

AGENDA ITEM	ACTION	SCHED	TIME	PAGE
<p>9.2 B.211 Credit and Debit Card Policy</p> <p>MOTION: <i>THAT the Board of Governors approve renewal of B.211 Credit and Debit Card Policy with revisions as presented.</i></p>	Approval	9.2	5 min	Page 132
<p>9.3 B.210 Cash Policy</p> <p>MOTION: <i>THAT the Board of Governors approve the renewal of B.210 Cash Policy with revisions as presented.</i></p>	Approval	9.3	5 min	Page 146
<p>10. Governance and Planning Committee – Duncan Brown, Committee Chair – 10 min for all</p> <p>10.1 Audit and Risk Committee Terms of Reference</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Audit and Risk Committee’s Terms of Reference.</i></p> <p>10.2 Executive and HR Committee Terms of Reference</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Executive and HR Committee’s Terms of Reference.</i></p> <p>10.3 Finance Committee Terms of Reference</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Finance Committee’s Terms of Reference.</i></p> <p>10.4 Governance and Planning Committee Terms of Reference</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Governance and Planning Committee’s Terms of Reference.</i></p> <p>10.5 Investment Management Committee Terms of Reference</p> <p>MOTION: <i>THAT the Board of Governors approve the changes to the Investment Management Committee’s Terms of Reference.</i></p> <p>10.6 Board Governance Manual Amendments</p> <p>a) Board Secretary</p> <p>MOTION: <i>THAT the Board of Governors approve amendments to its Board Governance Manual as follows:</i></p> <p>1. <i>To include a new section 22, as follows:</i></p> <p style="padding-left: 40px;"><i>The Board Secretary will be the University’s Vice President of Finance and Administration, or such other person as the Board appoints.</i></p> <p style="padding-left: 40px;"><i>And renumber the remaining sections of the Manual.</i></p> <p>2. <i>To amend Section 30(b)(a) by replacing the words “Executive Assistant to the Board with the words “Board Secretary”.</i></p> <p>b) Board In-Camera Meetings</p> <p>MOTION: <i>THAT the Board of Governors approve amendments to s. 20(d)(iii) of its Governance Manual as follows:</i></p> <p style="padding-left: 40px;"><i>After the closed session of a Board meeting, the Board will regularly debrief in camera without any members of the University executive present to allow Board members to freely address any issues they wish to raise privately.</i></p> <p style="padding-left: 40px;"><u><i>In addition, the following matters will be considered at the in-camera session:</i></u></p> <p style="padding-left: 40px;"><i>a) the internal functioning of the Board;</i></p> <p style="padding-left: 40px;"><i>b) the President’s appointment, performance, evaluation or compensation;</i></p> <p style="padding-left: 40px;"><i>c) the President’s annual goals; or</i></p> <p style="padding-left: 40px;"><i>d) President succession planning.</i></p> <p style="padding-left: 40px;"><u><i>If discussing matters related to the President, in (b), (c) or (d), the President will also be excused.</i></u></p> <p style="padding-left: 40px;"><i>If discussing any of the following, the President will also be excused:</i></p> <p style="padding-left: 40px;"><i>a) the President’s appointment, performance, evaluation or compensation;</i></p> <p style="padding-left: 40px;"><i>b) the President’s annual goals; or</i></p> <p style="padding-left: 40px;"><i>c) President succession planning.</i></p> <p style="padding-left: 40px;"><i>Immediately following this debriefing session, the Chair will report to the President on issues discussed at the debriefing session, as appropriate.</i></p> <p style="padding-left: 40px;"><i>No Board member will discuss any matter raised during an in-camera meeting outside that meeting.</i></p>	Approval	10.1	5 min	Page 154
	Approval	10.2		Page 161
	Approval	10.3	5 min	Page 168
	Approval	10.4		Page 174
	Approval	10.5		Page 181
	Approval	10.6a	4 min	Page 188

AGENDA ITEM	ACTION	SCHED	TIME	PAGE
<p>11. Investment Management Committee – Ash Amlani, Committee Chair</p> <p>11.1 B.201 Investment Policy and Investment Guidelines</p> <p>MOTION: <i>THAT the Board of Governors approve changes of B.201 Investment Policy as presented.</i></p>	Approval	11.1	5 min	Page 190
<p>12. Academia – Laureen Styles, VP of Academic and Provost</p> <p>12.1 Proposed Course Discontinuance (s) for The Faculty of Business and Professional Studies</p> <p>MOTION: <i>THAT the following courses be discontinued based on advice of Senate: BADM 103, 203, 270, 274; BCPT 220, 225; BFIN 391; BMKT 366; IBUS 231, 234, 243; RMCP 181; and LGAO 100, 115, 125, 130, 135, 140, 145, 150, 155, 160, 165.</i></p>	Approval	12.1	5 min	Page 202
<p>13. Board Chair and Vice Chair Election – Paul Dangerfield, President</p>	Election	-	10 min	-
<p>14. Adjourn</p>	-	-	-	-



MEETING MINUTES OF THE BOARD

Tuesday, November 29, 2022

4:45 pm to 6:45 pm

[MS Teams](#)

Board

Duncan Brown, Chair	Patricia Heintzman
Ash Amlani, Vice Chair	Nanci Lucas
Paul Dangerfield, President	Majid Raja
Troy Abromaitis	Rodger So
Rosie Anza-Burgess	Sonny Wong, Senate Liaison
Yuri Fulmer, Chancellor	

Staff

Tally Bains, VP of Finance and Administration
 Kartik Bharadwa, VP of People, Culture & Diversity
 Laureen Styles, Acting President and VP Academic and Provost
 Lesley Cook, Executive Assistant, Board of Governors
 Angela Ruggles, Executive Assistant, VP of Finance & Admin

Regrets

Sophia Kara
 Andrew Petrozzi
 Sarah Thomas
 Jennifer Ingham, VP University Relations
 Toran Savjord, VP Strategic Plan, Assess & Inst. Effect

Guest

Aryanna Chartand, CSU VP External
 Reya Lu, Ellement Consulting Group
 Manpreet, CSU VP Student Affairs
 Karandeep Sanghera, CSU President
 Manbir Singh, CSU VP Equity and Sustainability
 Josh Thomas, CSU Director Policy & Campaigns
 Robert Thomson, Senate Vice Chair

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

The Chair called the meeting to order at 4:48 p.m.

1. Approval of Agenda

It was moved (Duncan Brown), seconded (Patricia Heintzman) and resolved;

THAT the agenda be approved as presented.

2. Declaration of Vacancy

Board Chair Duncan Brown explained that student representative Harmanjot Kaur has resigned from the Board of Governors due to academic workload. The Board's executive has made arrangements with the Registrar's Office. An election will be held in January and the Board anticipates that the new student representative will attend the February Board of Governors meeting.

3. Consent Agenda

It was moved (Sonny Wong), seconded (Patricia Heintzman) and resolved;

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

- 3.1. Minutes from the September 27, 2022 Board Meeting
- 3.2. Board Committee Reports:

- 3.2.1 Executive and Human Resources Committee
- 3.2.2 Finance Committee
- 3.2.3 Governance and Planning Committee
- 3.2.4 Investment Management Committee

4. Place Holder

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

5. Investment Management

5.1 Trans Canada Capital (TCC) Investment Manager for Alternative Investments

Ash Amlani, Board Vice Chair and Chair to the Investment Management Committee explained that the Committee has been reviewing the University portfolio and the Foundation portfolio with a view to find ways to grow investments. She added that the Foundation portfolio is what the University uses to provide scholarships, bursaries, and other support to CapU's students. With the help of Ellement Consulting Group, the Committee went through a process of reviewing the asset mix for each portfolio. Investing in alternative investments, in addition to current investments, provides this desired growth opportunity for both portfolios. The alternative investments will be managed by Trans Canada Capital (TCC), who are alternative investment specialists. Existing investments will continue to be managed by Phillips, Hager & North (PH&N).

Reya Lu, Ellement consultant, verified that as part of the assessment, CapU went through the process of reviewing the current asset mix for each portfolio and developed an implementation strategy in consultation with Ellement Consulting Group. She explained that multiple exposure to alternate classes can be achieved through utilizing an additional investment management group such as TCC. Lastly, she reported that the proposed alternative fund is currently a seven billion dollar fund.

There were no questions from the Board members.

It was moved (Ash Amlani), seconded (Yuri Fulmer) and resolved;

THAT the Board of Governors approves Trans Canada Capital (TCC) as the Investment Manager of Alternative Investments for the Capilano University investment portfolio.

6. Correction of Records on Program Discontinuance GEOG vs GEOI

Duncan Brown, Chair gave an overview of the correction.

It was moved (Ash Amlani), seconded (Yuri Fulmer) and resolved;

THAT the Board of Governors approve the discontinuation of GEOG 102 and GEOG 107.

7. Board Chair's Report

Board Chair Duncan Brown gave a verbal report. He recollected that at the last meeting he spoke about the list of projects and accomplishments that Capilano University has commenced. At this meeting he was delighted share management's financial accomplishments. The forecast for 2021-22 was a deficit forecast, which at year end resulted in a surplus. And again, through dedication and

carefulness the 2023-24 budget is scheduled to be balanced. The numbers show a job well done and he expressed that it's important to acknowledge this achievement.

8. Senate Reports

8.1 Vice Chair

Senate Vice Chair Robert Thomson provided the highlights of the last two Senate meetings. Senate approved a concept paper for a certificate in Starting Your Own Business. Additionally, two new programs were approved: 1) Tourism and the Sustainable Development Goals, and 2) Documentary Field Studies I.

8.2 Board Liaison

Board Liaison Rosie Anza-Burgess expressed that she's enjoying getting to know the Senate. She added that she's learning a lot about Senate processes and the work that they undertake to advance Capilano University.

9. President's Report

President Paul Dangerfield reported to the Board. Paul commented that he feels CapU's Senate is very collaborative. Paul also spoke about the work that management is doing with the Capilano Student Union (CSU) on improving the student experience.

The executive team has started the process of meeting with the Mayors in council i.e. District of North Vancouver, City of North Vancouver, Sechelt, and Squamish. He acknowledged that these communities are vital to the University and that it's important for the University to support these communities and work together on projects and plans over the coming year.

10. Capilano Students' Union Presentation: Introduction and Updates

Karandeep Sanghera, CSU President, Aryanna Chartand, CSU VP External, Manpreet, CSU VP Student Affairs, Manbir Singh, CSU VP Equity and Sustainability, and Josh Thomas, CSU Director Policy & Campaigns presented on current projects and initiatives of the Capilano Student Union (CSU).

The CSU took questions from the Board. They clarified that the CSU has discussed B.210 Cash Policy and don't have concerns with its implementation. The CSU and management are working with Translink regarding solutions for excessive commute times.

Financial aid was also discussed. The CSU is aware of all the financial aid concerns as expressed by the students and the student union is able to provide some support to foreign students in times of emergency. Unfortunately the government doesn't provide financial aid for international students. However, Capilano University's Administration is working to further develop the capacity to provide better and more financial aid to international students.

Duncan thanked the students for all of their hard work and advocacy, as it's a really important and an integral part of Capilano University.

11. Finance Committee

Finance Committee Chair, Patricia Heintzman provided highlights of the work done within the Committee regarding both policies.

11.1 B.209 Banking and Borrowing Policy (Capilano University)

VP of Finance and Administration, Tally Bains gave an overview of the policy and explained that it's for renewal with housekeeping changes only. There were no questions from the Board.

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

THAT the Board of Governors approve renewal of B.209 Banking and Borrowing Policy (Capilano University) with revisions as presented.

11.2 B.210 Cash Policy

Tally provided an overview of the policy and explained that it's for renewal without any changes. She added that an action item from the Finance Committee meeting was for management to connect with CSU to get their feedback on the policy. The CSU didn't express any concerns with the policy but asked for a change to section 4.7 to ease the exception process. Since the requested change falls within standard practice, Paul and Tally agreed that the change can be made.

Section 4.7 will be updated as follows:

Exceptions to this policy must be jointly authorized in advance **by any two of the Vice-President Finance, Director Financial Services or Manager Student Financial Accounts** and the President and reported to the Finance and Audit Committee.

The Board discussed this change and potential other changes needed to the policy.

Board Chair Duncan Brown recommended that the policy be referred back to the Finance Committee for further discussion and review.

12. Academia

12.1 Course Discontinuation Request – School of Business

VP of Academic & Provost, Laureen Styles explained that this discontinuance is part of the regular curriculum review process. There has been a coordinated approach in the review and recommendation to refer the discontinuance to Senate for their advice. The information provided in the agenda package contains the rationale.

It was moved (Patricia Heintzman), seconded (Sonny Wong) and resolved;

THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Business & Professional Studies - School of Business and School of Legal Studies, to the Senate for advice.

11. Adjourn

The Regular Meeting of the Board finished at 5:55 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: AUDIT AND RISK COMMITTEE REPORT

PURPOSE: Approval
 Information
 Discussion

MEETING DATE: February 28, 2023

PRESENTER: 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 February 8, 2023.

