Declaration of Vacancy:</b> <i>As per Section 24 (1) of the B.C. University Act, may it be noted that the following vacancies exist on the Capilano University Board of Governors: two appointed and one elected positions.</i>	Info	-	1 min	-
<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>				
<b>3. Consent Agenda</b> – Ash Amlani, Chair  <b>MOTION:</b> <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		3 min	
3.1. Minutes from the June 27, 2023 Board Meeting		3.1		Page 3
3.2. 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>				
3.2.1 Audit and Risk Committee		3.2.1		Page 8
3.2.2 Executive and HR Committee		3.2.2		Page 9
3.2.3 Finance Committee		3.2.3		Page 10
3.2.4 Governance and Planning Committee		3.2.4		Page 15
3.2.5 Investment Management		3.2.5		Page 16
3.3 Correspondence		3.3		Page 17
<b>4. Place Holder:</b> <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
<b>5. Board Chair's Report</b> – Ash Amlani, Chair	Info	Verbal	3 min	-
<b>6. Senate Reports</b>				
<b>6.1. Vice-Chair</b> – Robert Thomson, Senate Vice Chair	Info	Verbal	10 min	-
<b>6.2. Senate Liaison</b> – Patricia Heintzman	Info	Verbal		
<b>7. President's Report</b> – Paul Dangerfield, President	Info	Verbal	10 min	Page 36
<b>8. Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair</b> – Ash Amlani, Committee Chair  <b>MOTION:</b> <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>  <b>MOTION:</b> <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>	Confirmation	8	5 min	Page 58
<b>9. Executive and HR Committee</b> – Ash Amlani, Committee Chair				
<b>9.1 Mandate Letter, Received June 21, 2023</b> – Toran Savjord, VP Strategic Plan, Assess & Inst. Effect  <b>MOTION:</b> <i>THAT the Board of Governors receives for information the Mandate Letter.</i>	Approval	9.1	5 min	Page 59
<b>9.2 People Plan Update</b> – Kartik Bharadwa, VP People, Culture & Diversity	Verbal	9.2	5 min	-
<b>9.3 B.516 Excluded Employee Compensation Policy</b> – Kartik Bharadwa, VP People, Culture & Diversity  <b>MOTION:</b> <i>THAT the Board of Governors approves the new policy B.516 Excluded Employee Compensation Policy and approves the rescission of B.509 Administrator Compensation.</i>	Approval	9.3	5 min	Page 66
<b>9.4 B.515 Excluded Employee Leaves Policy</b> – Kartik Bharadwa, VP People, Culture & Diversity  <b>MOTION:</b> <i>THAT the Board of Governors approves B.515 Excluded Employee Leaves Policy.</i>	Approval	9.4	5 min	Page 73

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
<p><b>9.5 Rescission of policies B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy</b> – Kartik Bharadwa, VP People, Culture &amp; Diversity</p> <p><b>MOTION:</b> <i>THAT the Board of Governors approves the rescission of the following policies: B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy.</i></p>	Approval	9.5	5 min	Page 84
<p><b>10 Finance Committee</b> – Patricia Heintzman, Committee Chair</p> <p><b>10.1 Statement of Financial Information, Fiscal 2022/23</b> – Tally Bains, VP Finance and Administration</p> <p><b>MOTION:</b> <i>THAT the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2023.</i></p> <p><b>10.2 Five-Year Capital Plan</b> – Ryan Blades, AVP Facilities Services and Campus Planning</p> <p><b>MOTION:</b> <i>THAT the Board of Governors approve the Five-Year Capital Plan 2023/24 – 2027/28.</i></p>	Approval	10.1	5 min	Page 87
	Approval	10.2	10 min	Page 142
<p><b>11 Governance and Planning</b> – Patricia Heintzman, Committee Chair</p> <p><b>11.1 B.102 Policy Development and Management</b> – Jacquetta Goy, Director Risk Management</p> <p><b>MOTION:</b> <i>THAT the Board of Governors approve the revised B.102 Policy Development and Management..</i></p> <p><b>11.2 B.701 Student Code of Conduct</b> – Jacquetta Goy, Director Risk Management</p> <p><b>MOTION:</b> <i>THAT the Board of Governors approve the revised B.701 Student Code of Conduct.</i></p>	Approval	11.1	5 min	Page 148
	Approval	11.2	5 min	Page 162
<p><b>12 Academic</b> – Dr. Laureen Styles, VP Academic and Provost</p> <p><b>12.1 Certificate in Contract Law</b></p> <p><b>MOTION:</b> <i>THAT the Board of Governors approve the Certificate in Contract Law (Citation or Certificate that does not ladder into a diploma or degree proposal) as presented.</i></p> <p><b>12.2 Proposed Course Discontinuance - Bachelor of Arts, Interdisciplinary Studies, Faculty of Arts and Sciences</b></p> <p><b>MOTION:</b> <i>THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the following courses: LBST 200, LBST 201, LBST 202, LBST 330.</i></p>	Approval	12.1	10 min	Page 178
	Approval	12.2	10 min	Page 187
<p><b>13 Meeting Close</b></p>	-	-	-	-

Next Board of Governors Meeting: November 28, 2023



Master

## MEETING MINUTES OF THE BOARD

Tuesday, June 27, 2023

4:45 pm to 6:45 pm

[MS Teams](#)**Board**

Ash Amlani, Chair  
 Rodger So, Vice Chair  
 Paul Dangerfield, President  
 Patricia Heintzman  
 Nanci Lucas

Andrew Petrozzi  
 Majid Raja  
 Rodger So  
 Marina Verones  
 Sonny Wong

**Staff**

Tally Bains, VP, Finance and Administration  
 Kartik Bharadwa, VP, People, Culture & Diversity  
 Ryan Blades, AVP Facilities Services and Campus Planning  
 Jacquetta Goy, Director, Risk Management  
 Jennifer Ingham, VP University Relations  
 Joyce Ip, AVP Strategy, Analytics and Transformation  
 Toran Savjord, VP Strategic Plan, Assess & Inst. Effect  
 Lauren Styles, VP Academic & Provost  
 Lesley Cook, Executive Assistant, Board of Governors  
 Angela Ruggles, Executive Assistant, VP of Finance & Admin

**Regrets**

Troy Abromaitis  
 Rosie Anza-Burgess  
 Duncan Brown  
 Yuri Fulmer

Sophia Kara  
 Sarah Thomas  
 Robert Thomson, Senate Vice Chair

**Guest**

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 4:51 p.m.

**1. Approval of Agenda**

It was moved (Rodger So), seconded (Marina Verones) and resolved;

*THAT the agenda be approved as presented.*

**2. Declaration of Vacancy**

Board Chair Ash Amlani declared that there is a vacancy for an appointed Board member as of July 31, 2023.

**3. Consent Agenda**

It was moved (Nanci Lucas), seconded (Sonny Wong) and resolved;

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

- 3.1. Minutes from the May 2, 2023 Board Meeting
- 3.2. Board Committee Reports:
  - 3.2.1 Audit and Risk Committee

- 3.2.2 Executive and Human Resources Committee
- 3.2.3 Finance Committee
- 3.2.4 Governance and Planning Committee
- 3.2.5 Investment management
- 3.3 Correspondence

#### **4. Place Holder**

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

#### **5. Board Chair's Report**

Ash Amlani, Board Chair gave a verbal report.

She thanked several members of the Board; students Marina Verones and Sophia Kara, and appointed members Sonny Wong, Sarah Thomas, as well as Andrew Petrozzi and Duncan Brown, who both served 6 years on the Board. Thank you for your time, commitment, and support. The Board of Governors wishes these departing members all the very best for their future endeavors.

She noted that Capilano University has received the Mandate letter from the Ministry and that all of CapU's work, already underway, aligns with the Mandate.

Ash acknowledged that the Board of Governors remains committed to the University and its community and anticipates a positive resolution regarding the MoveUP Local 378 strike action. She expressed her thanks to all Capilano University staff who are involved in continuing to provide the best student experience that the community has come to know, and she appreciates the work that has been done by all. The Board continues to support bargaining and positive communication.

#### **6. Senate Reports**

Senate Vice Chair Robert Thomson and Board liaison Rosie Anza-Burgess both sent their regrets for the Board meeting.

#### **7. President's Report**

In addition to his written report to the Board, President Paul Dangerfield reported on key recent events. Paul recognized that due to the strike action it hasn't been an easy time for the University community and that the Administration is committed to a resolution so that students will be back in the classroom, faculty back in the classes, and everyone working harmoniously together.

Adding onto the Board Chair's highlight of the Mandate letter, Paul informed the Board that next year's Institutional Accountability Plan and Report (IAPR) will be aligned with the latest letter, and through the Integrated Planning and Budget process the new activities in the Mandate letter will be actioned. Details of the Mandate letter will be discussed with the Board at orientation in September.

#### **8. Audit and Risk Committee**

##### **8.1 B.310 Protected Disclosure (Whistleblower)**

Jacquetta Goy, Director Risk Management provided the highlights of the revisions to the policy.

It was moved (Rodger So), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the revisions to B.310 Protected Disclosure (Whistleblower) as presented.*

## **8.2 B.217 Fraud Prevention and Investigation**

Jacquetta summarized the background and rational for the new policy.

It was moved (Rodger So), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve B.217 Fraud Prevention and Investigation.*

## **9. Executive and HR Committee**

### **9.1 B.506 Standards of Conduct**

Jacquetta explained that this is a key policy that needs to be in place. In line with the other post-secondary institutions, these policies are written intentionally broad.

Its thorough review process, including a legal review, ensures that it is concise without being too prescriptive and that it aligns with related policies. Communication will be sent to the University community about the updated policy, alongside the revision to the Whistleblowing policy and introduction of the Fraud policy. Training and further guidance materials will be developed to provide greater clarity.

Majid Raja and Nanci Lucas were opposed to approving the policy.

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

*THAT the Board of Governors approve the revised B.506 Standards of Conduct.*

### **9.2 ARM 1050 – Equipment – Off Campus Use (rescind)**

Jacquetta summarized the background and rational for rescinding the policy.

It was moved (Rodger So), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the rescinding of ARM 1050 – Off Campus Use of College Equipment.*

### **9.3 ARM 11 – College Facilities and Equipment – Use by Employees (rescind)**

Jacquetta summarized the background and rational for rescinding the policy.

It was moved (Andrew Petrozzi), seconded (Marina Verones) and resolved;

*THAT the Board of Governors approve the rescinding of ARM 11 – College Facilities and Equipment – Use by Employees.*

### **9.4 B.205 Retirement Recognition Policy**

Jacquetta provided the highlights of the revisions to the policy. Nanci Lucas recommended a minor formatting change.

**Action:** Jacquetta will amend the formatting.

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

*THAT the Board of Governors approve the revised B.205 Retirement Recognition Policy for Capilano University Employees.*

## 10. Finance Committee

### 10.1 Executive Compensation Disclosure

Kartik Bharadwa, VP People, Culture & Diversity summarized the report in the agenda package and explained that this is a standard report, required by the Ministry.

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

*THAT the Board of Governors approves the Executive Compensation Disclosure Report for Fiscal Year 2022-23.*

### 10.2 B.313 Procurement Policy

Jacquetta explained that this policy is about giving guidance to everyone about procurement. The policy delineates the best practice and provides principles and clarification of responsibilities. Finance Committee Chair, Patricia Heintzman added that the Committee also discussed the position of adding the living wage procurement to the policy.

Although Duncan Brown was not able to attend the Board meeting, Board Chair Ash Amlani recognized that Duncan pushed hard for these policies to be developed and completed, and the Board is thankful for his stewardship.

It was moved (Patricia Heintzman), seconded (Nanci Lucas) and resolved;

*THAT the Board of Governors approve B.313 Procurement Policy as presented.*

## 11. Institutional Accountability Plan and Report (IAPR)

Toran Savjord, VP Strategic Plan, Assess & Inst. Effect reminded the Board that the IAPR serves as a report card to the government. It reflects on what has been done, where CapU is going, and what has been achieved over the past year that the government has requested. Highlights are the indigenous framework, work on the integrated learning co-lab, and quality assurance and program development.

Joyce Ip, AVP Strategy, Analytics and Transformation confirmed that what was anticipated matches what the government requested, and approval was provided today. No changes will be needed to the IAPR as seen in the agenda package.

Ash flagged that typically the Governance and Planning Committee would meet to discuss the IAPR however, the Committee was unable to meet due to lack of quorum and so this document has come straight to the Board.

It was moved (Rodger So), seconded (Sonny Wong) and resolved;

*THAT the Board approves the Institutional Accountability Plan and Report for final submission, provided that Round 3 performance measures are updated based on the Ministry's official release if applicable.*

## **12. Investment Management Committee**

### **12.1 Capilano University B.201 Investment Policy**

Tally Bains, VP Finance and Administration explained that the policy before the Board is a combination of the investment guidelines and the previous investment policy. The Committee and management also wanted to incorporate the governance aspect of the investment managers. The revision process included review and development by a third party, Ellement Consulting, who works closely with the Committee on a regular basis.

It was moved (Majid Raja), seconded (Marina Verones) and resolved;

*THAT the Board of Governors approve revisions to policy B.201 Investment Policy for the Capilano University as presented.*

## **13. Academic**

### **13.1 Non-Degree Program Proposals**

Laureen Styles, VP Academic and Provost, provided an overview of three proposed new non-degree credentials that create additional options for current and new students and align with industry standards or expectations. The proposed new credentials are: Post-baccalaureate Certificate in Financial Planning, Post-baccalaureate Certificate in Financial Planning Professional, and the Postbaccalaureate Diploma in Financial Planning. Internal steps of review and recommendations have occurred consistent with the established academic planning process for proposed new non-degree programs. All three credentials are related to financial planning, a growing sector Canada wide.

It was moved (Patricia Heintzman), seconded (Andrew Petrozzi) and resolved;

*THAT the proposed Post-baccalaureate Certificate in Financial Planning, Post-baccalaureate Certificate in Financial Planning Professional, and the Postbaccalaureate Diploma in Financial Planning be approved for implementation and delivery.*

## **14. Meeting Close**

The Regular Meeting of the Board finished at 6:45 pm.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.1: AUDIT AND RISK COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Rodger 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 7, 2023.

### SUMMARY

The Committee approved the minutes of the June 5, 2023 meeting and also discussed the following items:

- **Terms of Reference:** Tally Bains, VP Finance and Administration, reviewed the Audit and Risk Committee Terms of Reference that were approved by the Board of Governors on February 28, 2023 and noted that no changes are proposed to the terms of reference at this time.
- **Review of Committee's Annual Policy Priorities List:** Jacquetta Goy, Director Risk Management 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.
- **Risk Management Program and Risk Register Report:** Jacquetta Goy presented the update on the progress with the risk management program and report on high risks including risk mitigation strategies and updated action plans.
- **Internal Audit Progress Report:** Jacquetta Goy presented the update on implementing the internal audit component of the risk management program and the status of previous internal audit reports.

### RECOMMENDATION

This is for the Board's information only.





## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Ash Amlani, Executive and HR Committee Chair	

### PURPOSE

To provide the Board with a summary of the Executive and Human Resources Committee meeting that took place on September 18, 2023.

### SUMMARY

The Committee approved the minutes of the June 13, 2023 meeting and discussed board oversight, board goals and priorities and received updates on labour relations and the draft People Plan. The following items were also discussed:

- **Terms of Reference:** Tally Bains, VP Finance and Administration reviewed the proposed changes to the terms of reference. The Committee passed a motion to recommend the Governance and Planning Committee recommend the Board of Governance approve the updates to the terms of reference.
- **Review of Committee's Annual Policy Priorities List:** Melissa Nichol, Strategic Director, People, Culture and Diversity 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.
- **Human Resources Policies:** Melissa Nichol, Strategic Director, People, Culture and Diversity presented the following policies to the committee. These policies and motions are provided to the Board under separate cover.
  - **B.516 Excluded Employee Compensation Policy:** The Committee passed a motion to recommend that the Board approve the new policy and the rescission of B.509 Administrator Compensation.
  - **B.515 Excluded Employee Leaves Policy:** The Committee passed a motion to recommend that the Board approve the new policy.
  - **Rescission of policies B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy:** The Committee passed a motion to recommend that the Board approve the rescission of B.503, B.504, B.507 and B.508.
- **Mandate Letter, Received June 21, 2023:** Toran Savjord, VP Strategic Planning Assessment and Institutional Effectiveness provided an overview of the mandate letter. The Committee passed a motion to approve the signing of the letter on behalf of the Board. This report is provided to the Board under separate cover.

- **RECOMMENDATION**

*This is for the Board's information only.*



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.3: FINANCE COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> 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 7, 2023.

### SUMMARY

The Committee approved the minutes of the June 5, 2023 meeting and discussed the following items:

- **Terms of Reference:** Tally Bains, VP Finance and Administration reviewed the Finance Committee Terms of Reference that were approved by the Board of Governors on February 28, 2023 and noted that no changes are proposed to the terms of reference at this time.
- **Review of Annual Policy Priorities List:** Jacquetta Goy, Director Risk Management 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.
- **Financial Update:** Narisha Jessani, Director Financial Services provided an overview of the quarter 1 forecast submitted to the Ministry and the preliminary quarter 2 forecast. This report is included as part of this consent agenda.
- **Statement of Financial Information, Fiscal 2022/2023:** Narisha provided an overview of the report that is due to the Ministry by September 30, 2023. The Committee passed a motion to recommend the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2023. This motion is presented to the Board under separate cover.
- **Five-Year Capital Plan 2023/24 – 2027/28:** Ryan Blades, AVP Facilities Services and Campus Planning, provided an overview of the report. The Committee passed a motion to recommend the Board of Governors approve the Five-Year Capital Plan. This motion is presented to the Board under separate cover.

### RECOMMENDATION

This is for the Board's information only.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.3.2: Financial Update Quarter 1 Forecast</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Patricia Heintzman, Finance Committee Chair	

### PURPOSE

The purpose of this report is to provide the quarter 1 forecast submitted to the Ministry and preliminary quarter 2 forecast information.

### QUARTER 1 FORECAST

The Statement of Operations with the quarter 1 forecast is included in this report as *Appendix 1* and summarized in the table below. The quarter 1 forecast is a surplus of \$7.0 million which is a \$10.4 million favourable variance compared to the Board approved deficit budget of \$3.3 million.