SUMMARY

The Committee approved the minutes of the September 8, 2022 meeting and discussed the following items:

- **KPMG Fiscal 2022/23 Audit Planning Report:** Tim Holloway, KPMG Engagement Manager and Fiona Reska, KPMG Senior Manager presented the Audit Planning Report for the Fiscal 2022/23 financial statement audit. The Committee passed a motion to receive the KPMG Fiscal 2022/23 Audit Planning Report for information.
- **Update on Recommendations from Internal Audit Reports:** Jacquetta Goy, Director of Risk Management provided an update on the status of addressing recommendations from prior internal audit engagements and the new process to link internal audit engagements with the university's risk management program. The Committee passed a motion to receive the report for information.
- **Risk Framework and Risk Assessment Criteria:** Jacquetta Goy provided an overview of the Risk Framework and Risk Assessment Criteria. The Committee passed a motion recommending the Board of Governors approve the Risk Management Framework and Risk Assessment Criteria. This report provided to the Board under separate cover.
- **B.312 Risk Management Policy:** Jacquetta Goy gave an overview of the new policy B.312 Risk Management. The Committee passed a motion recommending the Board of Governors approve the new policy. This report is provided to the Board under separate cover.
- **B.214 External and Internal Audit Policy:** Jacquetta Goy gave an overview of the changes to policy B.214. The Committee passed a motion recommending the Board of Governors approve the renewal of B.214 External and Internal Audit Policy with the changes as presented. This report is provided to the Board under separate cover.
- **B.700 Privacy and Access to Information:** Jacquetta Goy gave an overview of the new policy B.700 Privacy and Access to Information, created to ensure that CapU meets the requirements of the [Freedom of Information and Protection of Privacy Act](#) (FIPPA). The Committee passed a motion recommending the Board of Governors approve the new policy. This report is provided to the Board under separate cover.

- **Terms of Reference:** Tally Bains updated the committee on the revisions to the committee's Terms of Reference. The Committee passed a motion to refer the proposed revisions of the Terms of Reference to the Governance & Planning Committee for review and recommendation to the Board.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Duncan Brown, 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 February 10, 2023.

SUMMARY

The following Committee members were in attendance: Committee Chair Duncan Brown, Ash Amlani, Patricia Heintzman, Roger So and Paul Dangerfield. The Committee discussed the board succession and reviewed policies. The Committee passed a motion recommending the Board of Governors approve the changes to B.511 Discrimination, Bullying and Harassment Policy. This motion is provided to the Board under separate cover. The Committee passed a motion recommending the Board of Governors approve the rescission of B.501 University Contributions to Employee's RRSPs. This motion is provided to the Board under separate cover.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: FINANCE COMMITTEE REPORT

PURPOSE: Approval
 Information
 Discussion

MEETING DATE: February 28, 2023

PRESENTER: Patricia Heintzman, Finance Committee Chair

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meetings that took place on December 8, 2022 and February 8, 2023.

SUMMARY

At the December 8, 2022 meeting, the Committee approved the minutes of the November 8, 2022 meeting and discussed the following items:

- **Financial Update:** Tally Bains provided an update on the quarter 3 forecast. The Committee passed a motion to receive the report for information.
- **Integrated Planning: Fiscal 2023/24 Draft Budget:** Tally Bains presented version 1 of the draft budget for 2023/24. The Committee passed a motion to receive the report for information.
- **Interim FTE Report:** Joyce Ip provided an update on the 2022/23 Student FTE enrollments and forecasted fiscal year FTE enrollments. The Committee passed a motion to receive the report for information.
- **B.210 Cash Policy:** Tally Bains gave an overview of the policy and revisions to date. The Committee passed a motion recommending the Board of Governors approve the renewal of B.210 Cash Policy. This motion is provided to the Board under separate cover.

At the February 8, 2023 meeting, the Committee approved the minutes of the December 8, 2022 meeting and discussed the following items:

- **Financial Update:** Tally Bains provided an overview of the January forecast. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
 - **Integrated Planning - Integrated Planning Process and Budget for Fiscal 2023/24:** Toran Savjord provided an update on the integrated planning process and the top priorities for each VP portfolio. Tally Bains provided an update on the final proposed operating and capital budget for Fiscal 2023/24.

The Committee approved two motions recommending the Board approve the 2023/24 operating and capital budget and a 2% increase in tuition and mandatory fees for domestic and international tuition with an exemption to be applied to the 2D, 3D and VFX programs.

Further information on the Fiscal 2023/24 Operating and Capital Budget and these two motions is provided under separate cover in schedule 9.1.

- **B.211 Credit and Debit Policy:** Tally Bains gave an overview of the revisions to this policy. The Committee passed a motion recommending the Board of Governors approve the renewal of B.211 Credit and Debit Policy. This motion is provided to the Board under separate cover.
- **B.206 Budget Policy:** Tally Bains gave an overview of the policy and the rationale to rescind. The Committee passed a motion requesting that the Senate Bylaw, Policy and Procedures Committee review the decision to rescind and inform the Committee of its advice.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.1: Financial Update: January Forecast	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to share the January Forecast report with the Board of Governors as part of the consent agenda.

This report was received by the Finance Committee at their February 8, 2023 meeting.

FINANCIAL RESULTS

Fiscal 2022/2023 High level Summary

The Statement of Operations with the forecasts for quarter 1 to January forecast are included in *Attachment 1 – Statement of Operations & Accumulated Surplus as at December 31, 2022* and summarized in the table below. The January forecast is an operating surplus of \$3.0 million which is a \$11.4 million favourable variance compared to the Board approved deficit budget of \$8.4 million.

	Forecast vs Budget				Forecasts		
	January Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	Q3 Forecast
Revenue	135,570,321	123,728,871	11,841,450	9.6%	126,276,786	131,895,989	132,073,793
Salaries and benefits	92,432,839	92,268,991	(163,848)	-0.2%	90,355,767	91,137,042	91,704,154
Operating expenses	40,079,417	39,850,318	(229,099)	-0.6%	41,783,054	42,769,042	42,375,551
Operating surplus/(deficit)	3,058,065	(8,390,438)	11,448,503		(5,862,035)	(2,010,095)	(2,005,912)
Net restricted endowment contributions	34,211	-	34,211		21,555	31,131	34,211
Surplus/(Deficit)	3,092,276	(8,390,438)	11,482,714		(5,840,480)	(1,978,964)	(1,971,701)

January Forecast

The change between the Q3 forecast of \$2.0 million deficit and January forecast of \$3.0 million surplus is broken into 2 main categories shown in the table below.

Forecast Change			
	Q3 Forecast	January Forecast	Change
Enrollment	23,269,050	24,590,515	1,321,465
Salaries (excluding faculty teaching) and Operating expenses	(25,274,962)	(21,532,450)	3,742,512
			5,063,977

1. Enrollment

Spring term enrollment data as at January 11th was used to update the forecast (see 1st table below) revenues, teaching and agent commissions was estimated. The net change is \$1.3 million as shown in the 2nd table below.

Total Fiscal Year - Spring 3/4 Term									
Enrollment									
	Budget 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q3 Forecast 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals	
						Unit Change	% Change	Unit Change	% Change
Domestic	13,603	13,603	12,923	13,059	12,218	(1,385)	-10%	(277)	-2%
International	4,184	4,184	5,104	5,104	7,161	2,977	71%	2,488	53%
Total	17,787	17,787	18,027	18,163	19,379	1,592	9%	2,211	13%
Dollar									
Domestic	7,791,270	7,791,270	7,401,707	7,479,619	7,069,643	(721,627)	-9%	(1,436,973)	-17%
International	9,754,401	9,754,401	11,900,369	10,500,179	14,172,784	4,418,382	45%	5,052,504	55%
Total	17,545,671	17,545,671	19,302,076	17,979,798	21,242,426	3,696,755	21%	3,615,531	21%

Jan update vs Q3 Forecast			
	Q3 Forecast	Jan update	Diff
Enrollment	63,914,798	67,411,326	3,496,528
Domestic	22,343,449	21,933,472	(409,976)
International	37,078,979	40,751,584	3,672,605
Stu Success Fee	2,252,593	2,489,468	236,875
Tech Fee	1,541,554	1,528,641	(12,913)
Continuing Studies	289,845	289,845	-
Consumables	408,379	418,317	9,938
Teaching Sections	28,284,813	29,952,646	1,667,833
Benefits	6,929,779	7,338,398	408,619
Agency commissions	3,178,563	3,040,300	(138,263)
Total	23,269,050	24,590,515	1,321,465

2. Salaries and Operating expenses (excluding enrollment impact)

A review was done by Finance at a very high level to determine if the expenditures was reasonable for the next 3 months by comparing the Q3 Forecast to December YTD. Table below provides the change to forecast.

Salaries and Operating expenses (excludes enrollment impact)			
	Q3 Forecast	January Forecast	Change
Salaries (+)	33,587,025	32,504,481	(1,082,543)
- Administrative	9,786,705	9,538,856	(247,850)
- Exempt	2,612,390	2,388,537	(223,853)
- Staff	21,187,929	20,577,088	(610,841)
Benefits (+)	11,796,041	11,530,818	(265,223)
Operating Expenses (+)	36,944,395	34,549,650	(2,394,745)
- Amortization of tangible capital assets	7,142,141	7,142,141	-
- Building and Grounds maintenance	5,326,752	5,326,752	-
- Cost of goods sold	956,363	1,074,332	117,969
- Other operating expenses	21,235,825	18,723,111	(2,512,714)
- Student support activities	2,283,313	2,283,313	-
Operating Surplus/(deficit)	(82,327,461)	(78,584,949)	3,742,512

Attachments:

#	Name
1	Statement of Operations as at December 31, 2022
2	Tuition Revenue Analysis


Capilano University

 Consolidated Statement of Operations and Accumulated Surplus
 as at December 31, 2022, with comparative information for 2022

Attachment 1

	Year to Date		Forecast vs Budget				Forecasts				2022 Actuals March 31
	2023 Actuals	Actuals YTD % of January Forecast	January Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	Q3 Forecast	January Forecast	
Revenue:											
Province of British Columbia	35,491,115	73%	48,809,857	46,732,402	2,077,455	4%	48,029,109	48,427,166	48,809,857	48,809,857	46,055,147
Tuition fees - Domestic	17,805,392	71%	25,108,815	26,322,642	(1,213,827)	-5%	26,378,898	26,041,826	25,500,409	25,108,815	25,604,465
Tuition fees - International	27,666,598	65%	42,302,511	35,813,944	6,488,567	18%	36,214,533	39,866,114	38,414,389	42,302,511	34,184,949
Project and other revenue	6,216,234	68%	9,078,465	6,396,323	2,682,142	42%	7,127,384	8,311,908	9,078,465	9,078,465	7,042,673
Amortization of deferred capital contributions	2,280,652	75%	3,041,144	2,977,638	63,506	2%	3,040,940	3,056,463	3,041,144	3,041,144	3,083,016
Sales of goods	865,600	70%	1,242,030	1,254,130	(12,100)	-1%	1,254,130	1,261,036	1,242,030	1,242,030	1,384,178
Parking, childcare and theatre	1,556,372	93%	1,668,611	1,460,997	207,614	14%	1,460,997	1,550,849	1,668,611	1,668,611	1,406,003
Donations and gifts-in-kind	247,627	71%	350,378	314,247	36,131	11%	314,247	348,628	350,378	350,378	21,619
Investment income	3,018,613	76%	3,968,510	2,456,548	1,511,962	62%	2,456,548	3,031,998	3,968,510	3,968,510	3,751,470
	95,148,203	70%	135,570,321	123,728,871	11,841,450	10%	126,276,786	131,895,989	132,073,793	135,570,321	122,533,520
Expenses:											
Salaries and benefits	64,401,814	70%	92,432,839	92,268,991	(163,848)	0%	90,355,767	91,137,042	91,704,154	92,432,839	86,950,607
Cost of goods sold	666,512	62%	1,074,332	965,680	(108,652)	-11%	965,680	970,998	956,363	1,074,332	1,088,314
Buildings and grounds	4,176,416	78%	5,326,752	5,115,575	(211,177)	-4%	4,943,441	5,256,544	5,326,752	5,326,752	5,183,043
Student support	1,098,227	48%	2,283,313	2,390,892	107,579	4%	2,419,327	2,342,464	2,283,313	2,283,313	1,855,764
Operating expenses	17,552,329	72%	24,252,879	23,907,117	(345,762)	-1%	25,857,127	26,580,660	26,666,982	24,252,879	18,221,084
Amortization of capital assets	5,529,593	77%	7,142,141	7,471,054	328,913	4%	7,597,479	7,618,376	7,142,141	7,142,141	7,640,803
	93,424,891	71%	132,512,256	132,119,309	(392,947)	0%	132,138,821	133,906,084	134,079,705	132,512,256	120,939,615
Annual operating surplus/(deficit)	1,723,312		3,058,065	(8,390,438)	11,448,503		(5,862,035)	(2,010,095)	(2,005,912)	3,058,065	1,593,905
Net restricted endowment contributions	83,684		34,211	-	34,211		21,555	31,131	34,211	34,211	1,466,437
Annual surplus/(deficit)	1,806,996		3,092,276	(8,390,438)	11,482,714		(5,840,480)	(1,978,964)	(1,971,701)	3,092,276	3,060,342
Accumulated surplus, beginning of year	97,870,129		97,870,129	97,870,129	-		97,870,129	97,870,129	97,870,129	97,870,129	94,809,787
Accumulated surplus, end of year	99,677,125		100,962,405	89,479,691	11,482,714		92,029,649	95,891,165	95,898,428	100,962,405	97,870,129



Capilano University

Tuition Revenue Analysis as at Jan 13th, 2023

Summary:
 1. Student Concessions, Student Success Fee, Service and Tech fee and Continuing Studies are not included in the numbers below, these are forecasted separately, reconciliation is included below. (DSF is internally restricted, remainder will flow to bottom line).
 2. The 2022-23 Budget was developed by maintaining prior year actuals, plus Dean's adjustment for all semesters, 2% increase in domestic and international tuition fees, and adding a central \$3M adjustment to international tuition which was split into \$1.8M in the fall semester and \$1.2M in the spring 3/4 semester.
 3. Spring 3/4 semester. Used actuals from Argos as of Jan 13th, 2023.

Total Fiscal Year - All Terms											
Enrollment											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	41,460	38,503	(2,957)	-7%	42,308	38,563	(3,745)	-9%	(2,904)	-7%	
International	16,894	20,716	3,822	23%	16,096	20,716	4,620	29%	3,852	23%	
Total	58,354	59,219	865	1%	58,404	59,279	875	1%	948	2%	

Total Fiscal Year - All Terms											
Section											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	2,270	1,834	(436)	-19%	2,303	2,480	177	8%	210	9%	
Lab Hours	7,194	5,590	(1,604)	-22%	7,798	7,321	(477)	-6%	577	8%	
PMI	7,962	8,792	830	10%	8,099	8,961	862	11%	899	11%	
Total	17,405	15,508	(1,897)	-11%	18,440	17,761	(679)	-4%	(413)	-2%	

Total Fiscal Year - All Terms											
Dollar											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	25,163,177	21,535,472	(3,627,705)	-14%	24,605,713	21,938,472	(2,667,241)	-11%	(3,228,964)	-13%	
International	14,184,749	40,753,394	26,568,645	19%	17,739,589	40,751,364	23,011,775	130%	26,522,399	19%	
Total	39,347,926	62,288,866	22,940,939	58%	42,345,302	62,689,836	20,344,534	48%	23,293,363	57%	

Total Fiscal Year - Spring 3/4 Term											
Enrollment											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	12,495	12,218	(277)	-2%	13,603	12,218	(1,385)	-10%	(277)	-2%	
International	4,673	7,301	2,628	56%	4,184	7,161	2,977	71%	2,488	53%	
Total	17,168	19,519	2,351	14%	17,787	19,379	1,592	9%	2,211	13%	

Total Fiscal Year - Spring 3/4 Term											
Section											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	722	-	(722)	-100%	963	838	(125)	-13%	117	12%	
Lab Hours	2,087	-	(2,087)	-100%	2,846	2,643	(203)	-7%	557	27%	
PMI	2,562	-	(2,562)	-100%	2,912	2,682	(230)	-8%	50	2%	
Total	5,401	-	(5,401)	-100%	6,413	6,144	(269)	-4%	742	14%	

Total Fiscal Year - Spring 3/4 Term											
Dollar											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	8,547,378	-	(8,547,378)	-100%	8,004,959	9,676,839	1,671,880	21%	1,133,461	13%	
Lab Hours	114,422	-	(114,422)	-100%	158,977	140,550	(18,427)	-12%	26,127	23%	
PMI	146,311	-	(146,311)	-100%	163,743	171,004	7,261	4%	6,762	4%	
Total	8,838,112	-	(8,838,112)	-100%	8,327,681	9,988,453	1,660,772	20%	1,166,351	13%	

Total Fiscal Year - Fall Term											
Enrollment											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	16,882	18,381	1,499	9%	19,080	18,284	(796)	-4%	(598)	-3%	
International	6,739	7,301	562	8%	6,884	8,084	1,200	17%	1,678	25%	
Total	23,621	25,682	2,061	9%	25,964	26,368	404	2%	1,081	4%	

Total Fiscal Year - Fall Term											
Section											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	877	1,566	689	79%	1,366	1,666	300	22%	78	6%	
Lab Hours	3,216	3,654	438	14%	3,866	3,742	(124)	-3%	26	1%	
PMI	4,351	3,784	(567)	-13%	4,873	3,786	(1,087)	-22%	(646)	-15%	
Total	8,544	8,507	(37)	-0%	9,403	8,124	(1,279)	-14%	(420)	-5%	

Total Fiscal Year - Fall Term											
Dollar											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	12,188,689	12,608,800	420,111	3%	12,640,646	12,951,057	312,411	2%	252,268	2%	
Lab Hours	147,641	387,276	239,635	16%	206,215	160,880	(145,335)	-70%	4,676	3%	
PMI	254,803	237,280	(17,523)	-7%	295,224	241,467	(153,757)	-52%	(13,156)	-5%	
Total	12,596,333	13,233,356	637,023	5%	13,142,175	13,213,404	71,229	0%	73,790	0%	

Total Fiscal Year - Summer Term											
Enrollment											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	1,807	3,700	1,893	105%	1,788	1,788	0	0%	1,912	107%	
International	1,641	2,603	962	59%	1,668	2,603	935	56%	1,059	64%	
Total	3,448	6,303	2,855	83%	3,456	4,391	935	27%	2,971	87%	

Total Fiscal Year - Summer Term											
Section											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	120	226	106	88%	225	225	0	0%	6	3%	
Lab Hours	1,678	700	(978)	-58%	1,360	750	(610)	-45%	(328)	-20%	
PMI	0	0	0	0%	0	0	0	0%	0	0%	
Total	1,840	926	(914)	-50%	1,685	975	(710)	-42%	(322)	-19%	

Total Fiscal Year - Summer Term											
Dollar											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	1,577,722	3,628,525	2,050,803	130%	1,817,233	3,618,305	1,801,072	100%	88,581	5%	
Lab Hours	40,269	36,880	(3,389)	-8%	60,614	38,880	(21,734)	-36%	(9,299)	-23%	
PMI	0	0	0	0%	0	0	0	0%	0	0%	
Total	1,577,722	3,628,525	2,050,803	130%	1,817,233	3,618,305	1,801,072	100%	88,581	5%	

Total Fiscal Year - Spring 1/2 Term											
Enrollment											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update 2022/23 vs Budget 2022/23		Jan update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Domestic	4,582	4,171	(411)	-9%	4,344	4,171	(173)	-4%	(412)	-9%	
International	1,325	1,549	224	17%	1,369	1,549	180	13%	(210)	-16%	
Total	5,907	5,720	(187)	-3%	5,713	5,720	7	0%	(622)	-11%	

Total Fiscal Year - Spring 1/2 Term											
Section											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	251	242	(9)	-4%	227	241	14	6%	(10)	-4%	
Lab Hours	813	685	(128)	-16%	947	845	(102)	-11%	(128)	-16%	
PMI	559	596	37	7%	573	596	23	4%	(3)	-0%	
Total	2,663	2,522	(141)	-5%	2,747	2,741	(6)	-0%	(141)	-5%	

Total Fiscal Year - Spring 1/2 Term											
Dollar											
	Actual 2021/22	Actual 2022/23	Unit Change	% Change	Budget 2022/23	Jan Update 2022/23	Jan update vs Budget 2022/23		Jan Update vs Prior year actuals		
							Unit Change	% Change	Unit Change	% Change	
Section	2,833,350	2,854,528	21,178	1%	2,684,865	2,848,218	163,353	6%	14,859	1%	
Lab Hours	81,886	66,673	(15,213)	-19%	90,126	81,673	(8,453)	-9%	(16,813)	-20%	
PMI	81,876	67,205	(14,671)	-18%	61,614	67,206	5,592	9%	5,399	8%	
Total	2,997,102	2,988,406	(8,696)	-0%	2,846,605	2,997,197	150,592	5%	15,545	1%	



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Duncan Brown, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Governance and Planning Committee meeting that took place on February 9, 2023.

SUMMARY

The Committee approved the minutes of the September 12, 2022 meeting and discussed the following items:

- Governance and Planning Committee Terms of Reference:** Tally Bains gave an overview of the changes to the Governance and Planning Committee Terms of Reference (ToR). The Committee passed a motion that the Board of Governors approve the changes to the Committee's Terms of Reference. This motion is provided to the Board under separate cover.
- Board of Governors Committees' Terms of Reference:** Tally Bains explained that all Terms of References (ToR), other than the Governance and Planning Committee, have been approved by the corresponding Board committees and are brought before the Governance and Planning Committee for recommendation to the Board of Governors. The Committee passed motions recommending that the Board approved the changes to each of the Board Committee's Terms or Reference. The motions are provided to the Board under separate cover.
- Digital Transformation Plan Update:** Tally Bains provided an overview of the process undertaken to develop the Digital Transformation plan with a target for completion of September 2023.. The Committee passed a motion to receive the update for information.
- Integrated Planning Fiscal 2023-24 Operational Plan Summary:** Toran Savjord, VP of Strategic Planning, Assessment & Institutional Effectiveness went over the 2023/24 Integrated Planning process and summarized the top priorities for Year 3 from each Vice President's portfolio. The Committee passed a motion to receive the Integrated Planning Fiscal 2023/24 Operational Plan Summary for information. This report is included in Schedule 9.1 as Attachment 1.
- Board Handbook:** Committee Chair, Duncan Brown gave an overview of the Board Handbook. The Handbook is available on the [Board of Governors' Teams site](#).
- Board Governance Manual Amendments:** Committee Chair, Duncan Brown summarized the amendments that are needed. The Committee passed two motions that the Board approve amendments to the Board Governance Manual. The motions are presented to the Board under separate cover.
- Update on Policy Management:** Director Risk Management, Jacquetta Goy reported on the policy

development process and status of policies for development or updating.. The Committee passed a motion to receive the update for information.

- **Rescind B.101 Vision, Values, Mission, Goals and Strategic Directions:** Jacquetta Goy gave an overview of the policy and the rationale to rescind. The Committee passed a motion requesting that the Senate Bylaw, Policy and Procedures Committee review the decision to rescind and inform the Committee of its advice.
- **Annual Governance Review:** The Committee reviewed the Board of Governors' self-assessment survey questions and timeline. The Committee passed a motion to receive the questions for the 2022-23 Board Assessment Survey for information.
- **Professional Development – Ministry Hosted Board Governance Workshop, April 17, 2023:** The Ministry of Post-Secondary Education and Future Skills has notified all provincial Board Chairs of a Post-Secondary Board Governance workshop in April 2023. Any forthcoming details will be communicated to the Board of Governors.
- **Letter from Tony Loughran, Jan 25, 2023:** Duncan Brown shared that President Paul Dangerfield received a letter of thanks from Tony Loughran, Executive Lead for Ministerial Governance and Corporate Planning. The letter was regarding Capilano University's success in addressing the Mandate Letter priorities and Minister Letter directives in its Institutional Accountability Plan and Report (IAPR).

RECOMMENDATION

This is for the Board's information only.



January 25, 2023

Our Ref. 127036

Paul Dangerfield, President & Vice-Chancellor
Capilano University
2055 Purcell Way
North Vancouver BC V7J 3H5

Dear Paul Dangerfield:

On behalf of the Ministry, I would like to thank you for Capilano University's (CapU) Institutional Accountability Plan and Report (IAPR) for the 2021/22 reporting cycle. IAPRs demonstrate accountability for the public's investment in postsecondary education and are an important record of how postsecondary institutions are supporting students.

Your institution has done well to address the Mandate Letter priorities and Minister Letter directives in its IAPR. I am pleased to see that initiatives related to the priorities from the 2021/22 Mandate Letter and directives from the 2022/23 Minister's Letter are either in progress or fully implemented.

I would like to recognize CapU's success in achieving or substantially achieving so many of its Ministry established performance measure targets. Despite not achieving the target for student spaces in health programs, I am pleased to recognize the increase in student spaces from the previous year and the positive impact of the expansion of health programming. CapU's commitment to deliver relevant programming to students and initiatives under the CapU Strategic Enrolment Management process are commendable and I look forward to seeing positive results in future reporting.

Thank you again for your IAPR submission. I look forward to continuing to work together in the coming year to provide an accountable, high-quality postsecondary education system for all British Columbians.

Sincerely,

Tony Loughran, Executive Lead
Governance and Corporate Planning

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cc:

Chelsea Chalifour, Executive Director
Post-Secondary Governance, Analytics and Research

Duncan Brown, Board Chair
Capilano University



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.5: INVESTMENT MANAGEMENT COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Ash Amlani, Investment Management Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Investment Management Committee meeting that took place on February 1, 2023.

SUMMARY

The Committee approved the minutes of the November 2, 2022 meeting and discussed the following items:

- **Investment Portfolio Performance:** PH&N Investment Manager, Graeme Baker, provided a market overview and reviewed the performance of the University & Foundation portfolios. Both portfolios have performed better than their benchmarks over the past two down years. The financial report was provided to the committee for information.
- **Investment Manager Performance and Performance Benchmark:** Brady Bondy, investment consultant, provided a risk and investment analytics assessment report for Q4, as at December 31, 2022. Brad summarized the total overall return for the most recent quarter (MRQ) ending December 31, 2022.
- **B.201 Investment Policy Review:** Tally Bains summarized the steps taken to review B.201 Investment Policy. The Committee passed a motion recommending the Board of Governors approve the changes to B.201 Investment Policy. This motion is provided to the Board under separate cover.
- **Distribution Rate from Foundation Portfolio:** Tally Bains reviewed the process for identifying the annual distribution rate for the Foundation endowment portfolio. The Committee passed a motion recommending the Capilano University Foundation Board approve the distribution rate of 3.5% for the 2023/24 fiscal year.