	Forecast vs Budget			
	Q1 Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)
Revenue	164,542,500	136,230,279	28,312,221	20.8%
Salaries and benefits	105,582,543	97,280,008	(8,302,535)	-8.5%
Operating expenses	51,941,410	42,292,637	(9,648,772)	-22.8%
<b>Operating surplus/(deficit)</b>	<b>7,018,547</b>	<b>(3,342,367)</b>	<b>10,360,913</b>	
Net restricted endowment contributions	-	-	-	
<b>Surplus/(Deficit)</b>	<b>7,018,547</b>	<b>(3,342,367)</b>	<b>10,360,913</b>	

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

	2023/24 - Q1 Forecast							Fiscal 2023/24 Budget	Variance Fav / (Unfav)
	Enrollment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	2023/24 - Q1 Forecast		
Revenue	87,158,351	-	7,888,643	6,395,773	3,727,357	59,372,375	164,542,500	136,230,279	28,312,221
Salaries and Benefits	47,310,740	52,191,694	3,359,762	2,720,347	-	-	105,582,543	97,280,008	(8,302,535)
Operating Expenses	7,750,000	-	4,793,680	3,686,531	9,233,819	26,477,379	51,941,410	42,292,637	(9,648,772)
<b>Operating Surplus/(deficit)</b>	<b>32,097,611</b>	<b>(52,191,694)</b>	<b>(264,799)</b>	<b>(11,105)</b>	<b>(5,506,462)</b>	<b>32,894,996</b>	<b>7,018,547</b>	<b>(3,342,367)</b>	<b>10,360,914</b>
Budget 23/24	27,500,342	(54,768,940)	(456,835)	42,826	(4,918,602)	29,258,842	(3,342,367)		
Variance Fav/(Unfav)	4,597,269	2,577,247	192,035	(53,931)	(587,860)	3,636,153	10,360,914		

**Enrollment Category:** Favorable variance of \$4.6m.

Tuition revenue is forecast to be \$19.9m favorable with domestic at \$1.1m unfavorable (-5%) and international at \$21m favorable (+49%). Please see *Appendix 2 – Q1 Tuition Revenue Analysis* for additional information.

**Staffing Category:** Favorable variance of \$2.6m, mainly due to budgeted vacant positions.

**Other Category:** Favorable variance of \$3.6m, mainly due to estimated revenues from the province for the contract labor cost increases, offset by Squamish campus forecast costs.

## QUARTER 2 PRELIMINARY FORECAST

In Q1, we forecasted the Fall term would be 6% lower than budget in domestic enrollment and 54% higher than budget in international enrollment. Our preliminary results show the Fall term is currently 10% less than budget for domestic enrollment and 66% higher than budget for international enrollment. Based on this, the overall potential impact is a \$1.6m increase in tuition revenue, over what we forecast in Q1. Note this analysis is based on preliminary enrollment numbers, further work is required.

## Appendices

#	Name
1	Q1 Statement of Operations
2	Q1 Tuition Revenue and Sections Analysis

## Capilano University

Consolidated Statement of Operations and Accumulated Surplus  
as at June 30, 2023, with comparative information for 2023

	Year to Date		Forecast vs Budget				2023 Actuals March 31
	2024 Actuals	Actuals YTD % of Q1 Forecast	Q1 Forecast	2024 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	
<b>Revenue:</b>							
Province of British Columbia	\$ 9,887,452	17.4%	\$ 56,844,647	\$ 48,857,216	\$ 7,987,431	16.3%	\$ 50,565,112
Tuition fees - Domestic	2,865,435	11.7%	24,530,869	26,192,771	(1,661,902)	-6.3%	25,359,397
Tuition fees - International	5,182,103	7.9%	65,513,105	44,286,985	21,226,120	47.9%	41,952,463
Project and other revenue	1,568,693	21.6%	7,274,760	7,447,522	(172,762)	-2.3%	9,250,396
Amortization of deferred capital contributions	696,985	18.7%	3,727,357	2,794,024	933,333	33.4%	3,041,492
Sales of goods	18,326	1.4%	1,265,750	1,265,750	-		1,282,133
Parking, childcare and theatre	120,515	12.4%	973,840	973,840	-		1,699,003
Donations and gifts-in-kind	63,179	21.3%	297,109	297,109	-		333,190
Investment income	948,298	23.0%	4,115,063	4,115,062	-		4,156,840
	21,350,986	13.0%	164,542,500	136,230,279	28,312,220	20.8%	137,640,026
<b>Expenses:</b>							
Salaries and benefits	14,129,947	13.4%	105,582,543	97,280,008	(8,302,535)	-8.5%	94,088,581
Cost of goods sold	14,111	1.4%	974,628	974,628	-		987,334
Buildings and grounds	883,030	15.2%	5,799,868	5,333,668	(466,200)	-8.7%	5,949,880
Student support	76,738	3.3%	2,321,027	2,321,027	-		1,944,617
Operating expenses	6,874,562	20.4%	33,647,272	25,985,892	(7,661,379)	-29.5%	24,834,415
Amortization of capital assets	1,681,050	18.3%	9,198,615	7,677,422	(1,521,193)	-19.8%	7,428,728
	23,659,438	15.0%	157,523,953	139,572,646	(17,951,308)	-12.9%	135,233,555
Annual operating surplus/(deficit)	(2,308,452)		7,018,547	(3,342,367)	10,360,912		2,406,471
Net restricted endowment contributions	5,130		-	-	-		256,892
Annual surplus/(deficit)	(2,303,322)		7,018,547	(3,342,367)	10,360,912		2,663,363
Accumulated surplus, beginning of year	99,743,818		99,743,818	99,743,818	-		97,080,455
Accumulated surplus, end of year	\$ 97,440,496		\$ 106,762,365	\$ 96,401,451	\$ 10,360,912		\$ 99,743,818





## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.4: GOVERNANCE AND PLANNING COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Patricia Heintzman, 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 14, 2023.

### SUMMARY

The Committee approved the minutes of the April 3, 2023 meeting and reviewed the Board Governance Manual and the Board Handbook and discussed the following items:

- **Terms of Reference:** Tally Bains, VP Finance and Administration reviewed the Governance and Planning Committee Terms of Reference that were approved by the Board of Governors on February 28, 2023 and noted that no changes are proposed to the terms of reference at this time.
- **Review of Committee's Annual Policy Priorities List:** Jacquetta Goy, Director Risk Management 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.
- **Policies:** Jacquetta Goy presented the presented the following policies to the committee. These policies and motions are provided to the Board under separate cover.
  - **B.102 Policy Management and Development:** The Committee passed a motion to recommend that the Board approve the revised B.102 Policy Management and Development.
  - **B.701 Student Code of Conduct:** The Committee passed a motion to recommend that the Board approve the revised B.701 Student Code of Conduct.

### RECOMMENDATION

This is for the Board's information only.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.2.5: INVESTMENT MANAGEMENT COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> David Ayriss, 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 12, 2023.

### SUMMARY

Quorum was not met therefore the meeting was shortened to receive presentations from the investment manager and investment consultant with all other business deferred to the next committee meeting.

### RECOMMENDATION

This is for the Board's information only.





## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 3.3: CORRESPONDENCE</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: September 26, 2023</b>	
<b>PRESENTER: Ash Amlani, Board Chair</b>	

### PURPOSE

To inform the Board of correspondence received since the June 27, 2023 Board of Governors meeting.

### INFORMATION

The Board received three letters between August 2 and September 11, 2023.

The first letter is from Tony Loughran, ADM Governance, Legislation & Engagement Division. It's addressed to all Post-Secondary Sector Board Chairs and it's regarding the updated Treasury Board Directive 2/24 - Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards.

The second letter is from the Capilano University Administration to the Board of Governors, regarding an update on the Capilano University strike.

The third letter is from Anthea Mallinson. It's addressed to the Capilano University Board of Governors regarding elected faculty and staff members of the Board participating in Board discussion regarding the strike.

The Board sent one letter on September 19, 2023, which is a reply to Anthea Mallinson's letter of September 11, 2023.

### RECOMMENDATION

*This is for the Board's information only.*



SENT BY EMAIL

August 2, 2023  
Our Ref. 130091

Dear Post-Secondary Sector Board Chairs:

**Re: Updated Treasury Board Directive 2/24 - Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards**

Following the 2023 Triennial Review by the Appointee Remuneration Committee (ARC), Treasury Board has approved revised remuneration guidelines for appointees to ministry and Crown agency boards. Please find attached Treasury Board Directive 2/24 – Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards.

The approved changes to the updated directives are as follows:

- Maximum remuneration rates (retainers and meeting fees) have been increased by 15% or \$50, considering the unchanged rates since 2007. The institutions must manage any incremental remuneration costs within existing budgets.
- Level 5 of the classification structure has been updated to distinguish it clearly from Level 4 in line with the rest of the classification structure.
- ARC now has broader authority to establish appointee remuneration disclosure procedures. Any new directions will be communicated later.
- Minor adjustments have been made to the language for improved clarity and consistency.

These Directive revisions aim to attract and retain highly skilled individuals, reflecting the diverse identities of British Columbians, while enabling the sector to achieve its service delivery goals. Current remuneration for Post-Secondary Boards remains unaffected by the changes in retainers and meeting fees. Colleges and Institutes will continue to follow existing reimbursement guidelines (OIC180/95, 509/95 for BCIT), and there will be no remuneration for university board members. Business travel and expenses reimbursement rates (Group 2) have been retroactively increased from April 1, 2023.

The Ministry is committed to reviewing board remuneration rates for all Post-Secondary Boards in 2023/2024.

For any inquiries regarding the treasury board direction or the annual remuneration disclosure procedures, please contact Pratibha Bhatnagar, Director of Governance & Labour Relations Policy, at [Pratibha.Bhatnagar@gov.bc.ca](mailto:Pratibha.Bhatnagar@gov.bc.ca).

Sincerely,

Tony Loughran  
Assistant Deputy Minister, Governance, Legislation & Engagement Division

Attachment: Treasury Board Directive 2/24 – *Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards*.

**TREASURY BOARD DIRECTIVE**

**TO ALL:** MINISTERS  
DEPUTY MINISTERS  
ASSOCIATE DEPUTY MINISTERS  
ASSISTANT DEPUTY MINISTERS, CORPORATE SERVICES  
SENIOR FINANCIAL OFFICERS

**DIRECTIVE:** 2/24

**SUBJECT:** Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards

**AUTHORITY:** This Directive is issued pursuant to sections 4 and 27 of the *Financial Administration Act* and other applicable enactments

**APPLICATION:** This Directive applies to appointees to Ministry and Crown Agency Boards

**POLICY:** SEE APPENDIX 1

**REPEAL OF EXISTING POLICIES:** Treasury Board Directive 2/20

**EFFECTIVE DATE:** April 1, 2023



Honourable Katrine Conroy  
Chair, Treasury Board

July 13, 2023

Date

**TREASURY BOARD DIRECTIVE**

**APPENDIX 1**

**REMUNERATION GUIDELINES  
FOR APPOINTEES TO  
MINISTRY AND CROWN AGENCY BOARDS**

## 1. POLICY OBJECTIVES

- 1.1 Ministry and Crown agency boards play a vital role in advancing the Government of British Columbia’s policy priorities and objectives and in providing valuable public services such as hydro-electric operations, schools, and health and social services. Strong and effective ministry and Crown agency board governance is an important element of government’s commitment to transparent and accountable government.
- 1.2 Appropriate remuneration for work performed by appointees to ministry and Crown agency boards is part of good governance. In the public sector, the maximum remuneration level should underscore the importance and professional nature of board work and attract and retain qualified individuals to serve. At the same time, there is underlying recognition that service on the board of a ministry or Crown agency entails an element of public service, varying in degree depending on the nature of the organization.
- 1.3 The policy objectives of these Remuneration Guidelines are to:
- 1.3.1 Ensure a consistent and transparent approach to remuneration and expense reimbursement for appointees.
  - 1.3.2 Affirm the importance and professional nature of the work that appointees perform.
  - 1.3.3 Establish proportionality of remuneration between ministry and Crown agency boards.
  - 1.3.4 Attract and retain highly-qualified individuals who reflect the diverse identities of British Columbians and the province’s commitment to gender equity and to true and lasting reconciliation with Indigenous peoples in British Columbia.
  - 1.3.5 Recognize there is a varying degree of public service expected from all appointees to ministry and Crown agency boards.

## 2. DEFINITIONS

**“advisory board”** means a board that does not hold or exercise governance responsibilities over a legal entity and includes ad hoc, time limited, or project-specific entities tasked with public engagement and/or delivering formal reports or recommendations to government.

**“appointee”** means an individual appointed by the Lieutenant Governor in Council, a minister responsible, or another individual with delegated authority, to serve on the board of a ministry or Crown agency. The appointee may be designated chair, director, member, or some such equivalent description.

**“Appointee Remuneration Committee”** means the committee established by Treasury Board to administer these Remuneration Guidelines.

**“board”** means a governing agency, board, commission, committee, council, advisory board, or such equivalent description, established by government, a minister or Crown agency, with or without governing legislation.

**“board committee”** means any committee established on a permanent or ongoing basis by the board of a ministry or Crown agency to assist the board in carrying out its work.

**“Crown agency”** means an organization, other than a ministry, within the Government Reporting Entity that is administered with varying levels of independence from Government. Crown agencies are within Government’s control under standards defined in the Public Sector Accounting Handbook. The primary test for control is that Government appoints more than fifty percent of the appointees. Crown agencies typically include commercial Crown corporations, service delivery Crown corporations, boards of education, health authorities, and post secondary colleges and institutions, universities, Crown agency subsidiaries, and advisory boards.

**“Crown Agency Registry”** means the list of all Government of British Columbia Crown agencies as maintained by the Crown Agencies and Board Resourcing Office.

**“Crown agency subsidiary”** means a wholly owned or majority owned subsidiary of a Crown agency.

**“meeting fee”** means a payment made to an appointee as remuneration for attending a board meeting or board committee meeting, or for other meetings and/or work undertaken attending to the business of the board.

**“Minister”** means the Minister who is accountable to government for the board. The Minister may delegate authority to another individual to carry out the responsibilities of the Minister in these Remuneration Guidelines.

**“Remuneration Grid”** means the grid of six remuneration levels into which ministry and Crown agency boards may be classified by the Appointee Remuneration Committee. These provisions are set out in section 5 of these Remuneration Guidelines.

**“retainer”** means a fixed annual amount payable to an appointee for overall board service including preparation time and travel time.

### 3. APPLICATION

- 3.1 These Remuneration Guidelines govern the maximum remuneration and expense reimbursement payable to appointees who serve on the boards of ministries and Crown agencies except administrative tribunals and regulatory boards which are governed by Treasury Board Directive 1/24.
- 3.2 The criteria used to determine whether a ministry or Crown agency board falls within the scope of application of these Remuneration Guidelines are:
- The Government of British Columbia appoints more than fifty percent of the members on the board.
  - The organization is within the Government Reporting Entity.
  - The board is operating within an area of direct and active interest of the Government of British Columbia (this is an overarching criterion).
- 3.3 Classification determinations under these Remuneration Guidelines are made by the Appointee Remuneration Committee.
- 3.4 Unless classification has been determined by the Appointee Remuneration Committee, appointees are entitled only to reimbursement for expenses in accordance with section 7 of these Remuneration Guidelines.
- 3.5 Treasury Board may provide direction to the Appointee Remuneration Committee to grant exceptions to the Remuneration Guidelines.

### 4. ROLES AND RESPONSIBILITIES

- 4.1 **Treasury Board** establishes, and may revise from time to time, these Remuneration Guidelines and may consider requests for exceptions to these Remuneration Guidelines.
- 4.2 **The Appointee Remuneration Committee:**
- 4.2.1 Classifies new, or reviews for re-classification existing ministry or Crown agency boards upon application by the minister, or under its own initiative.
- 4.2.2 May approve remuneration exceptions that fall within the following parameters:
- 4.2.2.1 With respect to a Level 1 advisory board, the Appointee Remuneration Committee may provide an exception for some or all of the appointees to be remunerated up to the relevant maximums for a Level 2 board;
- 4.2.2.2 With respect to a time-limited or project-specific Level 1 advisory board, the Appointee Remuneration Committee may provide an exception for

some or all of the appointees to be remunerated up to the relevant maximums for a Level 4 board for a period not to exceed 18 months.

4.2.2.3 With respect to extraordinary circumstance where a board or its chair is required to contribute time over and above the ‘ordinary’ expected commitment, the Appointee Remuneration Committee may provide an exception for some or all of the appointees to receive additional remuneration not to exceed 50 percent of the remuneration that is otherwise available to the appointees, for a period not to exceed six months.

4.2.2.4 The criteria used to determine an exception are:

- time-commitment;
- level of expertise required of the board members;
- significance of impact of the advice provided;
- contribution towards reconciliation with Indigenous peoples in British Columbia; and
- gender and diversity factors.

4.2.3 Administers requests for exceptions to these Remuneration Guidelines to Treasury Board for decision and provide support and recommendations to Treasury Board in its deliberations.

4.2.4 Meets at the call of the Appointee Remuneration Committee Chair.

4.2.5 Maintains and makes available publicly on the Public Sector Employers’ Council Secretariat website these Remuneration Guidelines, lists of the boards by classification level, links to relevant provisions such as the *Terms and Conditions of Employment for Excluded Employees and Appointees*, and other relevant documents and information.

4.2.6 Monitors annual appointee remuneration disclosure and may post a single remuneration disclosure document on the Public Sector Employers’ Council Secretariat website.

4.2.7 May prescribe the format and timelines in which disclosure must occur.

4.2.8 Reviews these Remuneration Guidelines and makes recommendations to Treasury Board as required, or at least every three years.

4.3 **The Public Sector Employers’ Council Secretariat** acts as the secretariat to the Appointee Remuneration Committee and ensures remuneration and classification information is publicly available.

4.4 **The Crown Agencies and Board Resourcing Office** maintains the Crown Agency Registry.



#### 4.5 **The minister** responsible for a board:

##### 4.5.1 Makes applications to the Appointee Remuneration Committee:

4.5.1.1 To classify a new ministry or Crown agency board prior to appointing its members;

4.5.1.2 To re-evaluate a classification where there is material change to a ministry or Crown agency board mandate;

4.5.1.3 To seek a time-limited remuneration exception for extraordinary circumstances where a board or its chair is required to contribute time over and above the ‘ordinary’ expected commitment or if it is expected that there will be a significant temporary decline from the ‘ordinary’ expected commitment;

4.5.1.4 To seek a permanent exception to these Remuneration Guidelines for Treasury Board decision.

##### 4.5.2 Establishes or approves a remuneration policy for a board that:

4.5.2.1 Sets the retainer amount and meeting fees up to the maximum amounts permitted in the Remuneration Grid for appointees to their ministry and Crown agencies.

4.5.2.2 May differentiate retainer amounts provided to appointees within boards, up to the maximum amounts in the Remuneration Grid, to recognize varying skills and experience or to provide internal equity when recognizing varying travel requirements.

4.5.2.3 Determines the number of meetings up to the maximum number permitted in section 5.9 of these Remuneration Guidelines for appointees in their ministry and Crown agencies.

4.5.2.4 May specify other remuneration policies consistent with these Remuneration Guidelines.

4.5.2.5 Provides an explanation as to the treatment of appointees for the purposes of the Personal Income Tax withholdings, Goods and Services Tax (GST), Canada Pension Plan (CPP), and Employment Insurance Act (EI) schemes.

##### 4.5.3 Ensures the remuneration payable to appointees is in accordance with these Remuneration Guidelines and the remuneration policy established under section 4.5.2.

4.5.4 Provides actual remuneration information and the remuneration policy established under section 4.5.2 to the Appointee Remuneration Committee as per its request and makes such information available on the ministry website, if there is no agency or board website.

4.5.5 Notifies the Appointee Remuneration Committee and the Crown Agencies Board Resourcing Office when a new ministry or Crown agency board is created, regardless of whether its appointees receive remuneration, and when any other changes are required to the Crown Agency Registry.

#### 4.6 **The ministry or Crown agency staff:**

4.6.1 Administers the remuneration, benefits, and expenses payable to appointees in accordance with these Remuneration Guidelines and the remuneration policy established under section 4.5.2.