RECOMMENDATION

This is for the Board's information only.



December 7, 2022

Honourable Selina Robinson
 Minister of Post-Secondary Education and Future Skills
 Parliament Buildings
 Victoria, BC V8V 1X4

Dear Minister Robinson:

Thank you for agreeing to serve as Minister of Post-Secondary Education and Future Skills. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

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**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
 PO Box 9041 Stn Prov Govt
 Victoria BC V8W 9E1

Location:
 Parliament Buildings
 Victoria

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- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

Building a strong, secure, and sustainable economy that works for everyone means ensuring British Columbians have the inclusive, accessible, and future-focused post-secondary, skills, and trades training system they will need to succeed. Whether at a college, university, or any of the apprenticeship programs across B.C., our government needs to ensure everyone has a chance to upgrade their skills and learning to provide opportunities for good-paying jobs that support communities, families, and economic resiliency.

We will not succeed by leaving people behind. Ensuring newcomers to British Columbia can put their training and abilities to work as quickly as possible is essential. Too often, artificial barriers to working in their fields limit new immigrants from contributing right away to help build our province to the full extent of their abilities. Responding to this challenge will make people feel welcome in their new home province, build our economy, and attract more skilled workers from around the world to help create a strong future for all British Columbians.

Ensuring that international students have a positive experience in British Columbia is important. Whether they choose to stay here and build a new life or return home to put the skills they have learned here to work in their home community, the experiences of international students will inform their view of and relationship with British Columbia and Canada for their entire lives. Fair treatment and rapid response to issues and challenges are key to ensuring positive experiences and will help us build our international reputation and continue development of economic, cultural, and personal links with countries around the world.

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Indigenous education opportunities across the system need to be promoted and enhanced. Offering culturally responsive and safe environments for Indigenous learners, regardless of their area of study, will help make our province stronger by building diversity across our professions, businesses, and governments, and will support Indigenous students in enhancing the resilience and success of their home communities and our entire province.

Since 2020, our government has made considerable progress on important initiatives including:

- Supporting students to succeed in the context of the COVID-19 pandemic and recovery, including new supports for mental health.
- Providing more student housing, with nearly 8,000 new units open or underway across the province.
- Expanding training opportunities for early childhood educators, health care workers and other in-demand jobs.

As you continue to make progress on items in the previous mandate letter, over the remaining period of this mandate I expect you to prioritize making progress on the following:

- Recognizing the global trend of labour shortages, deliver StrongerBC's Future Ready Skills plan with clear actions to continue expanding access to affordable, accessible, and relevant training so British Columbians have the skills they need for the jobs of the future.
- Continue to advance work to launch B.C.'s second medical school in Surrey.
- Meet or exceed the Homes for B.C. Plan target of 8,000 new student housing units to build even more homes to support students and take pressure off local rental markets, and explore innovative agreements to develop and build more student rental housing.
- Explore the expansion of the Single Parent Employment Initiative.
- With support from the Parliamentary Secretary for Labour, help more people to choose jobs in the trades, including by continuing the implementation of Skilled Trades Certification and building on its success through considering other trades that could be included.

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- To reduce financial barriers to post-secondary education, continue work to expand the BC Access Grant by increasing eligibility to ensure that people can access the skills they need for the jobs of the future.
- With support from the Minister of State for Workforce Development, lead work to recruit and retain people to build a skilled and flexible workforce in B.C.'s changing economy, and support career paths for skilled immigrants and services that give immigrants and refugees a strong start.
- With support from the Minister of State for Workforce Development, strengthen resources for the evaluation of skilled immigrants' credentials, including the Credential Assessment Improvement Fund.
- With support from the Minister of State for Workforce Development, take steps to ensure our government is able to respond quickly if private institutions promote or offer sub-standard education to international students, and develop protections for international students that support their fair treatment across the sector.
- Advance work on a Traditional Chinese Medicine degree program for our province.

Our work together must continue to evolve to meet the changing needs of people in this province. Issues not contemplated by this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of Cabinet, with the expectation that any proposed initiatives will be subject to the usual Cabinet and Treasury Board oversight and include measurable outcomes for British Columbians. Your ministry's priorities must reflect our government's overall strategic plan as determined by Cabinet.

British Columbians expect their elected representatives to work together to advance the public good. That means seeking out, fostering, and championing good ideas regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans that incorporate diverse perspectives early in the policy development process. Federal partnerships and resources will be particularly important and, on behalf of our government, you will engage with the federal government on advancing priorities to improve the lives of British Columbians.

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As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister, and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Eby", with a long horizontal flourish extending to the right.

David Eby, KC
Premier

PRESIDENT'S REPORT TO THE BOARD

Reporting period from November 1, 2022 to January 31, 2023

PRESIDENT'S OFFICE

CapU participated in the 2022 United Way BC campaign and together, we raised \$8,205.13 for local communities.

I, along with the AVP student success, held a series of pizza lunches with students in November and heard from them about their concerns and aspirations while studying at CapU. Their insights will help us towards our goal of improving the student experience at every stage of the learner lifecycle.

With the recent changes in the provincial government and the appointment of a new premier, we have been in touch with our provincial counterparts, including the office of the new minister of Post-secondary Education and Future Skills (PEFS), the Honourable Selena Robinson. We will continue to foster and strengthen our relationship that would mutually benefit B.C. communities, while aligning our activities with [the new mandate letter](#). I have also met with new and re-elected mayors on the North Shore, Squamish and Sunshine Coast to discuss how we can work together to deliver high-quality post-secondary education within the region, which is an ongoing priority for CapU.

On December 5, 2022, the housing and commercial development proposed for 1310 Monashee Drive, adjacent to the main campus property, by Darwin Construction Ltd. passed first reading by council at the District of North Vancouver. This marks a major step forward for the project, which first came before council in 2019. The newly revised proposal increased the number of guaranteed units for CapU use from 50 to 158 of the 312 units. Additional information is provided on page 17.

ACADEMIC & PROVOST

The Provost's Office is pleased to welcome two new senior academic leaders to the University: [Brit Paris](#), director, teaching & learning, who commenced her role on January 1, 2023; and [Tracy Penny Light](#), dean, Faculty of Arts & Sciences, who joined us February 1, 2023. We also extend much appreciation to Graham Cook, who has been in the acting dean role since June. Graham will be in a special advisor role working on key academic initiatives until mid-June when he will resume his faculty role.

Engagement with various partners and external parties and organizations has been an active part of the portfolio over the last several months. Highlights include: the vice-president, academic & provost and president hosting a signing event with counterparts from Langara College on a [memorandum of understanding](#); being an invited delegate to a roundtable with Honourable Jonathan Wilkinson, hosted by the North Vancouver Chamber of Commerce; and participating with several others of the senior leadership/executive (including sponsorship) at the Whistler Chamber of Commerce [Power Lunch: State of the Municipality](#). Meetings to explore mutual strategic directions and possible contributions of the University also occurred with Mayors Henderson and White, including Micki McCartney, acting director, Indigenous education & affairs.

FACULTY OF ARTS & SCIENCES

- » A new proposed Minor in Women's, Gender, Sexuality and Equity Studies has been approved by the Senate Academic Planning & Program Review Committee (SAPPRC) and will be moving on to Senate in February for consideration, with a hopeful launch date as early as Spring 2024.
- » The faculty responded positively to enhanced learner enrolment interest for the spring term, substantially addressing waitlists with 16 more classes, and is planning for over 25 classes this summer (above 2022–2023 schedule) to accommodate more than 500 international students enrolled in summer terms.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The faculty is proud to announce that the School of Legal Studies Co-Chair Deb Jamison was [recently appointed](#) to the British Columbia Law Society's Credentials Committee.
- » Two new electives have been developed and will be added in the next academic year: LAW 375—Data Protection & Cybersecurity Law and LAW 380—Tech Startup Law. With small businesses being integral to B.C.'s economic sustainability and growth, both courses are relevant for entrepreneurs and Legal Studies students.
- » The School of Legal Studies continues to embrace flexible and unique ways to support student-centred learning (as outlined in [Illuminating 2030](#)). Students in LAW 423-01 eDiscovery—a course about the legal requirements for electronic evidence—created content for a class website with groups focusing on a range of topics and related software.

Image caption: Prepared by Legal Studies students: Kaitlyn Kostiuk and Rachel Robertson



- » Applications are underway for a part-time version of the Paralegal diploma, focusing on inclusion and diversity of the student population aimed at reducing barriers for students who live outside Metro Vancouver and for those who cannot commit to full-time study.
- » The CapU Marketing Association (CAPUMA) team competed in the BCIT Marketing Association (BCITMA) regional conference in January and is pleased to announce the following winners:
 - 1st place in the backpack simulation: Jay Herbsen
 - 1st place in the SABRE simulation: Amanda Phillips, Jacob Callas and Justin Tee
 - 3rd place in the sales competition: Roman Ivanenko
 None of this would have been possible without School of Business Faculty Advisor Andrea Eby, supporting and coaching every step of the way.

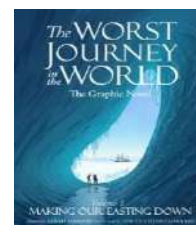
FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » An additional, third cohort of the Health Care Access Program (HCAP) began January 2023 at the main campus. For the first time, HCAP students will attend their practicum placements wearing CapU branded uniforms.
- » A unique offering of the Rehabilitation Assistant Diploma Program (RADP) launched in January 2023 for students residing in Northern and Island Health regions. This initiative, funded in part by the provincial government, aims to address human resources needs in these health authorities. Most of the program will be delivered online, with courses at the main campus focusing on skills acquisition before completing practicums in their home communities.

- » The department of Early Childhood Education & Care (ECCE) welcomes Tatiana Zakharova-Goodman—currently a PhD candidate in her third year at Western University, completing her doctoral research, *Play/grounding: Intersection of pedagogy and design of outdoor ECE play spaces. Rethinking with and on playgrounds*. As faculty/ [atelierista](#), Tatiana will instruct theory, curriculum and arts-focused atelierista studies courses in both the diploma and degree programs, in addition to practicum advising.
- » ECCE faculty Elaine Beltran-Sellitti and Tahmina Shayan have published, “Encounters with public art in teacher education: Timely pedagogies disrupting colonial relations with place” in the journal, *Contemporary Issues in Early Childhood*.
- » ECCE faculty Nancy van Groll has been [appointed](#) B.C. representative on the Board of Directors of the Canadian Association for Young Children.
- » ECCE faculty Sylvia Kind has published, “Drawing and being drawn by the hand: A dance of animacy”. In L. Traffi-Prats & C. Schulte (Eds) [New images of thought in the study of childhood drawing](#). Springer 2022.
- » Sylvia Kind's research as an atelierista developing studio art practices in early childhood education at the Centre for Childhood Studies at Capilano University is highlighted in the newly released book by Alison Clark, *Slow Knowledge and the Unhurried Child: Time for Slow Pedagogies in Early Childhood Education*. This book is part of the acclaimed Contesting Early Childhood Studies series.

FACULTY OF FINE & APPLIED ARTS

- » Sarah Airriess (2D alumni, 2002) was profiled in [The Guardian](#) for her just-released graphic novel, *The Worst Journey in the World*—an account of Captain Scott's tragic Terra Nova expedition to Antarctica. Now based in England, whenever Sarah's in town, she makes it a point to come talk to the current animation students.



- » CapU's production of the musical URINETOWN, which ran March 24–April 2, 2022, was nominated for several Ovation Awards. The awards took place January 22, 2023. Lead actors (now alumni of Musical Theatre) Jessica Spent and Colton Bamber were both nominated for Outstanding Newcomers for their performances. Jessica won the award in her category. Jessica was also nominated for Outstanding Lead Performance. Other nominations include:

- Cathy Wilmot (faculty) for Outstanding Direction
- Caitlin Hayes (faculty) for Outstanding Musical Direction
- Brian Ball for Outstanding Set Design
- Troy McLaughlin (faculty) for Outstanding Choreography



- » Michelle Deines, who teaches performance theatre history and playwriting, wrote a new play for the Theatre department, “Lost in Wonderland”—a modern-day take on the Lewis Carroll classic *Alice in Wonderland*. Set in our time, the play is about two sisters grappling with multiple crises and the very real anxiety of our modern world. Directed by faculty Bill Dow, “Lost in Wonderland” ran in repertory with our other fall 2022 mainstage show, Shakespeare’s “Twelfth Night” directed by faculty Bob Frazer, who teaches acting, acting for the camera and acting styles.



- » Fourth-year Bachelor of Motion Picture Arts students Mika Heiskanen and Matthew Carow were selected, amongst over 600 submissions, as finalists in the 2023 Coca-Cola Refreshing Films contest—an annual contest that runs throughout the United States and Canada. Mika and Matthew will be the first team to represent Canada in the 25-year long history of the contest.
- » “Malcom is Missing”—a new feature documentary from CapU faculty Jari Osborne had its world broadcast premiere on November 20, 2022 on the Documentary Channel. It will be available on CBC/CBC Gem in January 2023 and is an official selection of the UK Film Festival in London.
- » The School of Arts and Entertainment Management launched a student wellness initiative called, “Crafternoons” based on faculty/chair Jennifer Nesselroad’s master’s work. Students have the option to gather weekly over their lunch break to learn new art forms and create together. Both instructors and students are invited to share their artistic practice with others around a theme supporting personal growth and development.



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » In the past two months, the School of Kinesiology expanded and upgraded the exercise physiology laboratory equipment inventory. The equipment acquisition will enhance student experiential learning opportunities. Of note is the ADInstruments PowerLab, which is a research-ready piece of equipment to record Biodata. Students and faculty may use the equipment, along with additional exercise equipment acquired, to simulate working with clients of varying abilities and prepare them for transition to their careers.
- » The School of Tourism had a series of successful events, ranging from the Bachelor of Tourism Management information session at the end of November, Explore CapU and Rediscover CapU events where most of the excitement surrounded the return of field schools in Vietnam, the Study Abroad program in Europe and the Disney International Program.
- » The School of Outdoor Recreation incorporated the services of TEAAM (Tactical Evacuation Advanced Aero Medical) as a singular extraction plan as appropriate for all OREC Skills courses, whether on land or ocean. These services enhance our risk management processes for the field excursions learning activities, central to the program. Engagement with industry continues to create interest in the newly updated Program Advisory Committee and a next meeting in February.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Three new faculty joined the P2HL (Pathways to Higher Learning) teaching group: Monika Karpinska (Computers), Cheryl Rouse (Biology) and Tyrone Joe-Mayes (shísháh Culture and History). Ozgur Akkus Gibb also joined the Kálaš-ay campus as a BSCI instructor.
- » In partnership with Continuing Studies, Microsoft Advanced Excel and Word workshops designed to meet the specific needs of the Sunshine Coast Regional District were delivered in November. Both courses had full enrolment, signaling a need for more locally-designed courses focusing on upgrading the technological skills of workers.
- » On November 2, in consultation with Kálaš-ay Elder Robert Joe and Indigenous Faculty Advisor Jessica Silvey and invited faculty from Emily Carr University of Art & Design, completed Phase 1 of an Indigenous history art installation

in the east wing of the campus. The *Passage of History* provides visitors with a timeline of events that had an impact on Canada's Indigenous people from colonial contact through to the present day, with emphasis on the s̓hísháhlh Nation of the Sunshine Coast. This compelling display uses text and photos to illuminate historical facts and is accompanied by a beautifully rendered map showing traditional communities in the s̓hísháhlh swiya (territory).

- » On December 1, the kála^x-ay campus & Sunshine Coast Community Services co-hosted the first-ever *Light Up the Tree!* event—inspired by an idea from CapU employee, Jo-Anne Ogawa. Dozens of neighbours bundled up and stopped by for excellent live music, delicious food and drink, children's crafts, stuffed animals for resident dogs and a visit from the Sechelt Fire Department. *Photo caption: Jo-Anne Ogawa, Daniel Dolan, Elinor Swanson, and Suzanne Perreault*



- » On December 8, kála^x-ay students joined employees in decorating the Christmas tree while sharing yummy treats—a lovely way for employees and students to come together at the end of the term.

WORK-INTEGRATED LEARNING

- » The Work-Integrated Learning (WIL) Co-Lab wrapped up activities related to Ministry funding received in fall 2021 from the COWIL Phase-2. The *WIL Handbook* was co-created to be as a resource for faculty, community partners and students who want to engage in experiences at the University. In addition, the team developed short course for employers and community partners focusing on intercultural learning.
- » The WIL Co-Lab co-generated a total of 150 student WIL experiences in fall 2022. Courses include: CMNS 100, CMNS 354, TOUR 435, BADM 318, NABU318, MKT 364 and BADM 466. The community partners involved are Capilano Suspension Bridge, Bewildher Fitwear, Discover Canada Tour, North Vancouver Tourism Association, REL Technology, Talaysay Tours, Tiajin Temple, Whiftcraft and TJ Living. Lastly, the ongoing GrowthHub partnership between CapU and North Vancouver Chamber of Commerce generated a total of 18 WIL student experience in fall 2022. *Photo caption: Students in BADM 318 participating in an applied research project with community partner.*



INDIGENOUS EDUCATION & AFFAIRS

- » Over the past three months, there has been a range of activity, including:
 - Hosting the Te HA Alliance Māori Cultural Exchange from the University of Auckland, New Zealand
 - the Annual Winter Gathering Feast, with students and employees sharing a wonderful turkey dinner with Bannock and games
 - Attending the Vancouver Aboriginal Friendship Centre Society and the Urban Native Youth Association career fairs
 - Participating in faculty Justin Wilson's class, Psychology of Sustainability
- » Two new employees are welcomed: Stevie Ray Strangling Wolf (Indigenous student success facilitator) and Michael Wright (Indigenous recruiter and advisor).
- » On January 9, the Kéxwusm-áya^kn Student Centre re-opened after repairs from flooding.

- » Sixteen dialogue sessions, facilitated by acting director, Micki McCartney, occurred during November and December focusing on the draft *Indigenous Framework*, including with CapU Elders and territorial rights holder hosts.

LIBRARY

- » The Library welcomes three new members to the team for the Spring 2022 term:
 - Maia Lomelino, a CARS funded student research assistant working on documenting art on campus.
 - Librarians Cathy Mount and Ifran Ali will be contributing to teaching and student research help.
 - *Photo caption: Students practicing their de-stressing techniques with colouring book*



- » Although formal instruction is only one portion of librarian portfolios, 184 classes were delivered fall 2022, up 23.5 per cent over fall 2021.

- » In November, the library teamed up with the Writing Centre to offer two *Writing and Research Rescue* events designed to offer support in a “de-stress” environment within the Learning Commons. Wrapping up the term in December, the library continued its de-stressing support with access to three days of cozy beverages at our warm drink station.

- » Students left amazing motivational and supportive messages to each other on the *Positive Post-it Pillar* at the end of the fall term. *Photo caption: Yoda's Positive Post-It Pillar.*



- » Collections: In addition to materials supporting all program areas, the library team selected works with a focus on *climate justice, disability justice, gender and sexuality*. Further, the team added resources from creators who represent queer, Indigenous, South Asian, Black, Iranian and Filipino communities. The library has purchased books authored by over 150 Indigenous authors and over 70 trans and non-binary authors as part of an ongoing effort to address representational gaps in our collections. New investments also include substantial online resources:

- [Wiley Online Library](#) to support the BSc General
- [SpringerLink](#) to support the BSc General
- [Wall Street Journal](#) to support Business (limited accounts)
- [New York Times](#) (limited accounts)

ACADEMIC INITIATIVES & PLANNING

- » November was the month to welcome back Maryam Babu, program review liaison, from parental leave. Alexander Kazanas has joined AIP in a new permanent role as academic quality assurance analyst.
- » The new *Annual Report on Academic Development and Review* was presented to SAPRC in November. The annual report provides a high-level summary of all academic development and review activity completed in the 2021–22 academic year, including a thematic analysis of the academic review action plans to assist with annual integrated planning and resource allocation activities at CapU.
- » With the support of AIP and in alignment with academic review requirements established by the province’s Degree Quality Assessment Board (DQAB) and [B.106 Program and Course Review and Approval](#), three program areas presented completed cyclical academic reviews to SAPRC in November: Communication Studies and English for Academic Purposes; and in December: Early Childhood Care and Education.
- » On December 6, Aderyn Davies, CityStudio North Vancouver project liaison, led a successful Hubhub #7 at CapU Lonsdale. The City of North Vancouver, CapU and CityStudio community gathered in person and online to celebrate the

collective work of CapU students, faculty and City of North Vancouver partners this past Fall 2022 term. Fourteen student groups presented their innovative projects to address real-life challenges in the North Vancouver community. The three top prize winning projects selected by the panel focused on the themes of water conservation, tourism in the Central Lonsdale area and food accessibility in the community. <https://citystudiocnv.com/hubbub-7-recap-winners->

Photo caption (left to right): CapU President Paul Dangerfield with students Áine Corrigan-Frost, Dilkarn Singh and Dee Warapitiya who won first place; Audience Choice winners from CMNS 405: Christabel Edwin, Shahana, Karanveer Singh Multani and Anmol Sethi with instructor Ala a Al-Musalli; Hubbub #7 guests reviewing the student projects



CENTRE FOR TEACHING EXCELLENCE

- » Congratulations to the first two faculty to have completed the [Certificate in University Teaching and Learning](#): Mohna Bai choo (GCS) and Andrew Steed (BPS).
- » CTE delivered three workshops over the past several months: Accessibility and eLearn Layout (ABE, 15 participants), Video for Learning and Feedback (CSB, 28 Participants) and New Faculty Orientation (14 faculty with 100 per cent satisfaction rate). Jessica Motherwell McFarlane led eight people through Decolonize First and the Un-settling Lab, which wrapped up at the end of November.
- » New resources on our website include [Formative Feedback for Teaching Development](#) and [ChatGPT & AI: Teacher's Friend or Foe?](#)

CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » The new CARS - [Social Sciences and Humanities Research Council](#) (SSHRC) Explore Grants “provide seed funding for faculty to develop their research and position it to be impactful and competitive at a national scale.” (SSHRC, 2022). The CARS Office congratulates the following recent CARS-SSHRC Explore grant awardees.



Photo caption (left to right): Brit Paris and Barry Magrill: Post-pandemic Feedback Practices in Higher Education: An Investigation of Changes in Instructor to Student Feedback in a Teaching-focused University; Jared Burrows: Vancouver Jazz History Archive; Ki Wight: Developing Critical Media Literacies and Pedagogies for Professional Media Production Education; Sean Ashley and Sarah Yercich: Gender-based Violence and International Student Housing Experiences.

FINANCE & ADMINISTRATION

Angela Ruggles was welcomed to CapU on October 31 as the executive assistant to the vice-president, finance & administration.

FINANCIAL SERVICES

- » The financial services department was restructured after the vacancy in the director, financial services role. Narisha Jessani is the new director, financial planning & analysis, and Holly Hunter is the new director, financial operations. Both Narisha and Holly were promoted from manager roles in the financial services department.

CORPORATE SERVICES

- » A risk framework, criteria and policy was created and external and internal audit policy was updated to create an internal audit program that supports addressing areas of high risk.
- » The policy team continues to focus on updating the policy portfolio and refinement of the policy development process. Policy changes are posted on Frontlines for community feedback before continuing to Board of Governors for approval.
- » Privacy policy and procedures was created and privacy e-learning course will be rolled out once policies are approved by the Board of Governors.
- » A space rental webpage will be ready for launch by the end of February. The page will provide resources such as newly developed and implemented contract templates. This will streamline the space rental process for users and administrators.

FACILITIES SERVICES & CAMPUS PLANNING

- » Ryan Blades, formerly the director, facilities services & campus planning, moved into the newly created role of associate vice-president, facilities services & campus planning. In this new role, Ryan will have a strategic focus to develop the *University District Strategic Plan* and build relationships with external stakeholders, including governments, developers and other post-secondary institutions.

FACILITIES OPERATIONS

- » Employees were kept busy with snow and poor weather, clearing and salting to keep the campuses operational in December.
- » A major initiative is underway to streamline the work intake from the campus community and improve communications regarding work requests.

CAMPUS PLANNING & PROJECTS

- » Campus planning & projects are working on processes to streamline work intake to better serve the CapU community. The objective is to prioritize requests, new ideas and initiatives from the campus community to support *Envisioning 2030* and *Illuminating 2030*.

SAFETY & EMERGENCY SERVICES

- » In December, Natalia Skapski was promoted to director, safety & emergency services (previously associate director, safety & emergency services).
- » The safety team has worked to improve hazard awareness and safety communication by introducing a monthly safety campaign that is shared with the University community. Campaigns so far have included heat-related illness, contractor awareness, emergency preparedness and response and preventing slips, trips and falls.
- » On October 20, emergency management conducted the Great BC Shakeout—a province-wide earthquake drill. Prior to the Shakeout, we provided rapid damage assessment training to 40 facilities employees, along with employees at

student housing, CapU Lonsdale and Kálayay campus. We tested procedures for post-earthquake damage assessment and reviewed and revised our response plan in preparation for upcoming active threat and earthquake drills.

INFORMATION TECHNOLOGY SERVICES

- » Our accessibility services accommodation processes have been improved such that requestors can now avail of “one-stop shopping” when submitting requests. This is an advancement in the previous accommodation request process which entailed the creation of appointments separately from submitting a request form. This provides an inclusive and seamless experience for those students who need special accommodation.
- » IT services completed a redesign, in conjunction with the marketing & digital experience department, of the student services section of the CapU website in late November, including a new “Student Life” area. This provides students with an elevated user experience in navigating student-focused content with the addition of an improved user interface and a more convenient and intuitive grouping of related content.
- » IT services has completed the high-level technology assessment and planning needed prior to the construction of the student housing building. Working in collaboration with space planning, facilities and the office of student success, IT completed the necessary work to ensure that the technology in the new building will efficiently support students and employees as they live, learn and work in the new student housing facility.
- » With the introduction of new gender identification options offered by Education Planner BC (EPBC) last year, in alignment with the Ministry gender data standard, those new options are now integrated into CapU’s internal reporting. This means that as applicants choose their gender identification preferences through EPBC, those same choices will be retained throughout their student career at CapU and consistently reported.
- » Year-end Banner updates to income tax bands and Canada Pension Plan/Employment Insurance rates were successfully implemented for payroll between the last payroll run of 2022 and before the first payroll run of 2023, thereby ensuring accuracy and compliance. This was both a time sensitive update, as the tax updates were not available until December, and wide-reaching as all employee pay records’ accuracy was dependent.

PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » For the fifth consecutive year, CapU has been recognized as one of *BC’s Top Employers*. This designation acknowledges B.C.’s employers that lead their industries in offering an exceptional place to work. We continue to work towards achieving one of Canada’s Top 100 Employer awards. <https://reviews.canadastop100.com/top-employer-capilano-university>
- » This fall, the Learning & Development (L&D) team was certified in Everything DiSC—a personal development learning experience that measures preferences and tendencies based on the DiSC model. In 2023, DiSC will be rolled out to all administrators to forge the building blocks of creating our common language at CapU that we can leverage to drive our culture to achieving *Envisioning 2030* goals. DiSC will be rolled out to all employees over the next two years. The result will be a more engaged, collaborative workforce that can spark meaningful culture improvement whether we are remote, in the office or somewhere in-between by providing insights that unlock engagement and inspire effective communication.
- » Erin McFadden, manager, learning & development, co-facilitated with Pamela Findling, director, communications, an interactive and engaging Leadership Forum session to choose an administrator learning theme for 2023. Through

feedback from 40+ administrators in attendance, the learning theme is “project management”. A three-part learning series will be held over the 2023 Leadership Forum meetings focused on this important topic.



EQUITY, DIVERSITY & INCLUSION

- » Three new EDI courses have been created and rolled out as a pilot project with the Faculty of Fine & Applied Arts. The courses: EDI Foundations, Inclusive Classrooms and Systems Change, will be included in the *Learning & Development Strategy* for roll out to the campus community in the coming year.
- » During the EDI audit employees and students were invited to participate in focus groups and online surveys to provide feedback on EDI practices across the CapU Community. Veza Global is now summarizing the data and will be delivering a final report with recommendations in February.
- » All employees were invited to attend the Canadian Centre for Diversity & Inclusion (CCDI) Higher Education Roundtable on January 25, a virtual event covering the following topics: *Mantras and Mindsets—Dare to Decolonize; Understanding Ourselves and Understanding Others*; and *Lessons Learned—EDI Policy and Action Plan*.

COLLECTIVE BARGAINING

- » MoveUP: After an extended winter break, bargaining recommenced on January 13, 2023. Bargaining is anticipated to continue into the spring.
- » CFA: Opening proposals were exchanged on January 30, 2023. Bargaining is anticipated to continue into the summer.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » All submissions for this year’s integrated plan were received and the team is currently compiling them in order for the final document to be posted on *Frontlines*.
- » As part of our efforts to improve the employee and learner experience, the integrated planning team gathered and compiled top priorities that each VP considered essential for the next fiscal year. This document has been used to report planning highlights to key community members.

ENVISIONING 2030

- » Planning is underway to design a process that will assess and report progress toward the completion of the first three years of implementation of *Envisioning 2030*. Along with this, the executive team has been refining an *Envisioning 2030* progress tracking tool that will assist in the above-mentioned process.

STRATEGY, ANALYTICS & INSTITUTIONAL RESEARCH AND CONTINUING STUDIES

- » We have completed Phase 3 of the retention ML project and have transitioned the knowledge and skills internally. We have also completed the first pilot outreach in partnership with the Registrar's Office and will be reviewing the results of the pilot in addition to understanding the longitudinal impacts. The immediate next phase will be focused on feature engineering 2.0, algorithm retraining and a design of a second outreach.
- » We have built upon the work of the summer analyst ENGL 100 project to understand the existing bottleneck and backlog demand. We also conducted an analysis of Numeracy 100 level courses. Although these are lagging indicators, the analyses provide critical insights for future sections planning. Currently, we are exploring whether there is a linear trend that can be leveraged to build a predictive model.
- » We continue to streamline our *Institutional Accountability Plan and Report* process and kicked-off the fiscal year 2022–2023 cycle, which starts with a review of the integrated plans and a review of relevant 2021 Census data.

INTERNATIONAL

- » International registration numbers have rebounded strongly. Due to our assertive actions to return to market as soon as travel restrictions were lifted, we had exceptionally strong support from our core markets. For the Spring 2023 term, we registered 742 new international students, bringing the total international student headcount for the term to 2590, which is only 29 students shy of our previous fall registration record in 2020.
- » A key strategic goal for international recruitment in the coming years is to diversify international registration so that more countries are represented at the University. Cristian Cano is embarking on new recruitment initiatives in Africa, notably Nigeria, Ghana and Kenya, and Jesse Yang is heading back to China to revitalize recruitment. This will be the first time we have been back in China since the beginning of the pandemic.
- » Fall 2022 and spring 2023 saw the first outbound study abroad cohort of 27 students since prior to the pandemic. We have 24 incoming exchange students from various parts of the world for the same period, plus 28 VISP students from Europe. In addition, the first field school since the pandemic is heading to Vietnam in April and has 22 students registered.
- » CapU International is leading the initiative to engage in, and embrace, Collaborative Online International Learning (COIL) activities. This is a creative and practical way to build intercultural learning and professional development opportunities whereby employees of CapU and other institutions around the world collaborate on learning activities together. We are pleased to share that faculty members Natasha Mrkic-Subotic from the business school and Jennifer Nesselroad from performing arts will work with CapU International to build COIL training, communications and partnerships throughout the University.

STUDENT SUCCESS

ACCESSIBILITY SERVICES

- » Gurjit Chaplin joined accessibility services in the role of advisor to students requesting academic accommodations.
- » Members of the accessibility service team shared information by presentation and mini fair table on how students arrange academic accommodations at the CapU High School Counsellors and Career Advisors' 2023 Event on January 27.
- » Upgrades for exam invigilation are 80 per cent complete, including monitoring software and cameras, handheld laptops and replacement of furniture and carpets.

- » 700 invigilated exams, including finals where administered in the 2022 Fall term. This is a significant increase over the previous fall term total of 460.
- » Over 100 textbooks requests in alternate formats, usually audio, were facilitated for students in 2022.

ATHLETICS & RECREATION

- » Blues Athletics basketball and volleyball teams' seasons are in full swing. The volleyball teams are in rebuilding years and creating solid foundations for the future. The basketball teams are vying for top spot in the PACWEST and will hopefully earn a birth to compete at nationals.
- » Athletics had a successful academic fall term with the overall average GPA of 2.96, across all teams. Women's basketball led the way with a department high 3.69. Interestingly, the highest ever single term average was spring 2020 (COVID-19 year, many final exams were cancelled or adjusted). So the 2.96 average for Fall 2022 term is the highest average for any regular academic term since 2011.



- » Janelle Eisler is our new campus recreation programmer. In her new role, she will direct CapU Rec, overseeing programs including drop-in activities and classes while continuing to build on the mission to meet the needs of the community.
- » The Move More North Shore program is now accepting new participants! Move More North Shore is aimed at improving well-being for people living on the North Shore who are currently active for less than 150 minutes per week.
- » Move More Speakers Series—We were excited to kick-off a brand-new workshop as a collaboration between the Move More North Shore Program and CapU Together Day. The interactive, one-hour workshop was led by Catrina McCrae, a certified personal trainer and holistic nutritionist and holistic health and wellness coach, who focuses on the connection between mental and physical health.

CAREER DEVELOPMENT CENTRE

- » We are thrilled to welcome back our Supervisor, Career Development Centre, Maja Horgas, who works closely with the career development advisors and oversees the student Career Ambassador (CA) team. We also welcomed our returning student CA Anmol Vig, BBA program and our new student CAs, Divya Jiandani, communications program, Seckin Topac, BBA program and Bianca Thielen, MOPA program.
- » Our team and the CAs were productive in engaging with students by introducing the CDC in classes, in the *Out and About* campaign, through Explore CapU and at the international student orientation, engaging with 525 new, current and prospective students. The CAs promoted career development by hosting two portrait photo booth events, generating 28 portraits for students. They created awareness of the culmination of students' experiences through the *It All Adds Up!* campaign during career development month in November, with 65 students participating.
- » Industry Day welcomed 31 of Sasha Sanandaji's students to meet and network with 10 representatives from H&R Block, Canadian WiseInvest, Bell & Source, Impact Recruitment and ContainerWorld Forwarding Services Inc.

- » We held our first community partners appreciation event at Steamworks in Gastown, celebrating students, community partners and faculty ambassadors who have contributed to CDC's programs. It was an intimate event with 28 in attendance.
- » Our two career development advisors supported 509 students through one-on-one virtual and in-person appointments. They also facilitated 16 workshops on various career development topics for 320 students and will be facilitating another 14 by the end of January.

COUNSELLING & LEARNING SUPPORT

- » Counselling & learning support welcomed Divisional Assistant Marjorie Smales to the area. Indigenous counsellor Riel Dupuis-Rossi connected with the Ts'zil Learning Centre students and community on their annual visit to the K̓éxwusm-áya̓kn Indigenous Student Centre. Riel also hosted a vision board workshop, in partnership with Donna Cole, the CSU's director of Indigenous initiatives, at the Catalyst: Arts Activism event. Counsellor Saman Khan was interviewed by the *Capilano Courier* for an educational article about counselling supports and resources on campus. Counsellor Jeff Ross attended the Welcome Fair in early January, promoting our services to new international and domestic students. He also presented a workshop on managing stress and anxiety as part of the CapU Together community wellness event.
- » From November 1, 2022–January 31, 2023, 412 counselling appointments were attended (among them, 91 were drop-in/same day appointments). Top personal concerns raised were anxiety, depression, relationships, trauma and self-esteem. Top academic concerns included academic difficulties, attention difficulties, procrastination and time management, motivation and goal setting and career planning.
- » Learning support services have seen an increase in one-on-one student appointments and course/program-specific workshop requests. This points to an increased awareness of the services provided and a need to continue to develop further programs and resources for students across the disciplines.
- » In addition to his work with students, our Learning Strategist Adam Vincent recently served as a guest editor for *Transformative Dialogues: Teaching & Learning Journal* (<https://td.journals.psu.edu/td/>). The special issue entitled, "The Way of Rigorous Aesthetics," focuses on the influence of Arts-Based Educational Research (ABER) in teaching, research and scholarship. Adam also authored the guest editorial for the issue (<https://td.journals.psu.edu/td/article/view/1770>).

STUDENT AFFAIRS

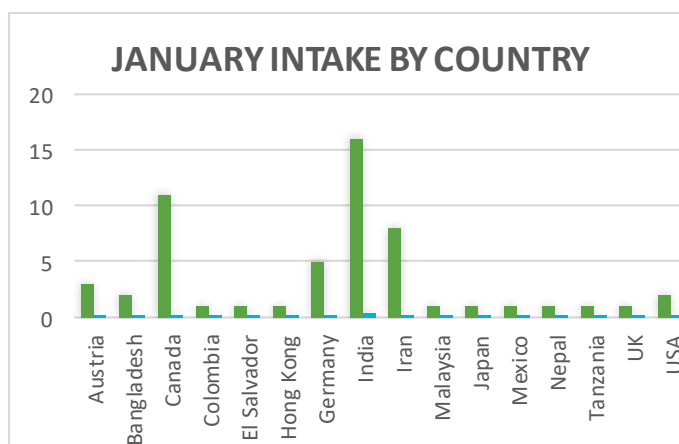
- » In December 2022, Kate Phifer joined the student affairs team as student success facilitator. Kate joined the team from the university events team, and will be focusing on orientation and transition programs for the University.
- » Capilano University became a new community agency partner with the Greater Vancouver Foodbank to provide more comprehensive food security support to students. CapU is also working with Vancouver Food Runners, as they expand onto the North Shore, to redistribute surplus food from grocery stores into the hands of students in need.
- » CapU hosted its second annual Sexual Violence Awareness Month in January to increase education and awareness of sexual violence and how to create a culture of consent. This initiative provided a variety of educational workshops, interactive events and new resources for students and employees which included the launch of an online, self-paced module on sexual violence prevention.

- » In collaboration with various campus partners, student affairs hosted a peer leader appreciation luncheon and celebration for student leaders and campus contributors on November 30. Despite the fact that the luncheon took place after a heavy snowfall, we had over 75 peer leaders attend to be recognized for their contributions to the CapU community as leaders, mentors with orientation, recruitment, athletics, recreation, residence and more.
- » On January 3, student affairs hosted an online orientation for all new students. Approximately 180 new students attended the sessions to learn about academic advising and registration, campus resources and ways to get involved. On January 4, student affairs collaborated with the Centre for International Experience to host a welcome fair on campus. Over 470 new students attended the welcome fair and had the opportunity to connect with CapU resources and employees, learn about all the resources on campus and try their skills on our inflatable snowboard machine!
- » On January 19, student affairs partnered with the CSU to host Ice Cap, the mixer for new students. This was an extremely popular event with over 400 students in attendance throughout the evening. Ice Cap gave students the opportunity to dance, play games and connect with fellow students.