4.6.2 Ensures actual remuneration information, as requested by the Appointee Remuneration Committee, is provided to the minister and this information, along with the remuneration policy established under section 4.5.2 is publicly available on the board, Crown agency or ministry website.

4.7 **The board chair** oversees the remuneration and expenses paid to appointees in accordance with section 4.6 of these Remuneration Guidelines.

## 5. **REMUNERATION FRAMEWORK**

5.1 Upon application by the relevant minister, or upon its own initiative, the Appointee Remuneration Committee will classify a ministry or Crown agency board into one of six level. In determining the classification of each ministry or Crown agency, the Appointee Remuneration Committee shall consider the following criteria:

5.1.1 The type of ministry and Crown agency (commercial, service delivery or advisory board).

5.1.2 The complexity of the service provided (provide advice or produce a product; provide a service or deliver a program; direct agents or manage contracts; coordinate service or program delivery).

5.1.3 The size and complexity of the operation (budget; multiple lines of business; organizational structure; geographical representation).

5.1.4 The degree of knowledge and specialized skills required.

5.1.5 The board's strategic importance to the Province (financial policy, social policy, economic policy, and infrastructure).

- 5.1.6 Comparability among the ministry and Crown agency boards for internal consistency and fairness.
- 5.2 No one criterion will be determinative, but the general expectation will be that the classification will align with the following:
- Level 1 Advisory Boards
  - Level 2 Small Service Delivery Crown Corporations  
Decision Making Boards (not a separate legal entity)  
Other Boards with Service/Program Responsibilities (not a separate legal entity)
  - Level 3 Mid-size Service Delivery Crown Corporations
  - Level 4 Small Commercial Crown Corporations  
Large Service Delivery Crown Corporations
  - Level 5 Health Authorities  
Large Commercial Crown Corporations  
Major Service Delivery Crown Corporations
  - Level 6 Major Commercial Crown Corporations
- 5.3 There is no requirement that appointees be paid, nor that they be paid at maximum rates.
- 5.4 Remuneration amounts provided to appointees within a board may be differentiated to recognize varying skills, experience and knowledge, or to provide internal equity when recognizing varying travel requirements.
- 5.5 Remuneration cannot be provided in excess of the maximum amounts specified for the level at which the applicable ministry or Crown agency board is classified unless an exception has been approved by the Appointee Remuneration Committee or Treasury Board.
- 5.6 All appointees are eligible for reimbursement of expenses in accordance with section 7 of these Remuneration Guidelines.
- 5.7 **Meeting fees:**
- 5.7.1 May be provided for travel time to and from board business when the destination location for meetings is more than 32 kilometres from the appointee's residence and the appointee does not receive a retainer.
  - 5.7.2 Meeting fees are not provided for preparation time for board meetings, or appointee education, conferences, or social functions associated with board business.
  - 5.7.3 The amount of the meeting fee may be prorated to the length of the meeting (including applicable travel time) and must not exceed the maximum amounts set out for the level in the Remuneration Grid assigned to the board. If the

meeting lasts longer than four hours in a twenty-four-hour day, up to the full meeting fee may be payable. If the meeting lasts four hours or less in a twenty-four-hour day, up to one-half of the meeting fee may be payable.

#### 5.8 **Retainers:**

- 5.8.1 May be payable to appointees in levels 3 through 6 for overall board service, including preparation time and travel time.
- 5.8.2 Appointees receiving retainers are not eligible for meeting fees provided to remunerate for travel time.
- 5.8.3 Retainers may be paid for services rendered, quarterly or annually.
- 5.8.4 Retainers may be paid in advance of service, quarterly for example, subject to reimbursement for no service provided (if an appointee received a quarterly retainer on January 1 but resigned or the appointment was rescinded on January 31, the appointee must reimburse the amount associated with the subsequent three months).

#### 5.9 **Level 1 appointees:**

- 5.9.1 Level 1 chairs are eligible for meeting fees in accordance with sections 4 and 5 of these Remuneration Guidelines and at the discretion of the minister.
- 5.9.2 Level 1 appointees, other than the chairs, do not receive any form of remuneration (neither retainers nor meeting fees) unless an exception has been provided under section 4.2.2.

5.10 **Level 2 appointees**, including the chairs, are eligible for meeting fees in accordance with sections 4 and 5 of these Remuneration Guidelines and at the discretion of the minister.

5.11 **Level 3 through 6 appointees**, including the chairs, are eligible for annual retainers and meeting fees in accordance with sections 4 and section 5 of these Remuneration Guidelines and at the discretion of the minister.

#### 5.12 **Crown agency subsidiary board appointees:**

- 5.12.1 Appointees are not entitled to additional remuneration for time spent on business of the Crown agency subsidiary unless:
  - 5.1.1.1 The subsidiary operates as a stand-alone operating entity with its own board.
  - 5.1.1.2 The Crown agency subsidiary board has been classified by the Appointee Remuneration Committee.

5.1.1.3 In general, the classification of a Crown agency subsidiary board, and associated remuneration, would not be higher than the remuneration paid in respect of the Crown agency parent board.

5.12.2 Appointees to Crown agency subsidiary boards are eligible for reimbursement of expenses in accordance with section 7 of these Remuneration Guidelines.

### 5.13 Remuneration Grid:

Maximum Remuneration	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
<b>Retainer – Chair</b>	0	0	6,900	17,250	25,875	34,500
<b>Retainer – Appointee</b>	0	0	3,450	8,625	12,940	17,250
<b>Retainer – Audit Cttee Chair</b>	0	0	2,300	3,450	5,750	5,750
<b>Retainer – Other Cttee Chair</b>	0	0	1,150	2,300	3,450	3,450
<b>Meeting Fee – Chair</b>	400	400	350	575	720	865
<b>Meeting Fee – Appointee</b>	0	300	350	575	720	865

5.14 The maximum number of full day meeting fees is limited as follows:

5.14.1 Level 1 board chairs – 18 meetings per year.

5.14.2 Level 2, 3, 4, 5, and 6 board appointees, other than the chairs – 30 meeting fees per year.

5.14.3 Level 2, 3, 4, 5, and 6 board chairs – 60 meeting fees per year.

5.15 Not more than the equivalent of one full day meeting fees will be paid to any appointee for each twenty-four-hour day in respect of attendance at board or subcommittee meetings and for other meetings attending to the business of the board. An appointee may receive additional remuneration during the same day in respect of meetings of another board.

## 6. ADDITIONAL REMUNERATION PAYMENT GUIDELINES

6.1 Appointees who receive remuneration in respect of their membership on a ministry or Crown agency board from a source outside government (e.g., industry) shall not receive any additional remuneration under these Remuneration Guidelines.

6.2 Members of the Legislative Assembly are not generally eligible for appointment to a ministry or Crown agency board. In the unusual event that they are appointed, Members

of the Legislative Assembly will not receive any additional remuneration beyond the remuneration and rates of reimbursement for travel expenses to which they are entitled by virtue of their position or employment. Travel expenses incurred as a result of their ministry or Crown agency board duties will be reimbursed by the ministry responsible for the organization, and not by the board.

- 6.3 Government employees are not generally eligible for appointment to a ministry or Crown agency board. Government employees may only be appointed in limited instances such as periods of transition (e.g., start-up and wind-down) and for limited purpose entities established for a limited term. Employees who are appointed to a ministry or Crown agency board as part of their employment will not receive any additional remuneration beyond the remuneration and rates of reimbursement for travel expenses to which they are entitled by virtue of their position or employment. Travel expenses incurred as a result of their ministry or Crown agency board duties will be reimbursed by the ministry responsible for the board, and not by the board.
- 6.4 An employee of a Crown agency, in his or her individual capacity, may on occasion be appointed to the board of a ministry or another Crown agency whose mandate and operations are wholly unrelated to the appointee's Crown agency employer. In such circumstances, and provided that the appointee is appointed in his or her individual capacity, the appointee shall be entitled to remuneration and expenses in accordance with these Remuneration Guidelines.
- 6.5 Remuneration will be paid only to the individual named on the instrument appointing that individual to a ministry or Crown agency board.
- 6.6 Appointees to ministry and Crown agency boards are not employees and are not covered by the Government of British Columbia's *Terms and Conditions of Employment for Excluded Employees and Appointees*. Ministers must ensure that at no time is an employer/employee relationship established.
- 6.7 Remuneration paid to appointees is subject to Personal Income Tax withholding and is to be reported annually to the Canada Revenue Agency on a T4 Supplementary Slip.
- 6.8 Limited reimbursements and risk management losses may be provided consistent with part 10 of the *Terms and Conditions of Employment for Excluded Employees and Appointees* for Category D appointees.

## **7. BUSINESS TRAVEL AND EXPENSE REIMBURSEMENT GUIDELINES**

- 7.1 Appointees incurring transportation, accommodation, meal and out of pocket expenses in the course of their duties as members of a ministry or Crown agency board will be reimbursed in accordance with Group 2 rates, policies, and procedures as outlined in the *Terms and Conditions of Employment for Excluded Employees and Appointees*.
- 7.2 Appointees will not be reimbursed for professional dues or membership fees.

## **8. EXCEPTIONS**

These Remuneration Guidelines apply to the Electoral Boundaries Commission and Judicial Compensation Commission except for the classification and remuneration rate. The remuneration rate will be reviewed and approved by the Appointee Remuneration Committee when required.

## **9. EFFECTIVE DATE**

These Remuneration Guidelines are effective on April 1, 2023.



August 4, 2023

## Capilano University strike update

### University communications standards

*Communications from the University are guided by standards in the B.C. Labour Code. In accordance with the code, as well as legal requirements, statements from the University related to the strike must be accurate and reasonably complete.*

### Ratification by MoveUP

On August 3, MoveUP announced its members had voted to ratify the collective agreement under the Province's Shared Recovery Mandate, following the CapU Board of Governor's ratification on July 31. According to MoveUP, 233 votes were cast, with 226 voting "yes". However, before the agreement comes into effect, the Post-Secondary Employers' Association (PSEA) Board of Directors must also ratify it. We anticipate that this will occur next week.

In preparation, HR is working on a document explaining the changes and a workshop for leaders to attend, ask questions and discuss the changes.

### Agreement highlights

The three-year agreement covers support employees who work at the University in a variety of valued roles. The agreement provides for members of the union, the University, and most importantly, supports the students who have chosen to pursue their education at CapU.

Highlights of the agreement include:

- Three-year term: July 1, 2022-June 30, 2025
- General wage increases
  - Year 1 – a flat increase of \$0.25/hour which provides a greater percentage increase for lower paid employees, plus 3.24%
  - Year 2 – 5.5% plus a potential Cost of Living Adjustment to a maximum of 6.75% (Maximum 6.75% triggered as of March 21, 2023)
  - Year 3 – 2% plus a potential Cost of Living Adjustment to a maximum of 3%
- A negotiable Flexibility Allocation of up to 0.25% in years 1 and 2 to support mutually beneficial outcomes for both parties.
- Other negotiated outcomes between the parties included:
  - New wellness spending account of \$300 per year
  - Additional funding for the support staff innovation fund, which addresses recruitment and retention issues, including labour market adjustments and transit and carpooling subsidies





- Expanded definition for bereavement leave
- Indigenous cultural leave

The agreement improves the focus on enhancing the employee experience and advances the University's [goals, vision and values](#) by supporting employees' health and well-being and cultivating a distinct university experience for students and employees.

From Anthea Mallinson  
Retired faculty member  
[amallinson@telus.net](mailto:amallinson@telus.net)

To Capilano University Board of Governors

Date Sept. 11, 2023

Dear Members of the Board of Governors,

I am a recently retired Capilano University faculty member, and a former member of the Capilano Faculty Association executive.

I am writing to you now as a retiree and not as a representative of the CFA.

I am currently writing regarding one specific aspect of the Board's actions during the recent Move Up strike.

I have learned that the elected faculty and staff Members of the Board were not permitted to participate in Board discussions regarding the strike.

I am frankly astonished that this action is even possible. Are not all members of the Board equal? I can understand that there may be a circumstance of conflict of interest in which a specific Board member should recuse themselves from a vote on a motion, but to be forbidden to give input or to discuss and respond to information regarding an event or circumstance of importance to the functioning of the University seems to contradict the nature and intent of the Board. And to single out and exclude the staff and faculty Board members seems to contradict the purpose of their participation.

I am writing to say that I think this decision was wrong. I hope that upon reflection, the Board will recognize it as wrong and will ensure that it will not be able to happen again.

Sincerely

Anthea Mallinson

Faculty Retiree



September 19, 2023

Ms. Anthea Mallinson  
amallinson@telus.net

Dear Ms. Mallinson,

Thank you for your letter dated September 11, 2023 to the Board of Governors in which you asked about elected faculty and staff members of the Board participating in Board discussions regarding the strike.

The Board values the contributions and perspectives of all members of the board, including the elected faculty and staff members. During the 2022-2023 year, there were four closed meetings of the Board of Governors where bargaining updates were discussed; the elected faculty and staff members were included in all except one of these closed meetings. The one meeting which they did not participate in was due to a direct conflict of interest related to pay. This conflict has been flagged to the Board Chair by one of the faculty representatives, which prompted the chair to discuss this with the other representatives.

The Board is conducting a post-job action review to look at where improvements can be made to board governance during collective bargaining and during a strike. These discussions will happen at the board meetings and the input of staff and faculty board representatives will be essential to ensure we have meaningful and fulsome discussions.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ash Amlani".

Ash Amlani, Chair  
Capilano University Board of Governors

# PRESIDENT'S REPORT TO THE BOARD

Reporting period from May 30 to September 5, 2023

## PRESIDENT'S OFFICE

The University celebrated the achievements of the graduating class of 2023 at the spring [convocation ceremonies](#) from June 7–9. We joined graduates and their loved ones and friends to celebrate the successful completion of their academic credentials. We wish these new alumni the best of success in their future endeavours and hope we cross paths with them again in the future.

I attended the meeting of British Columbia Association of Institutes and Universities (BCAIU) presidents in late June. The group had a focused discussion on key priorities, including international students and immigration, innovation and research, and funding models. The group will meet again in early September.

One of the highlights of the summer was the official, joint announcement on August 16 by the University and the Minister of Post-Secondary Education and Future Skills about the newly acquired Squamish campus. Capilano University, with an investment of \$48 million from the B.C. government, has purchased the former Quest University campus at a cost of \$63.2 million. The new campus will serve up to 180 students when it opens in September 2024 and is projected to serve as many as 382 students in later years. CapU is proud to focus on excellence in learning, career readiness and good citizenship.

## ACADEMIC & PROVOST

September brings palpable energy to our campuses and learning locations as more students and employees gather for the start of the new academic year. Over the last few weeks, the provost's office has welcomed Natasha Mrkic-Subotic as acting dean, Faculty of Global & Community Studies and Ellen Flournoy as regional manager, Squamish. With great gratitude and appreciation, we say farewell to Lara Duke, dean, Global & Community Studies and Pouyan Mahboubi, associate vice-president academic & vice provost, as they embark on their new journeys with UFV and Langara College, respectively.

Engagement in a range of academic activities continues and in addition to the work of the academic units and faculties shared below, an Elders protocol has been developed and will be circulated this month. This living, working document will continue to evolve as conversations continue with Elders and the University community. The newly approved Interaction Design Diploma launched at CapU Lonsdale, and with the leadership of the faculty program working group, dean and academic initiatives & planning, the external site review for the proposed Bachelor of Environment and Society will occur at the end of the month. Development of a digital learning framework continues, with a draft being circulated for additional input with the advisory group before Senate subcommittee review.

Significant attention, care, effort and energy by faculty, deans and several people at the University occurred in the late spring to respond to course demand for the Summer term. Significant, additional sections were mounted in the School of Business and the Faculty of Arts & Sciences. Additionally, with faculty leadership, new approaches where EAP is working more closely with schools/faculties has emerged as another support for

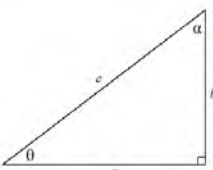
student success. Enrolment management practices continue to be challenging as we move forward in planning ways where a more predictable roster of courses is available and where there is sufficient lead-time to hire faculty. This is a collective goal of the provost office, through partnership with international education, institutional research and the registrar's office.

With the continued focus on regional academic activity, discussions are actively underway, most recently under the CARS & graduate studies portfolio, with a goal of signed agreements with the District of Squamish and Whistler Institute over the coming weeks.

## FACULTY OF ARTS & SCIENCES

- » Kirsten McIlveen (faculty, geography) co-facilitated with a former prisoner Women's and Gender Studies 347: Gender Confined. Students' feedback was that this was a transformational learning experience related to issues of imprisonment of women and especially of Indigenous women. Additional funding support for this course was through the dean's office and CARS. Charles Greenberg and Kirsten McIlveen (geography department) also organized drop in non-credit lectures at the Fraser Valley Institution in a series called Global Impact Cafes. These are popular with prisoners and keep the instructors (and CapU) connected with potential students for future Walls to Bridges courses.
- » Fifteen graduating students from across the faculty published the second issue of [Capstone Magazine](#) this summer. This online publication features long-form reporting and research from students of psychology, interdisciplinary studies, sciences and arts on topics that are urgent culturally, politically and personally. These articles were produced during the Spring term's Capstone class CAPS 499, facilitated by faculty mentor Leah Bailly. IDEA student Megan Barry designed the website. <https://capstone.capilanou.ca/>
- » A student research project exploring habitat connectivity in the Squamish area was launched, together with the Howe Sound Biosphere Region Initiatives Society and the Squamish Environment Society. This is more broadly part of the Natural Science and Engineering Research Council of Canada Mobilize award.
- » Sandra Seekins (faculty, art history) was one of three judges who chose the first, second and third place artists for Paint on the Mountain. The initially selected paintings were on display and for sale at the Harmony Arts Festival. The event was sponsored by British Pacific Properties.
- » During a paid education leave last year (2022–23), Lisa Lajeunesse (faculty, mathematics and statistics) developed an extensive set of eLearn exercises for students to help them in their introductory math courses. These exercises will also be available to students preparing for a math placement test or reviewing for a more advanced math course. Each practice question includes customized feedback in response to students' answers, alerting them to possible sources of errors, as well as showing full solutions. Each question has multiple versions, so students can try again to improve their result. A sample question, with feedback and solution is shown in blue, followed by the customized response and solution:

Determine  $a$  in cm given that  $c = 11.9$  cm and  $\theta = 21^\circ$ .



Give your answer in centimetres accurate to 3 decimal places.

$a \approx$    cm

### Comments on Your Answer

It looks like you have the correct formula, so well done!

However, there is an issue with the final evaluation on the calculator.

**Your answer assumes  $\theta$  is measured in radians not degrees.**

This can happen if your calculator is in radian mode. To enter the angle in degrees either

- (1) Place your calculator in degree mode, or
- (2) Temporarily override the radian setting by entering  $\theta$  followed by the degree symbol (select ANGLE (2nd APPS) on the TI-84+).

Did you also leave out a negative sign because it did not make sense?

A negative value for a side in a triangle can indicate that an angle has been entered using incorrect units.

### Solution

In this question, we are given the triangle's hypotenuse  $c = 11.9$  cm and we want to find the side  $a$  that is adjacent to  $\theta = 21^\circ$ .