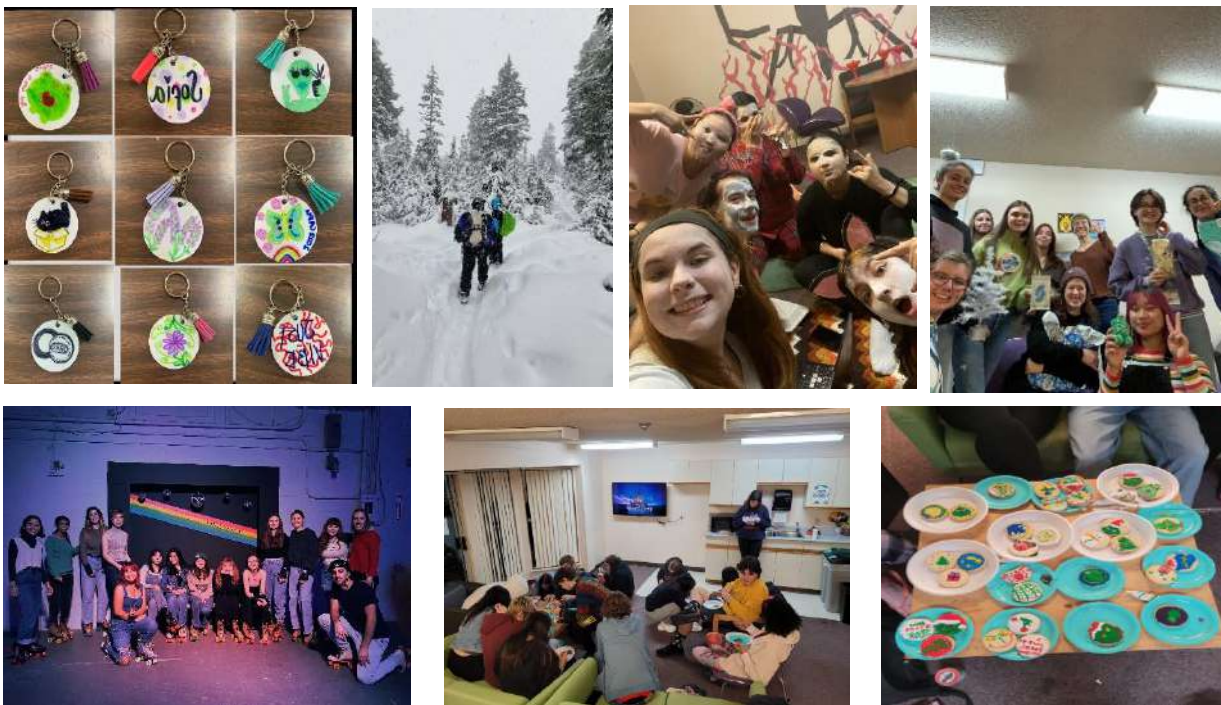


STUDENT HOUSING SERVICES

- » Fifty-five students stayed in housing over the winter break, which represents a 4 per cent increase from last year. Our residence advisors did an outstanding job in organizing interactive holiday activities that engaged and kept the students entertained during their stay. This is a testament to the high-quality services we provide to our students, and we are proud to continue to meet their housing needs.
- » Housing applications for spring 2023 opened on October 1, 2022, and we received an impressive number of applications. 197 applications were started, 121 of which were completed and submitted and 62 students moved in January 2023. This represents a 35 per cent increase in completed applications compared to prior years, making this the highest number of completed applications we have received for the spring term.
- » We are thrilled to report that we are currently at capacity for the spring term. We continue to see an increase in international students for all terms, and this spring term the top four countries new students came from are India at 36 per cent, Iran at 18 per cent and Germany at 11.4 per cent with 24.4 per cent being domestic students. This is a clear indication of the high level of interest and attractiveness of our student housing.



- » With housing running over 20 community engagement events monthly, student engagement continues to grow. Some pictures attached.



REGISTRAR'S OFFICE

- » At the January Senate meeting, over 400 CapU students had their names presented as graduates. These students will have the opportunity to receive their credentials at our convocation ceremonies in June.
- » myCapMap is now live for academic advisors and other CapU employees. Launching for all students on February 6, this is a major accomplishment for the University and will enable students to track their progress in their academic programs. Announcements were made on *Frontlines* and will be sent to all students in the first week of February. A very big thank you to the RO and IT services project team who made this 14-month project a success.

FINANCIAL AID & AWARDS

- » The team partnered with RBC to facilitate virtual workshops in budgeting and fraud awareness to students.
- » The team offered two workshops on how to apply for scholarships, bursaries and awards. 50 students attended.
- » Both the academic advising and financial aid teams participated in both the Welcome Fair for students and the high school counsellors event in January with over 200 attendees visiting our booth.

ACADEMIC ADVISING

- » For this reporting period, the team saw 485 students via online and in-person appointments, 200 students through Zoom drop-ins and responded to over 4,200 emails.
- » The team offered four course planning workshops in November with over 200 students attending

RECRUITMENT & ADMISSIONS

- » After a two-year hiatus, student recruitment and the Ca pU community hosted over 70 high school counsellors from B.C. and Alberta. The Re-Discover Ca pU-themed event showcased new and existing bachelors, including new minors, diplomas and certificate programs from every faculty, while highlighting the various student services potential Ca pU student can experience at Ca pU. The recruitment team would like to thank the entire University community who contributed to making the event a success.
- » Our year-over-year numbers are up 20 per cent for domestic applications, almost exceeding pre-pandemic levels, and we are optimistic for a strong fall 2023 intake. The increased application numbers are correlated to the number of in-person events the recruitment team and academic units attended this fall.

UNIVERSITY RELATIONS

University relations includes the departments of communications, government relations & community engagement, marketing & digital experience, philanthropy & alumni relations and university events. University relations' goals are to: enhance the University's reputation, develop positive relationships and secure resources to support University priorities.

COMMUNICATIONS

The team provided communications expertise for a number of initiatives, including the new Change Education series, Black History Month, the [Scarborough Charter statement](#), the employee engagement survey and Sexual Violence Awareness Month.

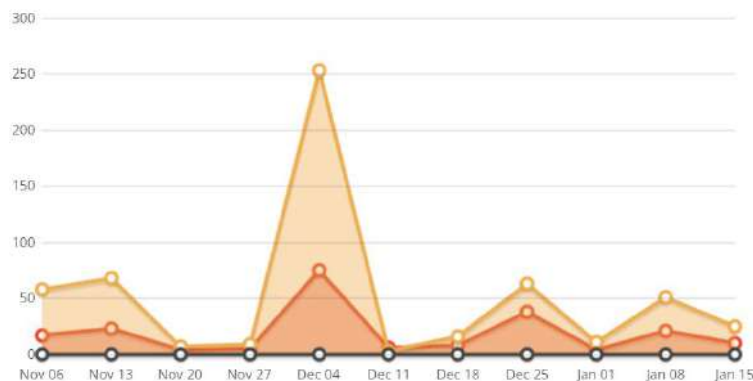
The latest [President's Letter](#) was released in January, highlighting the important role of international students in cultivating life-enhancing experiences for students and employees. The team shared the letter on social media and the Ca pU website and pitched it as an op-ed to outlets.

Working with MDX and with music from Daniel Hersog (academic coordinator and Brad Turner, instructor), the team led the creation and sharing of the [annual holiday card](#). See image on right.



Communications shared several stories with an external and internal audience, including: [Capilano University partners with Qmunity to deliver Gender Diversity and Queer Inclusivity Learning pilot project](#); [Capilano University Children's Centre becomes \\$10 a Day child care centre](#); [Capilano University announces new Interaction Design Diploma](#); and [Sunshine Coast donor puts students' needs first](#).

During multiple snow storms and power outages, communications worked closely with the safety and emergency management team to ensure the University community received regular updates and notices about campus closures and re-openings. The Ca pU Safe App was downloaded by almost 800 new subscribers during this period. See graph on right.



GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

Following the B.C. municipal elections on October 15, 2022, President Dangerfield sent letters of congratulations to all re-elected and newly elected mayors in the jurisdictions where Capilano University operates and maintains community engagement. This includes the District of North Vancouver, City of North Vancouver, District of West Vancouver, District of Squamish, Resort Municipality of Whistler, Town of Gibsons and District of Sechelt.

On November 9, the University hosted Parliamentary Secretary Greg Fergus and MP Terry Beech for a roundtable discussion on technology and the role it will play in Canada in 2032. Participation in this event allowed for CapU to be involved in “Canada 2032,” a national public consultation process seeking to take a comprehensive look at the global context in which Canada is likely to find itself in the year 2032. The Canada 2032 group is focusing on five key areas to study: climate, economy, foreign policy, democracy and technology.

President Dangerfield met individually with many re-elected and newly elected mayor between November 2022 and January 2023. Meetings were held with Linda Buchanan, Mayor of the City of North Vancouver; Mike Little, Mayor of the District of North Vancouver; Armand Hurford, Mayor of the District of Squamish; Silas White, Mayor of the Town of Gibsons; and John Herderson, Mayor of the District of Sechelt.

In January 2023, CapU’s Senior Advisor, Public Affairs Linda Munro, met with Susie Chant, MLA North Vancouver-Seymour, and President Paul Dangerfield met with Jordan Sturdy, MLA West Vancouver-Sea to Sky.

On January 31, Jennifer Ingham, VP university relations, presented to District of North Vancouver mayor and council at the public hearing for the proposed development by Darwin Construction Ltd. to develop 315 housing units at 1310 Monashee Drive, adjacent to the main campus. In the revised proposal, 126 of the 315 rental units will be guaranteed for university students and employees.

MARKETING & DIGITAL EXPERIENCE

On the employee front, Marketing & Digital Experience (MDX) welcomed a new digital media student assistant. CapU student Daniela Perez joined the team in early January to support the department’s growing TikTok channel and to develop general marketing content. Daniela is enrolled in the North American Business Management Post Baccalaureate Diploma program with a concentration in Marketing. She is fluent in English and Spanish and has a Bachelor of Law degree from her home country of Colombia. We are thrilled to welcome Daniela to the team for the duration of her practicum and to provide her with a practical learning opportunity as she moves toward graduation.

MDX partnered with recruitment & transition and university events to promote the Explore CapU Open House on November 19. We developed a full marketing plan, event branding, promotional materials, web page and pop-up registration form, digital advertising campaign on Facebook, Instagram and Google and an automated email campaign to encourage registrants to attend the event and to apply to CapU. We also developed materials for the event itself, including an Explore CapU passport distributed to guests, which ran out due to the high demand. The in-person event was a huge success, exceeding all our targets and reaching an unprecedented turnout.

In collaboration with IT services and student success, we launched a new [Student Services](#) web section of more than 200 pages on November 30, integrating a revised information architecture, updated page designs and new content for current and prospective students. The new section improves usability and accessibility for all learners and spotlights the many supports and opportunities CapU offers to students on their educational journey.

The creative team supported the Philanthropy and Alumni Relations team's *We Believe* event on December 7. We designed save-the-date invitations and produced a [video](#) about alumna Amina El Mantari telling her story about the impact of donor support on her education.



In January, MDX created promotional videos for the Bachelor of Business Administration and new Interaction Design diploma. Produced in collaboration with the program areas and our film production partner, Georgia Street Media, the videos include a full-length version (90–150 seconds), as well as two 15-second versions for use in digital advertising campaigns. We intend to build on our program video series going forward, with three additional videos planned by March.



From November to January, we expanded Capilano University's *Bring It* recruitment campaign that was launched in October to new channels. The creative team designed bus ads to run in Vancouver and North Vancouver. We also developed *Capsule* stories featuring students who participated in the campaign video and photo shoots, to celebrate their individuality and how they bring their unique voices to CapU. The first [story](#) of the series is written by Bachelor of Motion Picture Arts student, Kate Henderson. The *Bring It* campaign, which formally launched in October, is performing well with an 8 per cent increase in apply now clicks, 40 per cent increase in Google search impressions and a 35 per cent increase in website visitors.

PHILANTHROPY & ALUMNI RELATIONS

PHILANTHROPY

- » An annual sponsorship gift was received in November from BlueShore Financial for their naming of the BlueShore Financial Centre for the Performing Arts.
- » Through the generosity of the CapU community \$63,806 was raised during the fourth annual *We Believe Breakfast* event on December 7. Hosted by Catherine Dangerfield, the event raises funds for the Paul & Catherine Dangerfield Women's Bursary and 24 other awards that support self-identifying women studying at CapU. There were 204 attendees at the breakfast which featured a keynote from Anna Maria Tremonti, acclaimed journalist, podcaster and longtime host of CBC's *The Current*. Amina El Mantari, CUAA Board member, shared [her personal story](#) of how the support she received through CapU bursaries allowed her to study at CapU. Thanks to our generous corporate partners, \$18,000 was received in sponsorship for this event. Thank you to our Presenting Speaker Sponsor, TD Private Giving Foundation; our Champion Breakfast Sponsors, G3 Terminal Vancouver and KPMG; and our Breakfast Sponsor, Revery Architecture. The KMPG Foundation also announced they will provide a \$20,000 education grant over the next years to support students through the Paul & Catherine Dangerfield Women's Bursary.



- » The annual *Chancellor's Dinner* took place on January 26, 2023 at CapU Lonsdale in The Shipyards. Guests were treated to culinary journey with wine pairings from the generous sponsorship of Mission Hill Family Estate. The event, hosted by Chancellor Yuri Fulmer, brought light to the current rate of food insecurity being experienced by our students. An auction was held to help build the Eat Care Share fund, a fund created specifically to help support students in need of

food and financial assistance in order to complete their studies at CapU. Thank you to the donors that made this event a huge success, and to our dinner sponsor, Neptune Bulk Terminals.