We therefore use the cosine function to solve for  $a$ .

$$\cos(\theta) = \frac{\text{adjacent}}{\text{hypotenuse}}$$

So

$$\begin{aligned}\cos(21^\circ) &= \frac{a}{11.9} \\ a &= 11.9 \cos(21^\circ) \approx 11.11 \text{ cm.}\end{aligned}$$

**Note:** Because  $\theta$  is in degrees, either ensure your calculator is in degree mode, or temporarily override the radian mode setting by explicitly entering the degree symbol when performing the calculation.

This content is covered in Chapter 4 Section 2 of the Precalculus text.  
The correct answer is: 11.110

- » Senate approved the following curriculum at the August 15, 2023, meeting:
  - BIOL 412—A biology course focusing on neurological damage, disease and degeneration. Students will explore principles and patterns of nerve cell, tissue and organ damage associated with stress, disease, drugs, medications, ageing and head injury. Further, students will appraise risk factors, aetiologies, therapies and future trends with respect to neurological disorders, and how to recognize and explain the mechanisms of pathologic changes specific to the central and peripheral nervous systems.

## FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The School of Communication welcomes two new permanent faculty: Adam Vincient and Caio Cardoso.
- » Sue Dritmanis was re-elected as chair of the Senate Academic Planning and Program Review Committee.
- » The School of Legal Studies has welcomed eight new faculty: Jeff Young, lawyer and trademark agent at Altman & Company, Entertainment + Business Lawyers; AnnaMarie Kersop, lawyer; Edith Szilagyi, lawyer, owner of Nova Law Corporation; Paul Kressock, partner at Lawson Lundell LLP; Zahra Jimale, lawyer, mediator, board member and vice-chair of Property Assessment Appeal Board; Henry Chung, lawyer at Winright Law Corp.; Brittany Buna, arbitrator and lawyer at League and Williams; Caitlin Hansen, project manager, paralegal at Borden Ladner Gervais LLP.
- » After completing LAW423 eDiscovery, a course facilitating simulated, practical exposure to electronic evidence and software platforms, including relativity, Bachelor of Legal Studies student, Maleah Virk was awarded a Relativity Fest Scholarship for her interest in eDiscovery. Relativity Fest is designed to educate and connect eDiscovery and analytics, and AI communities.
- » Faculty accomplishments in the School of Legal Studies include:
  - The British Columbia Law Society approved Karen Roussy’s application to the Innovative Sandbox pilot, giving her the ability to provide specific family law legal services as a paralegal and non-lawyer.
  - Jeevyn Dhaliwal, KC was reappointed to the Federal Judicial Advisory Committee and is the incoming president of the Law Society for 2024.
  - Victoria Shroff inspired attendees with her TedX presentation, “Why Animals Need Law.” In May 2023, she was a Woman of Distinction finalist, appointed associate fellow to Oxford Centre for Animal Ethics UK, and was a finalist for the Top 25 Most Influential Lawyers in Canada. The Canadian Bar Association board also appointed her to its Access to Justice Committee.
  - Michelle Casavant received the National Policy Award and the Deputy Ministers Award for Excellence from Justice Canada.
  - Paul Kressock received a favourable Court of Appeal decision whereby the court agreed that in many cases, subsequent conduct evidence can be the “best evidence” of whether there existed an intention to contract, and by extension, whether a contract was formed. This decision is an important addition to contract law, a required course for paralegal students.
  - Deb Jamison’s article, “The Billable Hour” was featured in TLABC’s *Verdict Magazine*. The article offers advice and best practices for new and seasoned legal professionals who bill for their services.
  - Sara El Rayess successfully completed her MEd in Educational Technology and Learning Design at Simon Fraser University and steps into the role of chair for the School of Legal Studies for the 2023–2024 academic year.

## FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » The department of Early Childhood Care & Education (ECCE) received a substantial increase in ongoing funding for program delivery in Squamish and Sechelt through a funding proposal to the Ministry of Post-Secondary Education and Future Skills. This funding also supports educational developer and educational technology specialist positions on a one-time basis to support the development of HyFlex teaching and learning (in collaboration with the Centre for Teaching Excellence).
- » In partnership with Steps Forward, arrangements were made to support of three students with intellectual and developmental disabilities in Fall 2023 University programs. Faculty and an inclusion facilitator will support these students to have a rich experience in the Faculty of Education, Health & Human Development, the Faculty of Arts & Sciences and the Faculty of Fine & Applied Arts.
- » In partnership with the School of Business, the English for Academic Purposes (EAP) department developed a series of customized academic skills workshops to support international students in business programs with success strategies for post-secondary education. This initiative emerged from joint planning focused on students' specific needs and the faculty collaborating with them, and aligns with core University values focused on student success and high-quality student learning experiences. This will be piloted in Fall 2023.
- » EAP has re-established a partnership with the Collingwood Neighbourhood House to support student volunteers in the Berwick Breakfast program. Named after former EAP faculty member Rick Berwick, the program provides hot, nutritious breakfasts to unhoused members of the Metro Vancouver community once a week throughout the year. The involvement of EAP students in this program aligns with the strong value of community engagement in the department, which is also expressed through the Rick Berwick Community Spirit Award. This annual award recognizes EAP students who demonstrate a deep commitment to engagement with and contribution to the communities served by the University.

## FACULTY OF FINE & APPLIED ARTS

- » Carol Aitken, chair of the IDEA School of Design, worked with industry organization RGD to host the national 2023 RGD Design Educators Conference *Question Tomorrow* on June 1. Speakers from across Canada and the US addressed how we can create authentic, vibrant learning experiences for design students given constantly evolving technologies, AI-generated content, and the uncompromising vision of a new world by younger generations. Bachelor of Design faculty Elyssa Schmid designed the branding for the event.



- » On May 31, to cap off Asian Heritage Month, Bosa Centre for Film and Animation hosted a K-pop performance by Mamakeish K-Pop Academy in Studio A. The event coincided with the last week of the summer intensive Lighting for Digital Imaging and Film and Lighting. Grace Kim, instructor, School of Communication, organized the event and collaborated with SMPA. Michael Thoma arranged for the lighting students, under the instruction of Mark Murphy and David Bowie, to use the event as a lighting exercise. Keisha Kang, director, MAMAKEISH KPOP ACADEMY, mamakeish.com, choreographed and performed in the show. Not only did the lighting students light and film the event, but they also transformed Studio A—A culmination of creativity, motion, music and spectacular lighting.





- » Doreen Manuel, director, Bosa Centre for Film and Animation and inclusive community projects attended the Indigenous Creativity and Well-being Symposium at Auckland University on June 19, 2023. This invitation follows the visit to CapU in March by their faculty, Nicholas Rowe and Tia Reihana, and the recent Letter of Understanding between CapU and the University of Auckland (UA). UA is the largest research university in New Zealand and a goal of their research is to Indigenize the university and to adopt United Nations sustainability goals.

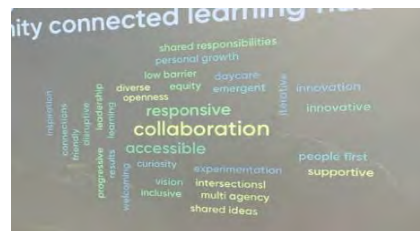
## FACULTY OF GLOBAL & COMMUNITY STUDIES

- » The School of Tourism Management was a gold partner at the June 29 Whistler Chamber of Commerce Power Lunch Series—Smarter and Sustainable: The Future of Tourism. Dean Lara Duke attended the event to network and take in the panel discussion that included tourism leaders of the Resort Municipality of Whistler community.

## KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Jessica Silvey, Indigenous education advisor, with support from the shíshálh Nation, was awarded the 'gʷ gʷiʔ altxʷ House of Welcome Cultural Arts Centre 2023–2024 SIAM Grant, in support of arts and culture programs focusing on regional First Nations cultural and arts community at CapU. The program, “Wood/Silver Carving and Plant Medicine with shíshálh Nation,” was awarded in full for 2023–2024. Additionally, we have been awarded the multi-year award with funds released annually next August 2024 and contingent on completing all grant reporting.

- » In May, Joyce Ip and her team co-facilitated a community partnership dialogue at the ká lax-ay campus. Community partners in attendance were from the SD46, Elder College, Sunshine Coast Economic Development Organization, Sunshine Coast Community Services Society, Open Door Group, Vancouver Coastal Health, Gibsons Chamber of Commerce, Desolation Sound Holdings, Sechelt Downtown Business Association and Sunshine Coast Credit Union. We delved into the subject of a community partnership model, with our attention centred on employment, education and the demographic makeup of the population. We reached a unanimous consensus that education is integral to the economic advancement of the region. We also acknowledged that education and community partnerships are pivotal factors for success and value our regional partnerships.



## INDIGENOUS EDUCATION & AFFAIRS

- » IEA hosted lunch & learn sessions with invited knowledge holders/facilitators from xʷməθkʷəyəm (Musqueam), Skwxwú7mesh (Squamish), Səlílwətaʔ/Selilwitulh (Tsleil-Waututh), Métis, Lí'wat and shíshálh (Sechelt). It was an opportunity for everyone to gather, learn and be together as a community and family.
  - July 28 & September 15—Tsiyálten, Robert George (Tsleil-Waututh)
  - August 28 & September 26—Káikalih, Deanna Lewis, (Skwxwú7mesh Úxwumixw),
  - September 14 & September 21—Madelaine McCallum (Métis)
  - September 19—P'áq'emul, Shelby Dan (Lil'wat)
  - Sept 5—Shy Watters (Shíshálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw)





- » In honour of the National Day for Truth and Reconciliation, starting in August, we hosted a month of sessions with local artists, Elders, storytellers and knowledge holders.

**ALL OUR RELATIONS, SAVE THE DATES: UPCOMING EVENTS**

**Aug 24th, 11am-3pm:** Skw'cháys Canoe Paddle meet @ **Cates Park**  
**Aug 25th, 12pm - 2pm:** Wool Weaving with Káikalih, Deanna Lewis (Skwxwú7mesh)  
**Aug 30th, 11am - 4pm:** Indigenous Student Orientation  
**Sept 5th, 11:30am - 3pm** CapU Street Party in **park lot #1** visit KÉXWUSM-ÁYAKN table: fun, treats, & info  
**Sept 13th, 12pm:** Welcome lunch, new/returning students  
**Sept 14th, 12pm-1pm** Powwow ZUMBA with Madelaine McCallum (Métis)  
**Sept 15th, 11am-2pm** Drum making with Robert George, (Tseil-Waututh)  
**Sept 18th, 8:30am** Cedar Hat weaving; Shy Waters (Shishálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw)  
**Sept 19th, 12pm** Mini Drum Workshop with Shelby Dan (Li'wat)  
**Sept 20th, 12pm** Métis Jig Fit with Madelaine McCallum (Métis)  
**Sept 26th, 12pm - 2pm:** Wool Weaving with Káikalih, Deanna Lewis (Skwxwú7mesh)  
**Sept 27th, 12pm-1pm** Nature walk with local knowledge holder  
**Sept 28, 11am-3pm: National Day Truth and Reconciliation**  
**Blue Shore theater**  
**Oct 17th, 11am -3:30 pm Elders Celebration and Ceremony**  
**Blue Shore Theater**

ALL EVENTS WILL TAKE PLACE AT KÉXWUSM-ÁYAKN UNLESS OTHERWISE SHARED  
 LET'S COME TOGETHER IN A GOOD WAY, RSVP & FOR MORE DETAILS: INDIGENOUS@CAPILANO.CA




- » An Elders' meet and greet was hosted on August 25, 2023. The Elders' Circle is growing; currently, we have regular scheduled visits with Elder Robert Joe (shishálh), Delhia Nahanee (Nisga'a and Skwxwú7mesh), Latash Nahanee (Skwxwú7mesh) and Rose Nahanee (Skwxwú7mesh). Incoming Elders are Christine Leo (Li'wat), Sabra Thompson (Métis). ISS has also made a new recent connection with Elder Shane Point from xʷməθkʷəyəm (Musqueam) who has agreed to visits CapU when invited.



Elders' Circle

- » CapU Elders attended the 47<sup>th</sup> Annual BC Elders Gathering on August 15 at the Vancouver Convention Centre. It was a wonderful time for them to visit and exchange memories, knowledge and to engage in updates from visiting nations. Afterwards, they joined the announcement in Squamish, B.C. on August 16 and met with the Honourable Selina Robinson, Minister of Post-secondary Education and Future Skills.



- » In collaboration with the street party events team at CapU, IEA set up a table at Kéxwusm-áyaḱn on September 5 with snacks, information and cedar weaving with Shy Watters (shishálh, Skwxwú7mesh, Sliammon, Kwakwaka'wakw). We are looking forward to reconnecting and meeting new students. We supported the CapU Street Party in inviting an Indigenous DJ from Team Waniskawin—Suzette Amaya, Joey Stylez and DJ Staniml. They are a wellness team that offers energetic, fun and engaging workshops for all ages! Waniskawin Tours across the Nation to Indigenous communities, schools and special events providing workshops, concerts, etc.

- » We are launching an Indigenous Student Leadership Circle focusing on strengthening relationships and building community by students for students. Gatherings will take place in the Kéxwusm-áyaᓃn Student Centre and host academic, social and cultural events (workshops, feasts, and collaborative-learning sessions). ISLC will meet once a month to discuss updates, event organizing and plans for the year.
- » Skwxwú7mesh Úxwumixw Elder Wendy Charbonneau performed on August 10, 2023, "Resisting Injustice, Genocide and Linguicide" in Kéxwusm-áyaᓃn along with two classes who attended. It was a packed house of engaged learning from Elder Wendy. She shared songs: "Women are Gone," in honour of MMIWG2S+; "Where the Salmon Tumble," sharing the strength and resistance on near loss of language; and "Ancestors: In the Shadows of Time," which celebrates International Year of Indigenous languages. An impactful visit that gathered new friends.



#### ACADEMIC INITIATIVES & PLANNING

- » On the strength of development activities completed during the 2022–23 academic year, excitingly, the School of Business is implementing two new post-baccalaureate certificates and one new post-baccalaureate diploma focused on financial planning for launch in 2024.

#### WORK-INTEGRATED LEARNING

- » The University is appreciative of the recent funding from the Ministry to support Work-Integrated Learning (WIL). Academic leaders endorsed a plan to invest the funds to expand initiatives like CityStudio and GrowthHub through the Sea-to-Sky and Sunshine Coast regions. The aim is to build off the successes of the current North Vancouver-based projects and lift successes with small businesses and non-profits throughout CapU's service region. To support this work, there is a draft five-year plan including key performance metrics supported by the University and ministerial budget to activate key WIL activities.

#### TEACHING & LEARNING

- » We are pleased to announce the following teaching & learning associates for the 2023–2024 year, beginning August 15. These faculty have ongoing appointments in other areas and are joining teaching & learning through section release to drive key initiatives while building their own expertise.
  - Brian Ganter—ePortfolios and Digital Learning
  - Lydia Watson—Open Pedagogy and Learning
  - Bethany Paul—Indigenous Teaching & Learning Initiatives
- » Brit Paris, director, teaching & learning, and Barry Magrill, educational developer, presented their research on feedback practices, as well as a workshop on Open Classroom Weeks, at the 2023 meeting of the Society for Teaching and Learning in Higher Education in Charlottetown, P.E.I., on June 13–16.
- » In August, four faculty completed the Instructional Skills Workshop in August, one component of the [Certificate in University Teaching and Learning](#).

- » The Centre for Teaching Excellence (CTE) hosted a new faculty orientation on August 22 with 25 attendees from across all programs and faculties. Participants enjoyed a full day introduction to CapU, including a resource marketplace featuring offices from across the University.
- » One-on-one consultations continue to be a key connection for faculty with the CTE. From May 30 through to August, educational developers and educational technology specialists held over 130 consultations. Educational technology support focused on eLearn. We also hosted several workshops within departments in August on topics such as collaboration, course outlines and curriculum mapping, and artificial intelligence.

## CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- » The Office of Creative Activity, Research and Scholarship (CARS) would like to welcome two new members to the team: Ellen Flournoy (she/her), regional manager, Squamish, and Alysha Monk (they/her), research grants officer (parental leave replacement).

- » Ellen Flournoy's years of curricular and co-curricular experience in post-secondary education have prepared her well for her new role as regional manager, Squamish. More recently with Quest, she was the university's cross-curricular rhetoric chair and learning commons co-director. She forged many relationships within the Sea-to-Sky community, creating opportunities for students to get involved with local government, non-profits and businesses through course work and extra-curricular activities. Ellen's dedication to decolonization and her experience with institutional inclusion efforts make her a great fit for CapU's curricular and co-curricular development activities in the Squamish Valley.



- » As an award-winning graduate from the Bachelors of Kinesiology program at CapU, Alysha Monk is excited to step into the position of research grants officer (parental leave replacement). Alysha worked as a Mitacs-funded student research assistant with the Howe Sound Biosphere Region Initiative Society (HSBRIS), focusing on sustainable forestry in the Howe Sound region. They gained first-hand research experience and formed sustainable partnerships in the region. Now, she is excited to work in CARS to facilitate similar experiences for faculty and students.



- » Congratulations to Faculty of Business & Professional Studies, Fine & Applied Arts and Arts & Sciences instructor, Ki Wight, for her recently awarded Social Sciences and Humanities Research Council (SSHRC) Insight Development Grant. Her research project titled, "Critical and Justice Oriented Approaches to Media Production Education," will use a participatory action research approach to develop best practices for "socially-just media production education."



## FINANCE & ADMINISTRATION

### FINANCIAL SERVICES

- » Tenzing Sherpa joined the University in early June as the new manager, financial planning & analysis. Tenzing is a CPA and a University of Alberta alumnus with six years of work experience in public accounting.



- » Saltanat Otelbek joined the University mid-August as a financial planning & analysis advisor. Saltanat graduated from CapU with a Bachelor of Business Administration and has experience in auditing methodologies, financial analysis and regulatory compliance.
- » Prem Singh joined the University in late August as the manager, general accounting. Prem is a CPA and has been teaching MBA-level accounting and finance courses at University Canada West.
- » The Fiscal 2023/24 Q1 forecast submitted to the Ministry in July was a surplus of \$7.0 million which is \$10.4 million favorable variance compared to the board approved deficit budget of \$3.3 million.

## CORPORATE SERVICES

- » Nga Nguyen was appointed to the newly created DDA, corporate services position. Nga will be supporting the director, risk management and the manager, contract administration, with their work on developing and administering risk, contract administration, insurance, policy, internal audit, privacy and freedom of information-related systems.
- » Print services installed new printers in the print shop over the summer break. The new printers will allow a range of services to be offered on campus that previously were contracted out. This will reduce costs and allow smaller print runs with faster turnaround times, which will better meet faculty and departmental needs.
- » The policy office is making progress with updating the policy suite. Fourteen policies were approved at the SLC and board meetings in June 2023.
- » We completed the first review of the University's Risk Register, with an assessment of controls already in place and a progress report of agreed treatment plans.



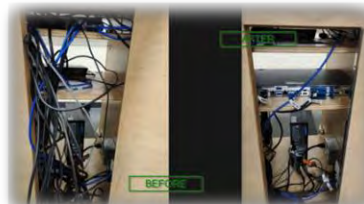
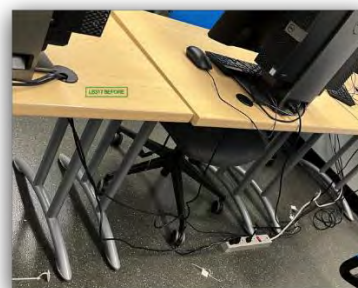
## FACILITIES SERVICES & CAMPUS PLANNING

- » In preparation for the Fall term, immediate space and furniture requests were addressed over the summer to welcome students and faculty back to campus. Longer-term initiatives will be reviewed to align with strategic plans.
- » Safety and emergency services supported University operations during strike activity by operating an Incident Operations Centre (IOC), coordinating operational activities and addressing on-campus safety concerns quickly.
- » The District of North Vancouver issued the building permits for the student housing and Centre for Childhood Studies projects. Construction will commence with estimated completion for both projects in 2025. Information around these two projects will be shared on both *Frontlines* and through Constant Contacts.
- » Facilities trades prepared the campus buildings and grounds for the new academic year. Special attention given to brush and tree clearing in line with FireSmart BC recommendations and to roadways and parking lot striping.
- » In late August, the department engaged in a workshop facilitated by Keiron Simons. The focus of the workshop was fortifying team culture and building a respectful work environment.

## INFORMATION TECHNOLOGY SERVICES

- » Muhammad Qaiser joined the IT services team on June 12 as a new project manager. Muhammad will work on various initiatives and with departments across campus to help achieve project goals for *Envisioning 2030* and *Illuminating 2030*.
- » The ITS infrastructure team completed the network infrastructure upgrade project. The project scope included the replacement of 145 network switches and related network modules and wiring across all University campuses. The new equipment provides greater network security and faster network speeds for connected computers and Wi-Fi.
- » Windows 11 is now in limited use for students and employees at CapU. We are looking forward to getting volunteers from other departments soon.
- » We have packaged and deployed 185 pieces of software to the entire campus and new employees on our Windows and Mac computers as we have prepared for the start of the Fall term.
- » The Integrated Classroom Advancement Project (ICAP) project team completed the following tasks this summer to prepare for the start of our academic year.

- All classrooms/student spaces reviewed for computing and AV quality assurance
- 100 Monitors replaced
- 120 Computers installed/replaced
- All classrooms AV firmware updated for increased stability
- All classrooms technology instructions updated for faculty
- Improved cable management for classroom desks



## PEOPLE, CULTURE & DIVERSITY

### HUMAN RESOURCES

- » Classification and reclassification—Completed 17 classifications and reclassifications, working with managers and individuals to understand the function and expectations of the incumbents. Work continues with units on their workforce design to ensure we are strategically placing ourselves to achieve our goals whilst being able to better meet the fluctuating needs and demands of the workplace.
- » The team has worked on updating, rescinding and creating 10 policies and administration reference memos, in particular the excluded employee conditions of employment and employment agreements. A 'roadshow' was done in August to speak to all (133) administrators and exempt employees before the policies are reviewed and passed by the board.

- » Talent acquisition welcomed manager, talent acquisition, Corey O'Neill and HR advisors, talent acquisition, Rheannon Lewis and Jeremy Orsted.
- » Roy Falletta joined the team as senior manager, organizational development (temp) for Sally Hart who is on leave. We also welcomed Nathan Gilmore, learning & development advisor (temp) for Vanessa Janzen who is also on leave.
- » As of mid-August, the talent acquisition team initiated hiring manager recruitment kick-off meetings for admin, exempt and staff, incorporating and encouraging strategic outreach, position advertising, as well as offering guidance and coaching on the applicant management process with the goal of enhancing and standardizing the candidate experience and empowering managers to effectively assess and select candidates.
- » Talent acquisition attended the Impact networking event to promote CapU as an employer of choice to new immigrants in B.C.

### EQUITY, DIVERSITY & INCLUSION

- » CapU's work towards the 50-30 Challenge continues and we have been working with the Government of Canada and the UN Global Compact Network Canada. The resources provide insight on how to collect EDI data for our employees and hiring applicants.
- » We continue to work on job descriptions and job postings to ensure barriers to entry are lowered.

### COLLECTIVE BARGAINING

- » The University and MoveUP Local 378 reached a tentative agreement under the Shared Recovery Mandate and both parties accepted the recommendations from the mediator on the return-to-work protocol. The agreement is one that works for the union, the University and most importantly, supports the students who have chosen to pursue their education at CapU. The University resumed normal operations on July 24, 2023 when employees returned to work.
- » The 2022–2025 MoveUP Collective Agreement was ratified on August 9, 2023. The draft of this collective agreement is underway.
- » Collective bargaining with the Capilano Faculty Association resumed on September 5, 2023.

### LEARNING & DEVELOPMENT

- » The learning and development team focused this quarter on continuing to support empowering leaders and strengthening communication to increase our employee experience. The L&D team also launched its new coaching workshop for people leaders. During this quarter they ran the following workshops:
  - Six DiSC 1—Creating Our Common Language (68 attendees)
  - Three labour relations (38 attendees)
  - One DiSC 2—Strengthening Connections Through Communication (27 attendees)
  - One coaching (12 attendees)

## STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

### INTEGRATED PLANNING

- » An ongoing dialogue with multiple community members is in place to gather relevant feedback that will inform a refined Integrated Planning process and its respective template. The planning team is coordinating meetings, particularly with the academic leadership group, aimed at better understanding academic direction and support needs as they relate to Integrated Planning.
- » The Integrated Planning team participated in the SLC Retreat in August. The retreat focused on employee engagement. As part of the retreat, the team informed participants that employee engagement actions and initiatives identified during the retreat could be considered for submission in the upcoming planning cycle.

### ENVISIONING 2030

- » As part of the recent SLC Retreat, SLC members were reminded of the importance of knowing, understanding and communicating the University's vision, purpose and values to their respective teams. The use of our purpose statement and values for decision-making was highlighted as a foundational alignment tool at all levels. The *Envisioning 2030* team is planning meetings with HR to identify ways to reinforce our efforts to communicate and embrace the core *Envisioning 2030* themes.

### STRATEGY, ANALYTICS & TRANSFORMATION

- » The team submitted the final board approved 2022/23 Institutional Accountability Plan and Report (IAPR) and FTE report. We are waiting for the final Ministry approval before we can post the IAPR on the website. This is anticipated to be received by the end of November 2023.
- » The CDW modernization risk mitigation project is near completion, with anticipated knowledge transfer to happen over September and October of 2023. This project includes a more intuitive ETL visualization process (instead of only SQL code), a thoroughly documented process map and an ability to update and analyze the CDW data more frequently. This project also allows certain members of the team to be cross-trained for process resiliency.

### CONTINUING STUDIES

- » The continuing studies strategic and operational reviews were disrupted due to strike action; therefore, findings have been delayed to the next reporting cycle.

### INTERNATIONAL

- » On August 31, 2023 (the week before start of classes), we reached a new milestone with over 4,000 international students registered at the University. Fall 2023 is our third consecutive record intake with 1,297 students joining us (over 500 more students than in the fall last year) to reach a new total of 4,058 international students. For the Spring 2024, we will stabilize international registration with lower intakes in high volume program areas of arts, sciences and business studies.
- » While India remains the most significant country of origin for our international student population, we have made notable gains in registration from Mexico, Iran, Nepal, Sri Lanka, and for the first time in over five years a modest reversal of decline from China. We remain focused on diversifying our international student

population and have many initiatives underway. These include assignment of regional representatives in Brazil and China, and concerted efforts in agent onboarding and training in several Africa nations.

- » Immigration Refugees and Citizenship Canada (IRCC) is embarking on a new initiative referred to as “trusted institutions framework” for study permit processing. A pilot exercise is underway with approximately 40 institutions across Canada. The proposal is to extend lighter touch expedited study permit processing for designated learning institutions (of which CapU is one) that are recruiting sustainably, recruiting genuine students, providing adequate student supports, supporting equity and diversity, and demonstrating strong student outcomes. While we are committed to each of these measures, we will and must continue to strengthen all dimensions to ensure that we accomplish this important designation for CapU.

- » A CapU student from this year’s field school to Vietnam is going beyond their completed course requirements, by reaching out to her fellow participants to help make the Vietnam Field School carbon neutral through tree planting activities and developing a [carbon offset toolkit for future CapU’s field schools](#) as noted in this BCCIE news update.



August 23, 2023

### CapU Student Learns how to Offset Carbon Footprint During Immersive Field School Experience in Northern Vietnam

- » The recruitment team initiated a new peer-to-peer project by partnering with Unibuddy—A platform that provides a virtual community for current and future CapU international students. This project is aimed to diversify lead acquisition channels and improve conversions by enabling current international students to share their journey with prospective students and applicants. Once launched, a variety of virtual activities will be organized across the platform and eventually improve the enrolment outcomes. The project is in the process of the privacy impact assessment. In the meantime, CIE will soon be starting to recruit international student ambassadors from various academic programs.
- » A total of 53 students participated in outbound mobility experiences (full-term exchanges and field schools) across 13 international destinations, during the 2022–2023 academic year. This represents a 19 per cent increase over the 2019–2020 academic year. Additionally, out of 22 students who participated in this year’s Vietnam Field School, a total of 50 per cent identified as underrepresented students (Indigenous, student with disability and/or low income) and thus received a full ([Global Skills Opportunity](#)) scholarship, without which their participation would not have been possible. This has created a critical momentum, which, through the revival of student study abroad champions and ambassadors, is fueling the effort to both further increase and widen access to participation for the 2023–2024 academic year.
- » As noted in the last president’s update, we continue to develop Collaborative Online International Learning (COIL) activities with universities and colleges around the world. Two dynamic COIL projects are in development: one, related to marine wildlife tourism and UNSDGs between Roy Jantzen and his faculty counterpart at RGU Scotland, and another related to storytelling and decolonization between Jane Ince and her two faculty counterparts at AUAS in Amsterdam. Both COIL projects are expected to go live within their respective courses in Spring 2024.



## STUDENT SUCCESS

- » Members from the various student success departments (including Georgette Reed, director, athletics & recreation and department employees, and John Umunna, director, student housing and food services) went on a tour of the newly acquired Squamish campus facilitated by Toran Savjord, VP strategic planning, assessment & institutional effectiveness. The team members were very excited to explore the beautiful facilities and see the potential of this prime location.



## ATHLETICS & RECREATION

- » The Canadian Collegiate Athletic Association (CCAA) Women's Soccer National Championship is going to be hosted by CapU in November 6–9, 2024. Working together with local First Nations, the District, and the City of North Vancouver, CapU will create a first-class competition and cultural experience for all. "We are excited to head out to Capilano U, as it hosts this esteemed CCAA Championship for the first time," said Marlene Ford, CCAA Women's Soccer Convenor. "We look forward to being in North Vancouver for a quality tournament, which will showcase the very best collegiate Women's Soccer teams in the nation." While the Blues have never hosted CCAA Women's Soccer, they did host the inaugural Men's Soccer event in 1983. The Blues earned six CCAA Women's Soccer titles in eight seasons from 1995–2001.

## CAREER DEVELOPMENT CENTRE

- » Due to the unforeseen challenges imposed by the job action at the University, many of Career Development Centre's (CDC) operations were reduced during the Summer term. However, the CDC team conducted 161 one-on-one student appointments both remote and in-person. CDC advisors collaborated with student affairs to deliver a "Find Your Purpose" workshop to new students as part of Fall 2023 orientation, introducing 140 new students to the importance of career planning.
- » Through our LinkUp program, the interim manager, CDC accompanied five students from the Faculty of Business & Professional Studies to the BC Business Top 100 event on June 14. Students networked with numerous industry professionals, heard from keynote speaker, Ian Gillespie (founder, Westbank), as well as an engaged panel made up of leading industry professionals (Chris O'Riley, Christine Bergeron, Anne Naser and Amar S Doman).
- » On August 8, 2023, CDC's employer engagement and experiential-learning facilitator hosted an engaging United Way of BC virtual recruitment information session, introducing 16 students to the benefits of the campaign associate position with United Way.



- » Throughout the Summer term, career ambassadors reached 119 new students through active collaborations with various faculty, conducting eight CDC in-class introduction presentations. CDC also hosted booths during convocation in June and the CapU Street Party in September, connecting with alumni and incoming students.

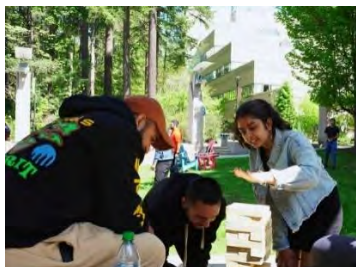
#### COUNSELLING

- » From May 30 to September 1, 59 counselling appointments were attended. Among them, five were drop-in/same day appointments.
- » IDEA's School of Design student Megan Barry created a beautiful mural outside of the accessibility, counselling and learning support area in June 2023, welcoming students to campus in time for September 2023. Her designs are inspired by the wondrous flora of the Pacific Northwest.



#### STUDENT AFFAIRS

- » This summer, student affairs brought Wellness Wednesday Summer Games back. Games occurred in the Cedar Courtyard every Wednesday from 11:30–1 p.m. All students were welcome to drop-in and play lawn games, connect with other students and learn about our well-being services on campus. On average 40–50 students attended weekly.



#### STUDENT HOUSING SERVICES

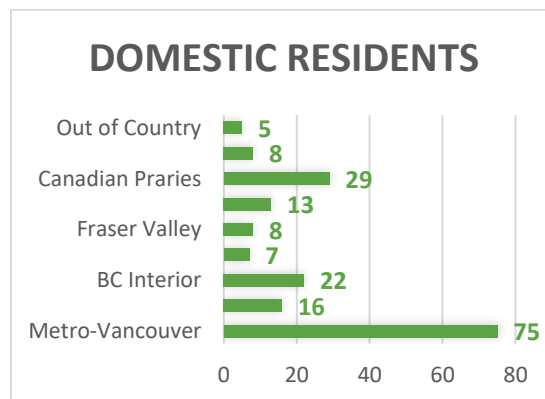
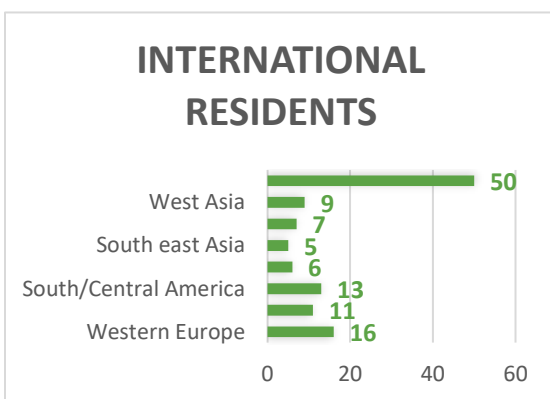
- » Having had a successful summer rental, we reopened our summer conference services welcoming back one summer camp group. The group was in housing from July until early August, with over 100 campers. The revenue from this summer rental continues to help offset losses normally incurred in the summer months when we operate at less than a 25 per cent occupancy.
- » Our big housing move-in this year was on August 30, 2023, with total of 300 students moving into CapU housing. We were very happy to have over 60 varsity athletes volunteer to help students unload their vehicles and carry their belongings to the students' bedrooms in record time. Lots of positive feedback was received from parents and others who were dropping off loved ones.



- » We continued our partnership with the bookstore in running our books-on-bed program. While we were able to promote the program for a shorter period this year, quite a few students ordered books.
- » Housing orientation took place during September 1–4 and featured many exciting events to help students connect with their community. Events included a trip to Superstore and campus, BBQ and movie night, themed party, “Explore the North Shore” bus trips to Deep Cove and local businesses around housing.



- » CapU housing is at capacity for this Fall term. A record number of 686 students completed housing applications. Over 310 students have cycled through our waitlist this year and about 75 students are currently waitlisted.
- » CapU Housing continues to be diverse, with students from 35 different countries living in our community. Notably, there has been an increase in students within B.C. and a decrease in students from other parts of Canada. The graphics below illustrate our current demographics. In Metro Vancouver, our students increased by almost 70 per cent. Northern B.C. also saw a 30 per cent increase and out-of-province Canadian students decreased by 35 per cent. The ratio of international to domestic students decreased by 3 per cent this year, with 39 per cent of students coming from outside Canada.



## REGISTRAR’S OFFICE

- » The Registrar’s Office has been welcoming many in-person inquiries from new, current and prospective students over the last weeks of summer. As of the first day of the Fall term, we have seen hundreds of excited students coming to our front counter to ask questions, get directions, and most importantly, pick up their CapCards. Over the summer months, we implemented a new system where students are able to send in their photo along with some brief information. Our team then prepares the card and contacts the student



to come pick it up. While we are still a very busy hub for students, we have found students really appreciate this service, and it has reduced the in-person line-ups for the cards.

- » On September 5, we presented the names of 275 students to Senate as having successfully completed their academic programs. Ranging from citations, diplomas, degrees and post-degree programs, it is always thrilling when Senate confers the credentials on students, marking a major milestone for CapU students.

#### FINANCIAL AID & AWARDS

- » The financial aid & awards team was busy over August, qualifying and disbursing funds to CapU students. \$70,000 dollars was awarded to 53 students for the Summer 2023 term. Traditionally, summer is the smallest disbursement period, with significantly more funding being released to deserving students in the Fall term.
- » Financial aid & awards representatives were happy to take part in Welcome Wednesday events on August 23 and 30, in partnership with student success. They met with new incoming students and provided information on available funding sources and student financial literacy.
- » As a part of new student orientation, the team presented a *Funding Your Education* workshop. Further, they partnered with Royal Bank to offer *Budgeting 101* sessions for new CapU students.

#### ACADEMIC ADVISING

- » Our academic advising team has been fully engaged with our student community over the month of August, leading up to the start of the Fall term. Students can access in-person appointments and Zoom drop-in sessions. On August 31, advising hosted a webinar, *Getting Ready for Fall 2023: Tips and Tricks*. The session, which was attended by over 150 students, covered topics such as course planning, registration and tools for academic success. Post-session survey responses indicate students found information regarding course waitlists to be particularly helpful.

#### RECRUITMENT & ADMISSIONS

- » The dedicated admission team has been *hard* at work in August, successfully processing over 900 applicants within two weeks. We extend our heartfelt thanks to the academic program areas that collaborated closely on the admission decision-making process. Their diligence was instrumental in ensuring a more successful Fall 2023 term.
- » Our recruitment team is geared up and fully prepared for the upcoming new student recruitment season. With great enthusiasm, we have locked in visits with 227 secondary schools starting September 18, 2023. Our goal is to engage with prospective students and introduce the extraordinary opportunities and advantages awaiting them at CapU.
- » In our ongoing efforts to strengthen our outreach, we are excited to announce the relaunch of our monthly newsletter, tailored specifically for high school counsellors and career advisors. This platform will serve as a dynamic hub for sharing updates on our academic programs, campus developments and inspiring student success stories. We invite employees to share any stories or updates they would like high school counselors and career advisors to know. Please reach out to Richard Foo, associate registrar, to share your stories!

## UNIVERSITY RELATIONS

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

### CAPITAL CAMPAIGNS

- » CapU's Centre for Childhood Studies (CCS) capital project resumed construction and is estimated to be completed in March 2025. Work also continues on design of the donor recognition space signage for the building. To ensure that this important signage supports the Centre's curriculum, it will include both donor names and the names of plants indigenous to B.C.

### COMMUNICATIONS

- » The team provided internal and external communications leadership for several initiatives and announcements, including convocation, the purchase of a [new campus in Squamish](#), [CapU winning two CASE awards](#), [National Indigenous Peoples Day](#) and [Early Childhood Care and Education faculty and student receiving three provincial awards](#). The average open rate for all-employee emails sent through Constant Contact during this time is 13 per cent above industry average, and in an April poll, 91 per cent of respondents found the monthly ICYMI (In Case You Missed It) email to be a useful summary of the month's announcements and updates.
- » CapU continued to expand its social media reach and the communications team has developed a strategy to increase engagement and followers on LinkedIn. From April 2023-August 2023:
  - LinkedIn gained 4,160 new followers
  - Facebook had over 40,000 pageviews and reached 244,000 viewers
  - Twitter had 65,000 impressions
- » The team worked with President Paul Dangerfield on communications activities, including the May/June *President's Letter* which focused on the value and importance of [participation in the arts](#) and garnered a great deal of interest on social media. They also provided support for the creation of a [welcome back video](#) for students' orientation.
- » During this time, the communications team, guided by standards in the B.C. Labour Code, provided communications leadership during the job action and strike, sharing factual information within with the public, media, students, employees and children's centre parents. This included 12 public statements, 14 employee messages and over 20 Constant Contact messages to students in addition to numerous letters, social media posts and employee town halls.
- » On the day of the announcement Paul Dangerfield, Jennifer Ingham, and Ryan Blades, provided a campus tour for the Minister Robinson and discussed potential housing opportunities.



- » Paul Dangerfield sent letters to the MPs that serve the regions where Capu operates (MP Jonathan Wilkinson, MP Terry Beech, and MP Patrick Weiler) to add CapU's voice to the advocacy led by Universities Canada in support of recognizing the value international students bring to Canada's post-secondary landscape.

## GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » After months of discussion and planning, Vice-President University Relations Jennifer Ingham and CapU's communications team was excited to collaborated with the government communications and public engagement staff at the Ministry of Post-Secondary Education and Future Skills to plan and execute the government announcement of CapU's new Squamish campus. Selina Robinson, Minister for Post-Secondary Education and Future Skills, announced news of the campus, and Paul Dangerfield, Squamish Mayor Armand Hurford and CapU student Tatiana Moraru delivered comments and remarks. Approximately 80 people attended the event, including members of the Squamish Nation, several councilors for the District of Squamish, MLA Jordan Sturdy, and MP Patrick Weiler.



- » CapU's Vice-President University Relations Jennifer Ingham, Communications Director Pamela Findling, and Senior Advisor, Public Affairs Linda Munro continue to meet regularly with government relations consultants from Global Public Affairs.

## MARKETING & DIGITAL EXPERIENCE

- » The Marketing & Digital Experience (MDX) team is pleased to welcome Lauren Van Woerden (she/her) to CapU in the temporary role of digital content writer. Lauren brings expertise from over nine years in marketing along with a Bachelor of Arts in Communication & Human Resources from Dordt University. As digital content writer, Lauren will develop clear, accessible and search-optimized web content for capilanou.ca, as well as contribute engaging content to other key channels including email, collateral and Capsule stories.
- » The MDX team have now completed content updates for all 95 program pages on capilanou.ca. We built visually engaging components, refreshed photography and videos, added strong calls-to-action and wrote search-optimized content customized for each program to meet market demand. Results have indicated sizable increases in both unique visitors and average time on page, in some cases up to 48 per cent higher than the same period in the previous year. This work will continue on a maintenance basis, as evaluation of page performances and new relevant keywords are identified. The team continues to work with the academic community in supporting the recruitment needs and faculty profile based on website capacity.

» For events, MDX supported June convocation ceremonies with programs, posters, selfie backdrops, passes for the all-access reception, email banners and photography covering all five ceremonies. The programs this year changed format to a smaller, easier-to-manage two-booklet format. The first booklet contains all the addresses and general information about the ceremonies while the smaller book contains the graduand names. In August, the team provided editing, design, social media and web support to the Orientation planning team in Student Affairs and University Events. We completed updates to the Orientation webpage and events calendar listings, designed the CapU Street Party (CUSP) brochure and map signage, and shared Orientation content on the University's main social media channels.



» On the campaign front, MDX focused on brand awareness and program marketing throughout the summer months. We continued our highly successful always-on campaign with general branded ads along with ads promoting specific programs: in addition to ongoing digital campaigns for Paralegal Diploma, Legal Administrative Assistant Certificate and Adult Basic Education, we launched four new always-on program campaigns for the Bachelor of Business Administration, Bachelor of Arts in Interdisciplinary Studies, Bachelor of Arts in Psychology and Bachelor of Science. We also ran our annual Fall Boost campaign to support programs looking to boost enrolment for the Fall 2023 intake, including Early Childhood Care and Education, University One and Bachelor of Communication Studies. MDX's annual brand and recruitment campaign is set to launch in late September.

» We continue to focus our efforts on long-term digital transformation by increasing in-house skills and capabilities. The MDX team collaborated with IT services on a campaign landing page template to increase engagement, ease of use and efficiency. The template uses components derived from the website's content management system, ensuring alignment with our overall design system. The process went through several stages beginning with a design concept in MDX, web development in IT services, and back to MDX for testing and implementation. The new page template will be used for CapU's 2023–24 brand and recruitment campaign.

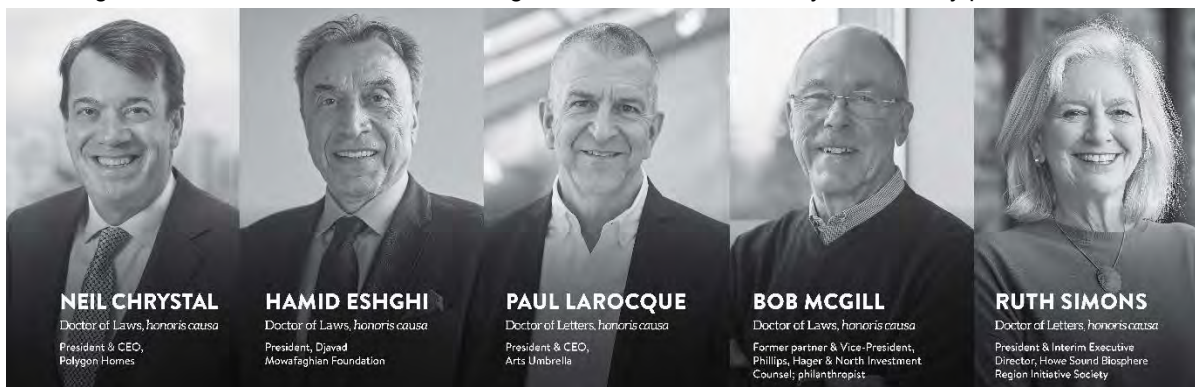
- » Since June, we have published four new *Capsule* stories:
- Canoe-Awakening Ceremony Part of Ongoing Journey—Some rich photos accompany the Skw'cháys awakening ceremony.
  - New Grant Provides Free Training—StrongerBC funding provides \$3,500 in tuition for students in some short-term training.
  - CapU in Photos: April–June 2023—A quarterly retrospective of campus life and proud moments.
  - Getting up Close and Personal with Polar Bears—A story about TedX presenter and CapU alumnus, Martin Gregus. Martin is an internationally acclaimed wildlife photographer/cinematographer talking about his experience of building relationships with polar bears.





## PHILANTHROPY & ALUMNI RELATIONS

- » Philanthropy & alumni relations welcomed our new administrative lead, Stephanie Lanthier to the team. Stephanie will play a key role in managing day-to-day logistics and reporting for the team.
- » Capilano University honoured five exemplary British Columbians with an honorary doctorate degree during the spring convocation ceremonies: Neil Chrystal, Hamid Eshghi, Paul Larocque, Bob McGill and Ruth Simons. The honorary doctorate is CapU's highest form of recognition; it is given to individuals who have made significant contributions to others through their work, the University or voluntary pursuits.



- » During this reporting period, \$199,313.85 was raised to renew annually funded scholarships, bursaries and awards at CapU. Additionally, a new annual bursary was created with the generous support of the BC Legal Management Association, who has committed to \$3,000 over the next three years.
- » Corporate community partner, G3 Terminal Vancouver, renewed their sponsorship for 2023, increasing their annual commitment to provide additional funding to the G3 Terminal Vancouver Bursary. G3's sponsorship will also provide ten \$1,000 Entrance Grants for students in the University One program, host a cultural workshop for all University One students, and continue sponsorship for the We Believe Breakfast. "G3 feels blessed to be connected with CapU to make a meaningful and tangible impact for good," G3 Terminal Vancouver Manger, Nick Willcox told us.
- » Modo and Fresh Prep have renewed their commitment to the Alumni Perks App raising \$1,600 in sponsorship revenue. The CapU alumni association has also expanded their affinity partnership with TD Insurance to include health and wellness benefits as well as insurance for small businesses. On June 28, the CapU Alumni Association partnered with affinity partner, TD Insurance, to host a financial literacy webinar. We would like to extend our gratitude to the 105 alumni who registered to attend the event and to Ivan Yuen and Gordon Tang for their informative presentations.
- » Thank you to CUAA Board of Directors, Shan Hall and Ritika Rana, for providing inspiring remarks during the 2023 spring convocation ceremonies to welcome our new graduates to the CapU Alumni Association. Following the ceremonies, graduates were treated to a CapU alumni lounge to celebrate with their families.



## UNIVERSITY EVENTS & CEREMONIES

- » On June 7, 8 and 9, CapU celebrated the achievements of our most recent graduates at spring convocation. This year over 750 graduands crossed the stage, watched by over 2,000 family and friends across five ceremonies. The ceremonies were livestreamed to those who could not attend in person. This year saw the introduction of the Alumni Association Aftershow which was a reception after each ceremony for graduates, and their family and friends to celebrate their achievements and their recognition as the newest members of the Capilano University Alumni Association.



- » As part of this year's convocation, university events was honored to facilitate the awarding of five honorary doctorate degrees to people who have made significant contributions through their work and voluntary pursuits.
- » On July 26, 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. This year's theme of 'An Evening in Provence' was a personal favourite of the hosts with their love of France and all things from that region. The events team played on the theme with décor, an appetising French-inspired menu and live French jazz from talented CapU Alum Tess Meckling and Bradan DeCicco. The evening was thoroughly enjoyed by all.
- » On August 16, the events team facilitated one of our most exciting events this year, the joint announcement with the Province of British Columbia that Capilano University had purchased a new campus in Squamish. The public announcement was well attended by local media, government representatives, members of the public, Capilano employees and guests. After the formal announcement and media Q&A with Minister Robinson, guests enjoyed ice cream refreshment from local Squamish vendor Alice and Brohme, which was much needed on such a hot day!





## BOARD OF GOVERNORS' REPORT

<b>AGENDA ITEM 8: Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair</b>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE: September 26, 2023</b>	
<b>PRESENTER: Ash Amlani, Board Chair</b>	

### 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.

### 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.*

### 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.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 9.1: Mandate Letter</b>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE: September 26, 2023</b>	
<b>PRESENTER: Toran Savjord, VP Strategic Planning, Assessment &amp; Institutional Effectiveness</b>	

### PURPOSE

The purpose of this briefing note is to provide the Board of Governors with an overview of the Mandate Letter received from the Ministry on June 21, 2023.

This letter was reviewed at the Executive and Human Resources Committee (EHRC) meeting held on September 18, 2023. EHRC's terms of reference section 3.1 f) states the EHRC can "exercise all the powers and perform all the duties of the Board when urgent matters arise that cannot wait for a scheduled Board meeting and report on action taken at the next regularly scheduled meeting of the Board". EHRC exercised this section of their terms of reference to ensure that the university was compliant with the Ministry's deadline to have the signed letter posted on the institution's website by September 21, 2023. The Committee passed the following motion at their meeting "THAT the Executive and Human Resources Committee on behalf of the Board approves the signing of the Mandate Letter to meet Ministry deadline of September 21, 2023 and instructs management to share this information at the Board open meeting.

### MOTION

The following motion is proposed for the Board of Governors:

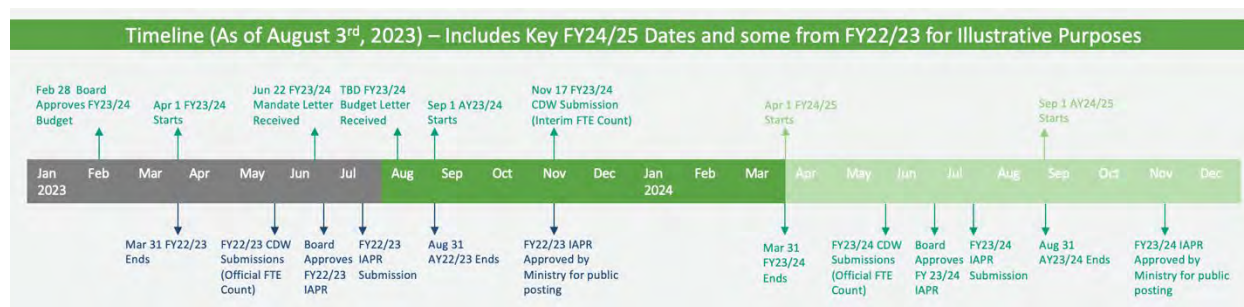
**Motion:** *THAT the Board receives for information the Mandate Letter.*

### SUMMARY

#### What is a Mandate Letter?

"B.C. public post-secondary institutions are issued a mandate letter that outlines statutory obligations and government priorities for the public post-secondary system." (Reference: Ministry Website <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>)

Mandate letters are issued by the Minister of Post-Secondary Education and Future Skills. These letters are typically issued annually after the fiscal year start and outlines the priorities and mandates which we are required to make progress on. Our achievements and progress related to these mandates and other Ministry performance measures are detailed in our annual Institutional Accountability Plan and Report (IAPR), which is submitted to the Ministry in July of the following year. A budget letter is also issued around the same time as the mandate letter, which sets the annual domestic FTE targets and associated provincial grants. Below is a timeline which illustrates the key dates for a given fiscal year and how it overlaps with previous and future fiscal years.



### FY22/23 Mandate Letter – 10 Items of Note

This fiscal year’s mandate letter aligns well with our existing strategic plans and operational practices. The chart below provides a summary of the relevant mandate letter items along with the key teams accountable for reporting progress and how each item aligns with the University’s existing priorities and practices.

FY23/24 Mandate Letter Details – 10 Items of Note			
Mandate Letter Reference	Item	Key teams accountable for reporting details for IAPR. Others may be included if relevant at time of reporting	Alignment with strategic plans and/or existing operational practices
p.2 par.1	Climate Change Accountability Act	Facilitates, Sustainability Advisory Group	Campus Master Plan, E2030 Community Goal 2
p.2 par.2	Gender Based Analysis Plus (GBA+)	Student Success, Human Resources, Deans	E2030 Community Goal 3
p.2 par.4	Up to date systems & effective cybersecurity practices	Information Technology, Enterprise Risk Management	E2030 Imagination Goal 2
p.2 par.5	Fraud risk management	Enterprise Risk Management, Finance	Enterprise Risk Management Framework
p.3 par.1 bullet 1	Affordable, accessible, relevant training	Academic Initiatives & Planning, Deans, Registrar’s Office	E2030 Distinct University Experience Goal 2, I2030 Imagination Action 2
p.3 par.1 bullet 3	Culturally sensitive, safe learning environment for Indigenous learners	Indigenous Education & Affairs, Academic Initiatives & Planning, Deans	E2030 Distinct University Experience Goal 4, Illuminating 2030 Community Actions 1 & 2
p.3 par.1 bullet 4	Protections for international students and their fair treatment	Centre for International Experience, Registrar’s Office, Student Success, Academic Leadership	Internationalization Plan, E2030 Distinct University Experience Goals 2 & 3
p.3 par.1 bullet 5	Targets in Ministry’s Service Plan	Institutional Research, Finance	BC Student Outcomes data and other existing Ministry reporting practices
p.3 par.1 bullet 6	Tuition Limit Policy for domestic students	Finance, Registrar’s Office	Ministry financial reports and other existing Ministry reporting practices
p.3 par.2	Annual reporting requirements	Institutional Research, Finance, Facilities, Human Resources	Part of existing practices

Teams provide specific updates for their relevant mandate letter item at a few points throughout the fiscal year: mid-year around October/November; IAPR preparation around February/March and end-year finalization around April/May. Below are high level summaries of each mandate letter item based on work in progress across the various teams.

- Climate Change Accountability Act** – this is a continued practice at the University. Annually the University submits reports as per required by the legislation. In addition, the Campus Master Plan, including key capital projects such as new Centre for Childhood Studies will be constructed with sustainable measures in mind such as the LEED gold environmental standards.
- Gender Based Analysis Plus (GBA+)** – multiple teams have led DEI initiatives, including key groups such as the student success team. They led the efforts on the gender diversity audit and have made significant progress on the recommended actions.
- Up to date systems and effective cybersecurity practices** – this is a continuous effort and is part of the digital transformation initiative. One specific example is the Enterprise Resource Planning (ERP) project to adopt up to date Finance and HR systems in order to better serve our university community and mitigate key risks.
- Fraud risk management** – in addition to the development of an enterprise risk management framework and the aforementioned ERP project, Finance has implemented best practice controls to mitigate fraud. This will also be a continuous improvement effort.



5. **Affordable, accessible, relevant training** – this is evident across the new micro-credentials, minors and new program development activities led by the academic leadership group.
6. **Culturally sensitive, safe learning environment for Indigenous learners** – this continues to be a priority with dedicated resources from the Office of Indigenous Education & Affairs. One specific example includes a pilot of a virtual tutoring resource prioritized for Indigenous learners.
7. **Protections for international students and their fair treatment** – the CIE team has built strong and close connections with each of our international students. Throughout the pandemic, the team reached out to each international student directly to provide support and guidance during the unprecedented times. Care and support for international students continue post-pandemic with pre-departure check-ins, orientation workshops and other wrap around supports.
8. **Targets in Ministry’s Service Plan** – we continue to financially and operationally commit to participating in the BGS (Baccalaureate Graduates Survey) and the DACSO (Diploma, Associate Degree, and Certificate Students Survey) annually. These surveys provide the performance measures outcomes outlined in the Services Plan and is a standardized survey across all BC Public PSIs.
9. **Tuition Limit Policy for domestic students** – we continue to abide by the tuition limit policy to ensure affordable education for our domestic students. This is reported based on Ministry reporting requirements and is built into our multi-year budgeting process.
10. **Annual reporting requirements** – we continue to abide by the annual reporting requirements as outlined by the Ministry.

#### References:

- CapU Envisioning 2030 - <https://www.capilanou.ca/about-capu/governance/presidents-office/reports--initiatives/envisioning-2030/>
- CapU Illuminating 2030 - <https://www.capilanou.ca/about-capu/governance/presidents-office/reports--initiatives/illuminating-2030/>
- Ministry of Post-Secondary Education and Future Skills website - <https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/post-secondary-education-and-future-skills#:~:text=The%20Ministry%20of%20Post%20Secondary,labour%20market%20information%20and%20programs>

#### Attachment:

#	Name
1	Mandate Letter June 21, 2023 – signed by Board Chair



June 21, 2023  
Our Ref. 129479

Ash Amlani  
Board Chair  
Capilano University  
2055 Purcell Way  
North Vancouver, BC V7J 3H5

Email Address:      [ashraf.amlani@gmail.com](mailto:ashraf.amlani@gmail.com)

Dear Ash Amlani:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise and service to the people of British Columbia.

Public sector organizations—including Crowns, health authorities and post-secondary institution boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for post-secondary institutions, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your institution for the remainder of government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your institution implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your institution is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms—and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations and policies in the areas of financial, risk and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens' Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your institution and develop plans to address the following new priorities within your approved budget and within the following context.

Post-secondary education and training are fundamental for anyone who wishes to access and succeed in most careers in our province. We know that 80 per cent of the 1 million new job openings in BC over the next decade will require post-secondary education and training. The StrongerBC Future Ready Action Plan aims to make education and training more accessible, affordable and relevant to prepare British Columbians for the jobs of tomorrow. Achieving the objectives of the Action Plan will require collaboration across many sectors, driven by the post-secondary sector.

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I ask you to rise to the challenge and work across the post-secondary system, as well as with businesses, unions, tradespeople and community leaders, to build a province of opportunity and equity, where everyone can succeed and prosper by focusing on the following priorities:

- Delivering educational and training programming as described in the [StrongerBC Future Ready Action Plan](#) to equip British Columbians to capitalize on new opportunities and remain resilient in the face of unprecedented change, including the continued expansion of access to affordable, accessible and relevant training, such as through micro-credentials and expanded health seats.
- Working with SkilledTradesBC, Indigenous leadership and partners to ensure Indigenous voices are reflected in trades training decision-making that impacts Indigenous workers, businesses and communities.
- Continuing to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.
- Developing and implementing protections for international students that support their fair treatment.
- Meeting or exceeding the financial targets identified in the Ministry's Service Plan tabled under Budget 2023.
- Complying with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.

The Ministry posts the [annual reporting requirements for public post-secondary institutions](#) on its website. This document outlines the statistical, financial and performance reports for the fiscal year. Your institution is expected to meet these requirements by providing the data and reports necessary for government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your board, to sign this letter to acknowledge this direction from government to your institution. The signed letter is to be posted publicly on your institution's website by September 21, 2023.

I look forward to continuing to work with you and your board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Honourable Selina Robinson  
Minister

Date: June 21, 2023

pc: Honourable David Eby, KC  
Premier  
[Premier@gov.bc.ca](mailto:Premier@gov.bc.ca)

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service  
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Heather Wood, Deputy Minister and Secretary to Treasury Board  
Ministry of Finance  
[Heather.Wood@gov.bc.ca](mailto:Heather.Wood@gov.bc.ca)

Bobbi Plecas, Deputy Minister  
Ministry of Post-Secondary Education and Future Skills  
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Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat  
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Lesley Cook, Executive Assistant to the Board of Governors  
Capilano University  
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Ash Amlani  
Board Chair, Capilano University  
Date:



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 9.3:</b> B.516 Excluded Employee Compensation Policy and B.509 Administrator Compensation	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Kartik Bharadwa, VP People, Culture and Diversity	

### PURPOSE

This report provides the Board of Governors with background information on the Administrator Compensation Policy and (proposed) replacement Excluded Employee Compensation Policy. This report was received by the Executive and Human Resources Committee at their September 18, 2023 meeting. The Committee passed the motion to recommend the Board of Governors approve the new policy B.516 Excluded Employee Compensation Policy and approves the rescission of B.509 Administrator Compensation.

### MOTION

The following motion is proposed for the Board of Governors:

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

### BACKGROUND

<b>Policy Numbers and Names:</b>	B.509 Administrator Compensation B.516 Excluded Employee Compensation		
<b>Approval Body</b>	<input checked="" type="checkbox"/> <b>Board</b> <input type="checkbox"/> <b>SLC</b> <input type="checkbox"/> <b>Senate</b>	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> <b>Executive and HR Committee</b> <input type="checkbox"/> <b>Finance Committee</b> <input type="checkbox"/> <b>Audit and Risk Committee</b> <input type="checkbox"/> <b>Investment Management Committee</b> <input type="checkbox"/> <b>Governance and Planning Committee</b>	
<b>B.509 Category:</b>	<input type="checkbox"/> <b>New Review</b> <input checked="" type="checkbox"/> <b>Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	17 November 2015
		<b>Revised Date:</b>	19 April 2016
<b>B.516 Category:</b>	<input checked="" type="checkbox"/> <b>New Review</b> <input type="checkbox"/> <b>Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	
		<b>Revised Date:</b>	
<b>Procedure # and Name:</b>	Not applicable		



<b>VP Responsible:</b>	Kartik Bharadwa, Vice-president, People, Culture & Diversity
<b>Proponent Responsible:</b>	Melissa Nichol, Strategic Director, People, Culture & Diversity

### Rationale for creation or review

The *Public Sector Employers Act* requires us to have an approved compensation plan for employees not covered by a collective agreement. B.509 Administrator Compensation has not been reviewed since 2016 and was overdue for review that was due in 2019. As part of a package of changes to move from terms and conditions of employment to individual employment agreements for excluded employees, it was an opportune time to complete the review of this policy.

### Context/Summary

This policy itemizes the compensation process for the excluded employee group and supplements the individual employment agreements that will apply to all excluded employees moving forward.

Policy B.509 only applies to Administrators of the University, the new policy B.516 is inclusive of both administrators and exempt employees, aligning us with our legislative requirements under the *Public Sector Employers Act*.

New policy B.516 aligns with the expectations of the government regarding the principles we are required to include in our compensation policy.

### Risk, Benefits and Strategy alignment

This policy is required under the *Public Sector Employers Act* and therefore mitigates the risk of having no, or an inadequate, policy in place.

### Consultation


We engaged in extensive consultation with legal counsel on the move from terms and conditions to employment agreements and modified the compensation plan accordingly. We consulted with PSEA extensively. The PSEC Secretariat must approve any compensation plan and so this Policy was submitted to them in draft form for initial approval, which we successfully obtained.

### Review and approval process timelines

Date	Committee	Purpose
September 18, 2023	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
September 26, 2023	Board	Final approval

### Plan for associated training or awareness raising

Awareness raising was conducted before the approval process to facilitate understanding from those that will be impacted. This was done through Human Resources representatives attending department meetings to inform all those impacted of the change to allow for questions and concerns to be addressed.

 <b>CAPILANO UNIVERSITY</b>		<b>POLICY</b>	
<b>Policy No.</b>	<b>Officer Responsible</b>		
<b>B.516</b>	<b>President</b>		
<b>Policy Name</b>			
<b>Excluded Employee Compensation</b>			
<b>Approved by</b>	<b>Replaces</b>	<b>Category</b>	<b>Next Review</b>
Board	B.509 Administrator Compensation Policy	Human Resources	September 2025
<b>Date Issued</b>	<b>Date Revised</b>	<b>Related Policies, Reference</b>	
September 2023		B.515 Excluded Employee Leaves	

### 1. PURPOSE

Capilano University's Excluded Employee Compensation Policy (the "Policy") is intended to attract and retain the qualified, skilled and engaged personnel necessary that strive to achieve high levels of performance and to meet the University's vision, purpose and goals.

### 2. SCOPE

This policy applies to all regular and term-defined Excluded Employees including the President, Vice-Presidents, Deans, Directors, Managers, and any equivalent positions, and all exempt employees that are not represented by a union.

### 3. DEFINITIONS

**"Administrator"** - means an employee who is excluded from or not represented by a union by reason of working in a managerial role. This includes, but is not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers, HR Business Partners and any other equivalent positions.

**"Excluded Employee"** - means Executive, Administrator, and Exempt employees, i.e., all employees who are not part of a bargaining unit or covered by a collective agreement.

**"Executive"** - means the President, who has a direct reporting relationship to the board of governors, and the Vice-Presidents (or equivalent position) with a direct reporting relationship to the President.

**"Exempt Employee"** - means an employee who is excluded from or not represented by a union by reason of working in relation to confidential labour relations or personnel capacity. This includes, but is not limited to, employees in Human Resources, Assistants to Executives, and any other equivalent position.

**“Permanent Employee”** - means any excluded employee who has a continuous appointment, whether full- or part-time.

**“Term-Defined Employee”** - means an employee who works either full-or part-time with dates attached to their employment contract that limit their employment to a certain period.

#### 4. COMPENSATION PHILOSOPHY

In administering the Policy, Capilano University embodies the following core principles:

##### **Performance**

Employees will receive annual performance evaluations to ensure that employees are meeting the job expectations for their positions.

##### **Differentiation**

The Policy will ensure that differences in scope and responsibility are compensated appropriately in relation to all internal positions and/or due to superior performance of an individual or a team.

##### **Accountability**

Compensation decisions are objective and based upon a clear and well-documented business rationale that demonstrates the appropriate expenditure of public funds.

##### **Transparency**

Compensation processes are designed, managed, and communicated in a manner that ensures the Policy is clearly understood by employees and the public while protecting individual personal information.

#### 5. POLICY OBJECTIVES

In keeping with the core principles, the Policy has the following objectives:

- a) The assessment of jobs will be fairly and consistently applied based on assessing common factors for jobs, and not assessing the individual in the role.
- b) The Policy will comply with applicable legislation and will be non-discriminatory.
- c) Capilano University’s comparator group includes organizations where we can attract qualified employees from and to where we are at risk of losing qualified employees. Our core comparator group includes, first, similar post-secondary institutions and, secondly, other public sector employers within British Columbia. For other jobs where talent may be needed from out-of-province and jobs that require skills from specific industries or from outside of the public sector, a secondary comparator group may be required.
- d) The Policy is designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

- e) Benchmarking of positions falling under this Policy is subject to the approval of the Post-Secondary Employers' Association.

## 6. COMPENSATION

In line with the Public Sector Employers' Council Secretariat (PSEC)'s centralized approach to public sector compensation, the four core principles outlined above (article 5), together with PSEC's statutory mandates, allow us to create this performance-based, common compensation plan in line with other BC post-secondary institutions in the sector.

### 6.1 Sectoral Grid

The sectoral grid updated and provided by PSEA outlines the grades of positions and the base salary ranges within those grades. Placement on the scale is determined by assessing differences in scope, responsibilities, experience, and internal equity within the University. The grid is broken down by minimum ranges, mid-point, and maximum. New incumbents must be hired between the minimum and mid-point, depending on experience and skill set. Incumbents will earn beyond the mid-point through the performance-based merit system in place at Capilano University.

The grid ages periodically, as advised by the Post-Secondary Employers Association (PSEA). Progression beyond the control point of the grid is reserved for above standard and consistent performance.

### 6.2 Compensation Benchmarking

Benchmarking allows B.C. Public Post-Secondary Sector organizations to have positions comparable in scope, responsibilities, and skills required.

### 6.3 Merit Matrix

Excluded Employee salary increases are performance-based and each Excluded Employee shall complete a full cycle in order to gain an increase. The cycle runs from September 1<sup>st</sup> to August 31<sup>st</sup> of each academic year. Capilano University uses a merit matrix which is a compensation tool used to determine the merit increase for individuals based on the rating they received during the performance review, and their position in the range.

The use of a merit matrix aligns with the four core principles as explained in article 5 above. The merit matrix will be developed annually, based on available funding, and increases communicated to Excluded Employees each year as salary adjustments are made, and according to budget and performance ratings.

### 6.4 Extra Responsibilities Compensation

When an Excluded Employee serves in an acting position at a higher or comparable level, as well as retaining their regular position for a period in excess of eight weeks, such Excluded Employee shall be remunerated at 110% of their current rate, for the duration of the acting period; when an Excluded Employee serves in an acting position for less than eight weeks, there shall be no such remuneration.

## 6.5 Internal Equity

Internal equity refers to the principle of ensuring fair and consistent pay levels for all excluded employees who hold similar positions, with similar responsibilities, qualifications, and experience. It means that individuals who perform similar work and contribute at a comparable level should receive comparable compensation. Annual compensation reviews to measure individuals' distance from the control point of the sectoral grid together with proficiency and performance, allow for compensation progression and ensuring internal equity.

## 7. BENEFITS AND PERQUISITES

### 7.1 Health and Welfare Benefits

- 7.1.1 Excluded employees who work twenty (20) hours per week for at least four (4) months are covered by a flexible benefit selection plan which includes Basic Medical, Extended Health Care Plan, Dental Care Plan, Orthodontic Coverage, Life Insurance, Accidental Death and Disablement, and a Disability Plan, as well as an Employee and Family Assistance Program. The University shall pay all premiums for this coverage.
- 7.1.2 Permanent Excluded employees are covered by a Disability Plan. The University shall pay all premiums for this coverage.
- 7.1.3 Excluded employees who are part-time or on a term-defined contract, qualify for the Extended Health Care Plan and Dental Care Plan only.

### 7.2 Pension & Group Registered Retirement Savings Plan

- 7.2.2 Membership of the College Pension Plan is a condition of employment, as per the prevailing regulations of the *Public Sector Pensions Plan Act*. The pension is a defined benefit plan overseen by PensionsBC. Both the employee and University will make monthly contributions to the plan.
- 7.2.3 We offer a voluntary group RRSP plan through Canada Life, to ensure employees have access to an RRSP offering planning tools and support.

### 7.3 Capilano University Courses

#### 7.3.1 Credit Courses

Any Excluded employee with an employment status of twenty (20) or more hours per week may register for unlimited Capilano University credit courses without payment of tuition fees and registration fees. Registration is subject to normal course entry prerequisites.

#### 7.3.2 Continuing Education Courses

Any Excluded employee and their current spouse and children may register for three (3) Capilano University run continuing education courses (credit free) in any calendar year without tuition fees. In the case of continuing education courses (credit free) they shall be



entitled to the waiver only after the minimum enrolment has been met by fee payers. There shall be no waiver for non-tuition costs such as travel costs for field trips, excursions, and tours. Executive Education courses and courses run by external or third parties, are not eligible for fee-waiver.

#### 7.3.4 Cost Recoverable/Non-base Funded Courses

In the case of credit courses that are offered on a cost recoverable basis (i.e. non-base funded courses), only the amount of tuition equivalent to the fees for a regular base funded credit course shall be waived; any additional tuition costs must be paid by the Excluded employee.

#### 7.3.5 Commencement and Completion of all Courses

All courses must be taken outside of normal working hours. If such courses are only offered during working hours, permission shall be obtained from the Excluded Employees manager to make up time absent, at no cost to the University.

7.3.6 All courses must commence and end within the Excluded Employees employment term. If the Excluded Employee leaves the employ of Capilano University before the end of the course, they will repay all tuition costs to the University.

## 8. REIMBURSEMENTS

For all guidelines governing reimbursements for required memberships in professional associations, business travel, and out of pocket expenses, please see Financial Management policies, including but not limited to:

- a) B.213: Travel and Business Expenses
- b) B.215: Spending and Signing Authority Policy

## 9. AMENDMENT

This policy may be changed by the University after consultation with the Excluded Employees and upon notice of fourteen days.

## 10. DESIGNATED OFFICER

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



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 9.4:</b> B.515 Excluded Employee Leaves Policy	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Kartik Bharadwa, VP People, Culture and Diversity	

### PURPOSE

This report is to provide an overview of the new policy B.515 Excluded Employee Leaves Policy. This report was received by the Executive and Human Resources Committee at their September 18, 2023 meeting. The Committee passed the motion to recommend the Board of Governors approve the new policy B.515 Excluded Employee Leaves Policy.

### MOTION

The following motion is proposed for the Board of Governors:

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

### BACKGROUND

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

<b>Policy Number and Name:</b>	B.515 Excluded Employee Leaves Policy		
<b>Approval Body</b>	<input checked="" type="checkbox"/> <b>Board</b> <input type="checkbox"/> <b>SLC</b> <input type="checkbox"/> <b>Senate</b>	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> <b>Executive and HR Committee</b> <input type="checkbox"/> <b>Finance Committee</b> <input type="checkbox"/> <b>Audit and Risk Committee</b> <input type="checkbox"/> <b>Investment Management Committee</b> <input type="checkbox"/> <b>Governance and Planning Committee</b>	
<b>Category:</b>	<input checked="" type="checkbox"/> <b>New</b> <input type="checkbox"/> <b>Review</b> <input type="checkbox"/> <b>Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	
		<b>Revised Date:</b>	
		<b>Next Review Date:</b>	
<b>Procedure # and Name:</b>	Not applicable		
<b>VP Responsible:</b>	Kartik Bharadwa, Vice-president, People, Culture & Diversity		
<b>Proponent Responsible:</b>	Melissa Nichol, Strategic Director, People, Culture & Diversity		



### Rationale for creation or review

This policy is part of a package of changes that will allow us to move from policies governing terms and conditions of employment to individual employment agreements for the excluded (administrative and exempt) employees. As part of this change, there is a gap in the application of leaves to this group of employees that is addressed by this proposed Policy B.515.

### Context/Summary

This policy itemizes the leaves available to the excluded employee group and supplements the individual employment agreements that will apply to all excluded employees moving forward.

Two new leaves are included in this policy: paid Gender Affirming Care Leave and paid Indigenous Cultural Leave.

As per the advice of the Post-Secondary Employers' Association, there were no changes to the entitlement of existing excluded employees that are a reduction in previous entitlements.

Exempt employees were previously entitled to four days of Family Responsibility Leave per year and have increased to five days per year to align with the entitlement of administrative employees.

This policy includes a change in sick leave entitlement for new employees with fewer than 90 consecutive days of employment, with no change to the entitlement for existing excluded employees. Previously, all excluded employees were entitled to 30 calendar days of unpaid sick leave upon date of hire. Under this policy, *new* employees will be entitled to (5) days of unpaid sick leave.

### Risk, Benefits and Strategy alignment

This policy helps to mitigate risk as part of the package of changes to move to employment agreements. Rather than providing general terms and conditions of employment to the excluded employees in a blanket way, we can negotiate terms with each employee to ensure that duties, responsibilities and obligations are clear, minimizing the risk of contractual errors which could unintentionally increase our obligations.

### Consultation

Creation of this policy was at the recommendation of legal counsel and included a review of the draft that is before you for consideration. In addition, the Post-Secondary Employers' Association was consulted, as leaves fall under their purview in relation to compensation.


### Review and approval process timelines

Date	Committee	Purpose
September 18, 2023	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
September 26, 2023	Board	Final approval



#### **Plan for associated training or awareness raising**

Awareness raising was conducted in advance of this meeting. This was done through Human Resources representatives attending department meetings to inform all those impacted of the change to allow for questions and concerns to be addressed.

 <b>CAPILANO UNIVERSITY</b>		POLICY	
Policy No.	Officer Responsible		
<b>B.515</b>	<b>Vice-president, People, Culture &amp; Diversity</b>		
Policy Name			
<b>Excluded Employee Leaves</b>			
Approved by	Replaces	Category	Next Review
<b>Board</b>			
Date Issued	Date Revised	Related Policies and Procedures	
		<b>B.516 Excluded Employee Compensation</b>	

### 1. PURPOSE

1.1 The purpose of this University policy is to establish, outline, and administer the various forms of leave, including paid leave, unpaid leave, or partially paid leave, for all Excluded Employees.

1.2 Part-time employees' leaves will be pro-rated based on their regular hours worked per week as a percentage of full-time.

1.3 Excluded Employees' pay for each day of a paid leave will be calculated as an average days' pay per the calculations outlined in the British Columbia *Employment Standards Act*.

**Commented [AT1]:** Does this statement refer to part-time employees' entitlement to the number of days of leave, or entitlement to pay?

You may wish to provide a formula or example for clarity.

### 2. SCOPE

This Policy applies to all employees excluded from a bargaining unit.

### 3. DEFINITIONS

**"Administrator"** means an employee who is excluded from or not represented by a union by reason of working in a managerial role. This includes, but is not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers, HR Business Partners and any other equivalent or comparable positions.

**"Excluded Employee"** means all Executive, Administrator and Exempt employees.

**"Executive"** means the Vice-Presidents and the President.

**"Exempt Employee"** means an employee who is excluded from or not represented by a union.

**"Term-Defined Employee"** means any excluded employee who has an appointment of a defined duration.

**4. SICK LEAVE**

4.1 After 90 consecutive days of employment, Excluded Employees will be eligible for thirty (30) calendar days per illness of sick leave (inclusive of British Columbia *Employment Standards Act* sick leave) to be used only for personal illness or injury.

4.2 Excluded Employees who have served fewer than 90 consecutive days of employment will be entitled to five (5) days of unpaid sick leave.

4.3 If an Excluded Employee is on sick leave longer than thirty (30) consecutive days for a medical condition, they will apply for short-term disability (STD). If the Excluded Employee is unable to return to work after the STD period, they may be eligible for Long-Term Disability (LTD) leave and compensation. STD and LTD benefits are as follows:

Commented [JR2]: Eligible to apply for or just eligible for LTD?

Commented [MN3R2]:

Policy coverage	Length of coverage	Benefit amount	Notes
Short-term disability	Up to 21 weeks	75% of weekly earnings up to a maximum benefit of \$2,350	STD benefits terminate on the Employee's 65th birthday. However, if benefit payments commence prior to the Employee's 65th birthday, benefit payments will continue during the Disability up to a maximum of 21 weeks.
Long-term disability	The maximum benefit for Total and Partial Disability benefits is the end of the month following the Employee's 65th birthday.* Employees over age 65 do not qualify for LTD.	75% of monthly Earnings up to a maximum benefit of \$12,000	*Employees may be eligible for LTD coverage up to 24 months under the Employee's "own occupation". After 24 months, Employees reach the "Change of Definition (COD)" which the definition of disability changes. The insurance provider will now assess whether the Employee satisfies the definition under "any occupation".

4.4 If there is a conflict between this information and the contract with policy carriers, then the carrier's contract will take precedence.

4.5 For any illness or disability of five (5) days or more, the employee will submit a medical certificate to the HR Advisor, Abilities Management, Health and Wellness.

**5. GENDER AFFIRMING CARE LEAVE**

5.1 Excluded employees will be entitled to fifteen (15) days of paid Gender Affirming Care Leave to access physical or psychological trans-affirming care (including medical or non-medical

Commented [AT4]: Confirm whether this leave is paid.

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procedure(s)). The duration of the leave may vary based on the individual circumstances and will be determined through a collaborative discussion between the employee and the HR Advisor, Abilities Management, Health and Wellness.

Additional paid or unpaid leave may be taken under other provisions of this policy.

## 6. GENERAL/STATUTORY HOLIDAYS

Excluded Employees will be entitled to the following general/statutory holidays:

New Year's Day	Family Day	Good Friday
Easter Monday	Victoria Day	Canada Day
BC Day	Labour Day	National Day for Truth & Reconciliation
Thanksgiving Day	Remembrance Day	Christmas Day
Boxing Day		

Excluded Employees will be paid for general or statutory holidays in accordance with the British Columbia *Employment Standards Act*

Should any of the general or statutory holidays fall on a weekend, the general or statutory holiday will be observed on the first working day before or after the holiday, as determined by the University.

A paid holiday is equivalent to a maximum of seven (7) hours. Excluded employees working modified work weeks will be required to make up any time difference between the holiday and their modified workday when the latter is more than seven (7) hours. Such time must be made up in consultation with their manager.

## 7. MATERNITY AND PARENTAL LEAVE

Excluded Employees will be entitled to an unpaid leave of absence for maternity and/or parental reasons related to the birth or adoption of their child. Any absence granted under this Policy will not exceed seventy-eight (78) consecutive weeks for the birth parent or sixty-two (62) consecutive weeks for the biological, adoptive, or legally recognized parent. Vacation will continue to be accrued during this absence.

Maternity leave may begin at a time chosen by the Excluded Employee up to thirteen (13) weeks preceding the expected date of delivery and no later than the date of birth.

Parental leave may commence at a time chosen by the Excluded Employee within seventy-eight (78) weeks of the expected delivery date or date of adoption.

Vacation will continue to be accrued during the basic maternity leave or the parental leave.

On written request, an Excluded Employee shall be granted an extension of up to one (1) year to the maternity or parental leave provisions, provided the request is for medical reasons related

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to the infant and is supported by a medical certificate provided by the Excluded Employee's physician. Any such extensions will be at the sole discretion of the University. There will be no annual vacation accrual during the extension period.

The University will continue to pay benefit premiums for an Excluded Employee during the parental/maternity leave period only. . Excluded Employees on leave in excess of this period must pay benefit premiums.

Excluded Employees on maternity or parental leave will be entitled to a supplemental benefit in addition to Employment Insurance benefits as set out in Articles 7.1 and 7.2, below (the **"Supplemental Employment Benefit"**).

An Excluded Employee is not entitled to receive the Supplemental Employment Benefit and disability benefits concurrently. To receive the Supplemental Employment Benefit the Excluded Employee shall provide the University with proof of application for and that they are in receipt of Employment Insurance benefits.

Maternity or parental leave shall cease immediately when the Excluded Employee resigns during the period of leave or elects not to return to their position at expiry of the leave or fails to do so within the prescribed time limit.

Receipt of the Supplemental Employment Benefit is conditional on Excluded Employees committing to and remain in the employ of the University for the longer of six (6) months or a period equivalent to the length of the leave taken, after their return to work ("Ongoing Employment Period"). Failure to remain at the University for the full Ongoing Employment Period will result in an immediate obligation to reimburse the amount received on a pro-rata basis.

**Commented [JR5]:** We recommend having individual employees sign off on a document indicating that they agree to this repayment obligation – it will assist in enforceability

**Commented [JR6]:** Or just if they resign?

### **7.1 Administrator and Executive Employee Parental Leave**

When on maternity or parental leave, Administrators or Executives who have committed to remaining at the University for the Ongoing Employment Period will receive the Supplemental Employment Benefit cumulatively as follows:

- a) For the first week of maternity leave an Administrator shall receive one hundred percent (100%) of their average base salary.
- b) For a maximum of fifteen (15) additional weeks of maternity leave the employee shall receive an amount equal to the difference between the amount of Maternity Employment Insurance benefits they receive and ninety-five percent (95%) of their average base salary.
- c) For up to a maximum of thirty-five (35) weeks of additional parental leave, the biological, adoptive or legally recognized parent shall receive an amount equal to the difference between the amount of Parental Employment Insurance benefits they receive and eighty-five percent (85%) of the employee's average base salary.

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- d) If the biological, adoptive or legally recognized parent elects the Extended Parental Employment Insurance Benefit, for a maximum of sixty-one (61) weeks, the parent shall receive the same total Supplemental Employment Benefit amount they would have received under Article (c) if the employee had opted for the thirty-five (35) week EI benefit, spread out and paid over the sixty-one (61) week period.
- e) Provided that the employee received the Supplemental Employment Benefit as per Article (a), (b), (c) or (d), then for the last week of the parental leave, where no EI benefit is paid, the employee shall receive one hundred percent (100%) of their average base salary.
- f) The average base salary for the purpose of Article (a) through (e) is the Administrator's average base salary for the twenty-six (26) weeks preceding the maternity or parental leave. If the Administrator has been on unpaid leave for part of the preceding twenty-six (26) weeks, then up to four (4) weeks of that unpaid leave (in an amount consistent with the leave taken up to four weeks) will be subtracted from the twenty-six (26) weeks for the purpose of calculating the average base salary.

## **7.2 Exempt Employee Parental Leave**

When on maternity or parental leave, an Exempt Employee (other than an Executive or Administrative Employee) will receive a Supplemental Employment Benefit as follows:

- a) For up to fifty-two (52) weeks of combined maternity/parental leave, the employee who is the birth mother shall receive an amount equal to the difference between the Employment Insurance benefits received and seventy-five percent (75%) of their average base salary.
- b) For up to a maximum of thirty-seven (37) weeks of parental leave, the biological, adoptive or legally recognized parent (who is not the birth mother) shall receive an amount equal to the difference between the Standard Parental Employment Insurance benefits and seventy-five percent (75%) of the employee's average base salary.
- c) If the biological, adoptive or legally recognized parent elects the Extended Parental Employment Insurance Benefit, for a maximum of sixty-one (61) weeks, the parent shall receive the same total Supplemental Employment Benefit amount they would have received under Article (b) when the employees opts for the thirty-seven (37) week EI benefit, spread out and paid over the sixty-one (61) week period.
- d) Provided that the employee received the Supplemental Employment Benefit as per Article (a), (b), or (c), then for the last week of the parental leave, where no EI benefit is paid, the employee shall receive one hundred percent (100%) of their salary calculated on their average base salary.
- e) The average base salary for the purpose of Article (a) through (d) is the Exempt Employee's average base salary for the twenty-six (26) weeks preceding maternity or parental leave. If the Exempt Employee has been on unpaid leave for part of the

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preceding twenty-six (26) weeks, then up to four (4) weeks of that unpaid leave (in an amount consistent with the leave taken up to four weeks) will be subtracted from the twenty-six (26) weeks for the purpose of calculating the average base salary.

## 8. COURT/JURY LEAVE

The University shall grant leave with pay to Excluded Employees required to attend jury selection, serve as jurors, or who are subpoenaed for a court appearance.

Where an Excluded Employee's private affairs have occasioned a court appearance, a leave of absence without pay may be granted for a period reasonably required by such court appearance.

An Excluded Employee in receipt of their regular earnings while serving at court shall reimburse to the University an equivalent amount from any monies paid to them by the Court, except travelling and meal allowances.

## 9. PROFESSIONAL DEVELOPMENT LEAVE

Excluded Employees who have successfully completed their probationary period may request a leave of absence with pay to engage in professional development activities that enhance their skills and knowledge related to their role responsibilities and career advancement. Such leaves are granted at the sole discretion of the University. Requests are to be made to the employee's direct manager, who will consult with Human Resources. An Excluded Employee who is granted a leave under this Article must remain in the employ of Capilano University for the longer of six (6) months or a period equivalent to the duration of the leave taken. If the Excluded Employee does not do so, they will immediately reimburse the University for the amount paid to them during the leave.

## 10. BEREAVEMENT, CRITICAL CARE

In the event of critical illness or injury of an Excluded Employee's family member or a death in the Excluded Employee's immediate family, the Excluded Employee not on leave of absence without pay shall be entitled to paid leave of absence as follows:

(a) up to and including seven (7) consecutive calendar days per year for critical illness;

(b) up to and including seven (7) consecutive calendar days per year for death; or

(c) up to and including fourteen (14) consecutive calendar days per year for combined critical illness and death.

Any leave taken under this Article will be counted towards the Excluded Employees' entitlement to bereavement, or critical illness or injury leave under the British Columbia *Employment Standards Act*. Any additional leave shall be without pay.

**Commented [AT7]:** You may want to include some limiting language in this paragraph such as a maximum period of PD leave per year, or the process for having such a leave approved.

**Commented [MN8R7]:** Included approval process and consultation with HR.

**Commented [MN9R7]:**

**Commented [AT10]:** Per the ESA:

- An employee can take unpaid leave to care for a family member whose health has significantly changed as a result of an illness or injury, and the life of the family member is at risk. The employee can take up to 36 weeks to care for a child and up to 16 weeks to care for a family member over the age of 19.
- An employee can take up to 3 days of unpaid leave if an immediate family member dies.

The University may require reasonable evidence of the Excluded Employees’ entitlement to the leave.

Leave granted for critical illness will terminate in the event of death of the immediate family member and the employee will then be entitled to bereavement leave. Leaves under this Article must be taken during or in relation to the time of the actual occurrence of the critical illness or death.

In this Article, the terms “immediate family” and “family member” receive the same definition as set out in the British Columbia *Employment Standards Act*.

**11. MOURNING**

Upon request to an Excluded Employee’s HR Business Partner, the Excluded Employee not on leave of absence without pay shall be entitled to reasonable leave with pay to attend a funeral as a mourner.

Commented [AT11]: Is this leave paid or unpaid?  
Commented [MN12R11]: With pay.

**12. FAMILY RESPONSIBILITY LEAVE**

An employee shall be entitled to up to five (5) days leave with pay per year for the purpose of caring for a sick dependent, inclusive of British Columbia *Employment Standards Act* family responsibility leave entitlements. An additional five (5) days with pay shall be granted provided the duties of the employee are performed at the regularly scheduled times at no cost to the University.

**13. LEAVE FOR TRADITIONAL INDIGENOUS PRACTICES**

Provided that such leave will not interfere with the efficient and effective operational requirements of the University, an Excluded Employee who is an Indigenous person and who has completed three consecutive months of continuous employment with the University is entitled to and shall be granted a leave of absence with pay from employment of up to five (5) days in every calendar year, in order to enable the Excluded Employee to engage in Indigenous practices.

Commented [AT13]: Is this leave paid or unpaid?  
Commented [MN14R13]: Paid

These days must be taken as full days. Such leave requests are subject to the approval of the VP, People Culture & Diversity, or designate, and will not be unreasonably denied. This leave shall not be carried over into subsequent years.

**14. CANADIAN CITIZENSHIP**

Excluded employees will be granted one day of leave with pay to attend their formal hearing to become a Canadian citizen.

Commented [AT15]: Is this leave paid or unpaid?  
Commented [MN16R15]: With pay

**15. PERSONAL LEAVE WITHOUT PAY**

Further leaves of absence without pay may be granted at the sole discretion of the University. During a leave of absence without pay for a period longer than four weeks, the Excluded Employee shall be responsible for paying the full cost of benefits. Vacation does not accrue during unpaid leave.

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**16. STATUTORY LEAVE**

All other leaves will be provided in accordance with the requirements of the British Columbia *Employment Standards Act*. Employees who think they may qualify for one or more of these leaves can find out more information about them by visiting the [British Columbia Employment Standards website](#).

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## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 9.5:</b> Rescission of policies B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> September 26, 2023	
<b>PRESENTER:</b> Kartik Bharadwa, VP People, Culture and Diversity	

### PURPOSE

The purpose of this report is to provide the background on the above-noted policies and to support rescinding these four policies. This report was received by the Executive and Human Resources Committee at their September 18, 2023 meeting. The Committee passed the motion to recommend the Board of Governors approve the rescission of policies B.503 Administrators Conditions of Employment, B.504 Exempt Employees – Conditions of Employment, B.507 Term Defined Administrator Policy, and B.508 Term Defined Exempt Policy.

### MOTION

The following motion is proposed for the Board of Governors:

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

### BACKGROUND

Current policies B.503 and B.504 were last reviewed in 2020, the term defined policies B.507 and B.508 in 2018. Having consulted with legal counsel and the Public Sector Employers' Association ("PSEA") we are proposing to rescind these policies, to be replaced by more robust individual employee agreements. This will allow us to be more agile and aligned with legislation, while more flexible in our talent acquisition efforts.

The table and report below give a high-level summary of the policies in this report.

<b>Policy Numbers and Names:</b>	B.503 Administrator Conditions of Employment B.504 Exempt Employee Conditions of Employment B.507 Term-Defined Administrator Conditions of Employment B.508 Term-Defined Exempt Employee Conditions of Employment	
<b>Approval Body</b>	<b>X Board</b> <b>SLC</b> <b>Senate</b>	If Board is approval body, select applicable board committee: <b>X Executive and HR Committee</b> <b>Finance Committee</b> <b>Audit and Risk Committee</b> <b>Investment Management Committee</b>





		<b>Governance and Planning Committee</b>	
<b>B.503</b> <b>Category:</b>	<b>New</b> <b>Review</b> <b>X Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	15 June 2010
		<b>Revised Date:</b>	7 July 2020
		<b>Next Review Date:</b>	July 2023
<b>B.504</b> <b>Category:</b>	<b>New</b> <b>Review</b> <b>X Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	15 June 2010
		<b>Revised Date:</b>	17 January 2017
		<b>Next Review Date:</b>	January 2020
<b>B.507</b> <b>Category:</b>	<b>New</b> <b>Review</b> <b>X Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	22 September 2015
		<b>Revised Date:</b>	n/a
		<b>Next Review Date:</b>	September 2018
<b>B.508</b> <b>Category:</b>	<b>New</b> <b>Review</b> <b>X Rescind</b>	If Review or Rescind selected, complete:	
		<b>Issue Date:</b>	22 September 2015
		<b>Revised Date:</b>	n/a
		<b>Next Review Date:</b>	September 2018
<b>Procedure # and Name:</b>	Not applicable		
<b>VP Responsible:</b>	Kartik Bharadwa, Vice-president, People, Culture & Diversity		
<b>Proponent Responsible:</b>	Melissa Nichol, Strategic Director, People, Culture & Diversity		

### Rationale for creation or review

In discussion with legal counsel regarding updating this suite of policies, they recommended that we move to individual employment agreements. It allows us to tailor agreements to the role, rather than being bound for all roles to a defined set of terms, which may not be appropriate, nor allow for flexibility in negotiating terms. It allows us to tailor agreements to a role; expectations, obligations, rights, and responsibilities.

### Context/Summary

Rescinding these four policies is part of a larger policy update project that includes a package of changes that will allow us to move from policies governing terms and conditions of employment to individual employment agreements for the excluded (administrative and exempt) employees. This change requires that the four policies identified above are rescinded and replaced by: individual employee agreements, the new B.515 Excluded Employee Leaves and B.516 Excluded Employee Compensation (a new policy to replace B.509 Administrator Compensation). All terms, save for Legal Indemnification, have been moved to the agreement or new policies. Legal Indemnification was not carried over, upon advice from legal counsel, as we are legislatively obligated to do this, as long as employees are performing within the scope of their duties and authority and are doing so in good faith.

All current employee conditions of employment have been moved to their new employee agreement, resulting in no loss of any previous conditions of employment.



### Risk, Benefits and Strategy alignment

Rather than providing general terms and conditions of employment to the excluded employees in a blanket way, we can negotiate terms with each employee to ensure that duties, responsibilities and obligations are clear, minimizing the risk of contractual errors which could unintentionally increase our obligations. Staying in line with legislation also reduces our financial risks.

### Consultation

Extensive consultation with legal counsel and PSEA, as well as within the Human Resources team regarding the application of employment agreements in replacement of policy.

### Review and approval process timelines

Date	Committee	Purpose
September 18, 2023	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
September 26, 2023	Board	Final approval

### Plan for associated training or awareness raising

Awareness raising was conducted in advance of this meeting. This was conducted by Human Resources representatives attending department meetings to inform all those impacted of the changes to conditions of employment to allow for questions and concerns to be addressed.