- ➔ In December, the CapU Foundation connected with current and lapsed donors, alumni, and our faculty and staff with a series of three emails as part of our year-end appeal with a focus on the Eat Care Share Fund. The fund was created to help students who are food insecure and having a hard time focusing on their studies due to financial burdens. Gifts to the year-end appeal provided an opportunity for donors to make a meaningful impact and receive a tax receipt before the end of 2022.



ALUMNI RELATIONS

The CUAA Board hosted their annual strategic planning session on November 5 at CapU Lonsdale. Led by Board Chair Brittany Barnes and guest facilitator Chris Girodat, the board welcomed its new board of directors and launched into setting priorities for the year to ensure CapU alumni voices are represented at the University and provide continuous learning for CapU alumni.

In November, the alumni relations team launched cohort two of the CUAA mentorship program. Over the next 12 months, mentees will participate in the program to receive one-on-one monthly mentorship sessions, professional development workshops and networking opportunities.

On November 19, seven of our wonderful CapU alumni returned to campus for CapU Explore Open House to participate in a panel session for prospective students and discuss how their education and experience at CapU have impacted their journey and career. Thank you to Cynthia Shore, Reuben Evans-Galeski, Israel Lobo, Orkut Polat, Adrian Vlastic, Andres Rios and Harshleen Kaur for sharing your stories.

On December 1, the team hosted their final session of the Truth & Reconciliation Learning Circle. For the past seven weeks, participants met weekly to discuss assigned readings from Chief Robert Joseph's book, *Namwayut: We Are All One: A Pathway to Reconciliation*. Discussions were facilitated by Crystal Henderson and Carman McKay. We are thankful to all the participants who joined to learn, share and grow together.



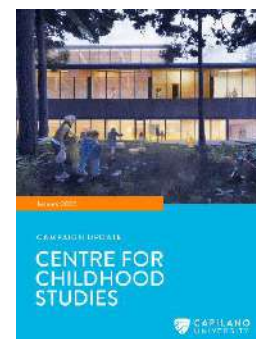
The Alumni Association awarded a funding grant of \$1,000 to Cassie + Friends through the Community Sponsorship Program which provides funding to CapU alumni affiliated non-profits that serve the community. Cassie + Friends is on a mission to transform the lives of kids and families living with juvenile arthritis and other rheumatic diseases through research, education, connection and support.

To spread some holiday cheer, the alumni relations team launched nine days of holiday giveaways offered to our CapU alumni. Daily prizes were generously provided by our Perks App partners.



UNIVERSITY CAPITAL CAMPAIGNS

By January 2023, \$5,652,694 (11 per cent over goal) was raised through the Centre for Childhood Studies (CCS) campaign. On November 25, campaign co-chairs Derek and Carlota Lee were recognized for their philanthropic contributions during the Association of Fundraising Professionals' annual Award Luncheon, receiving 2022's Outstanding Volunteer Fundraiser award. The campaign continued its stewardship phase with the release of its second Stewardship Report in January 2023 and livestream video of the Centre's construction was initiated in mid-January 2023, enabling students, employees, leadership, donors, Childcare Centre families and community members to view the construction's progress.



UNIVERSITY EVENTS & CEREMONIES

In early November, university events were delighted to welcome back Ceremonies & Protocol Officer Alexa Morgan from her parental leave but were sad to say farewell in December to Events Specialist Kate Phifer who moved into a role with student affairs. Fortunately, we were able to recruit quickly and welcomed Vanessa Massi Campanholo to the role of events specialist on January 16. Vanessa had previously covered Alexa's parental leave so was in a great position to step into the role and take the reins quickly.

On November 19, university events assisted the recruitment team with Explore CapU, an in-person event aimed at high school students and their families to learn about all that CapU has to offer. After careful evaluation and consultation with recruitment, university events devised an event that reinvented the historical format and allowed prospective students to explore all over the main campus, meeting faculty in the program areas and getting involved in workshops and activities. Thanks also to support from the marketing & digital experience team, the event saw an unprecedented turn out of approximately 1,500 attendees, a 200 per cent increase from the previous year.

University events were proud to support the philanthropy and alumni relations team on this year's *We Believe Breakfast* on December 7. This year's event was extremely well-attended with over 220 guests enjoying a presentation from guest speaker, journalist Anna Maria Tremonti, and raising funds for student awards that support female students at CapU.

Just after the exams were finished for students in mid-December, university events invited portrait partner Grad Images to provide grad portrait sessions for 2023 graduates. The sessions were almost completely full and the team is excited to be able to offer the sessions again in the spring.

Some fun and lively employee holiday events were held in mid-December. Alongside the human resources team, university events assisted with the annual and highly competitive gingerbread house competition. The next morning, employees enjoyed a President's Festive Breakfast where they viewed and voted on the gingerbread houses. Look out Hyatt Regency, CapU has a keen team of gingerbread masters!

Photo caption: Winning entry from members of the PAR and university events team.



The *Chancellor's Dinner*, the most prestigious fundraising event in the CapU calendar, was held on January 26 at the Lonsdale Shipyards campus. The themed event of *Eat, Care Share* was extremely well attended by over 100 of CapU's most honored supporters, honorary doctorate recipients, faculty and friends. The guests enjoyed a performance from Musical Theatre student Ava Stark and jazz from current and Alum Jazz program musicians.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.1: Risk Framework and Risk Assessment Criteria	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Jacquetta Goy, Director Risk Management	

PURPOSE

The purpose of this report is to present the Risk Framework and Risk Assessment Criteria to the Board of Governors. The Risk Framework and Criteria, together with the Risk Policy are designed to form the foundation of the University's approach to risk management.

This report was received by the Audit and Risk Management Committee at their February 8, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve the Risk Management Framework and Risk Assessment Criteria.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the Risk Management Framework and Risk Assessment Criteria.

BACKGROUND

In September 2022 the Director, Risk Management gave presentations on developing a Risk Management Framework to the SLC, Executive, Risk and Audit Committee and the Board. It was agreed that a formal Risk Framework should be developed, supported by a Risk Policy (created and ready for Board approval in February 2023).

The Risk Criteria will be used for all university level risk assessments going forward, supported by more specific risk assessment tools developed for designated areas of risk including safety assessments, cyber security assessments and the Privacy Impact Assessment. Significant projects and initiatives will also have their own risk assessment criteria based on project management methodology and aligned to the main Risk Criteria so that any significant project risk can easily be escalated as needed.

The Risk Criteria will be reviewed after the first annual risk assessment and reporting cycle to ensure that they are aligned to the University's risk tolerance and then every two years on an ongoing basis.



STAKEHOLDERS CONSULTED

The Risk Criteria were developed with the Executive team and included expert contributions from the:

- Interim AVP of Strategic Growth, Analytics and Continuing Studies
- Associate Vice-President, Student Success
- Associate Vice President CARS
- Director, Academic Initiatives& Planning
- Strategic Director, People, Culture & Diversity
- Director, Safety & Emergency Services
- Director, Communications
- Acting Director, Indigenous Education and Affairs
- Chief Information Officer

CAPILANO UNIVERSITY RISK MANAGEMENT FRAMEWORK

PURPOSE

The purpose of risk management at Capilano University (the “University”) is to identify where future uncertainty might affect the achievement of objectives so that the risks which the University is exposed to or chooses to take in the pursuit of opportunities are identified and understood and appropriate action is taken to maximize benefit and minimize harm to the University and our communities.

The University is committed to building increased awareness and developing a sense of shared responsibility for the identification, assessment, recording and response to risk at all levels of the University. The University’s approach to risk management aims to:

- a. be understandable, transparent and consistent;
- b. integrate risk management into academic, administrative, strategic and project decision making and activities; and
- c. support the achievement of strategic and operational priorities.

The University has adopted the ISO 31000 risk management model, used as the basis of risk management practice across the Government of British Columbia, including the Risk Management Branch and University, College and Institute Protection Program of the provincial Ministry of Finance.

GOVERNANCE, OWNERSHIP AND OVERSIGHT

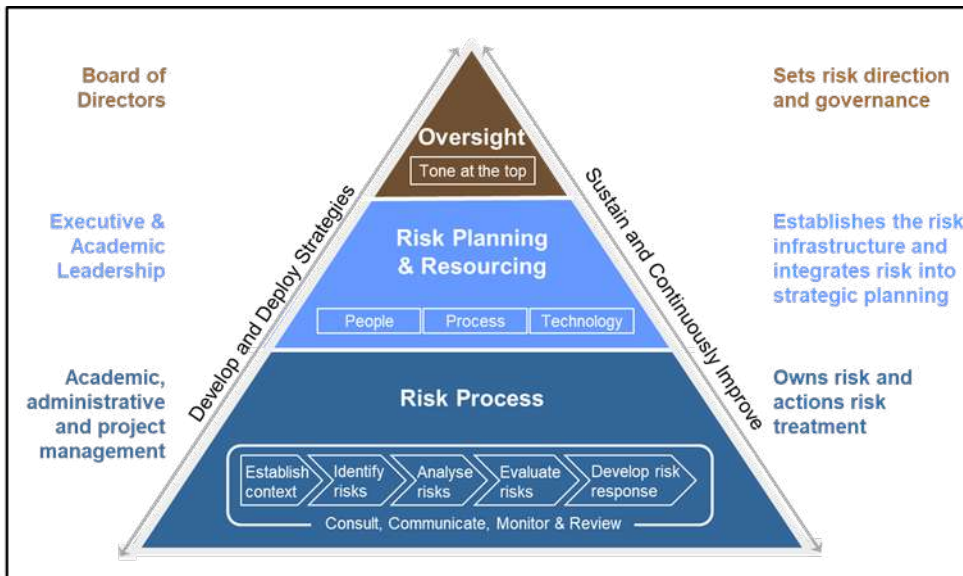
The mandate for risk management comes from the Board of Directors and is expressed in the Risk Management Policy. The Board has delegated its obligations and oversight responsibilities related to risk management to the Audit and Risk Committee. The risk management program is directed by the Vice President Administration and Finance, led and managed by the Director, Risk Management and reports to the Audit and Risk Committee. All University Administrators are expected to participate in and support risk management activities.

The Director, Risk Management is responsible for developing and implementing the risk management program, providing tools and templates, advice, facilitating and training to enable leaders, administrators and employees across the University to understand, adopt and apply risk management.

Members of the Executive team hold responsibility for managing risks arising in or assigned to their portfolios, with accountability for the management of specific risks delegated to senior administrative and academic management as appropriate. The Executive team will also identify and manage broader enterprise wide or strategic risks, determining appropriate ownership and response plans.

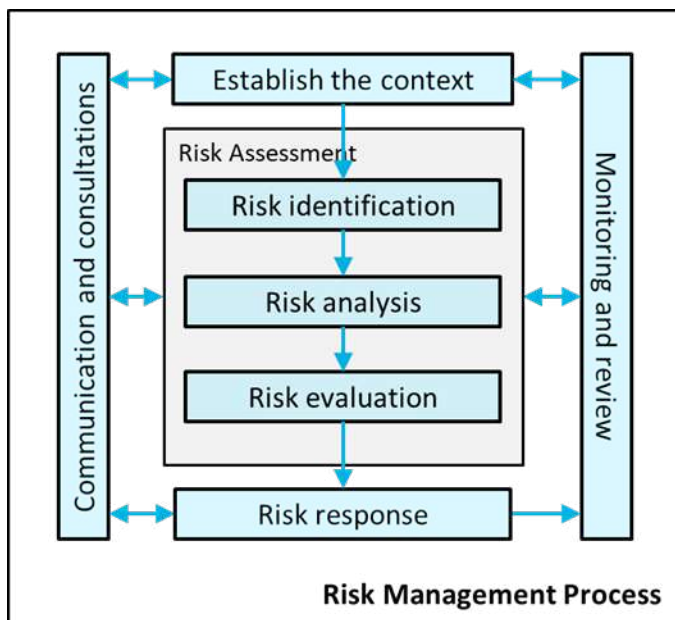
University Administrators are responsible for managing risks in their area of responsibility, making sure that risk mitigating controls are implemented and escalating significant risks or issues as necessary.

All employees are responsible for participating in initiatives to identify, assess and evaluate risks, for implementing controls as directed and reporting risks or issues that they become aware of.



THE RISK MANAGEMENT PROCESS

The University uses the risk management process set out in the ISO 31000 risk management standard. This approach provides a generic model for identifying, prioritizing and responding to risk at a strategic, operational, project or process level. The stages to the model involve establishing the context, identifying potential risks, analyzing and evaluating the risks, and developing risk response plans.



Understanding the Context

The scope of any risk assessment exercise should be set within the context of the strategies and goals of the University or the initiative under consideration. Asking 'what are we aiming to achieve' and 'what do we need to protect' are two fundamental questions to be considered when looking to understand the context. As well

having a good understanding of the history, background and environment assists in an effective risk assessment. Understanding the context is particularly important when considering a specific aspect of risk or at an initiative level when the University Risk Criteria may be too high level to apply effectively and more granular criteria need to be created.

Risk Assessment

Risk Assessment involves identifying, analyzing and evaluating risk. The outcome of risk assessment is a list of well described risks, prioritized by their impact on the University, or initiative in combination with the likelihood of occurrence. The University Risk Criteria provide a structured evaluation tool and should be used for all University risk assessments except where specialist or project risk assessment tools have been created during the Understanding the Context step.

Risk assessment will be facilitated by the Director, Risk Management using workshops, interviews or meetings and informed by internal intelligence, knowledge shared by peer organizations, environmental scans and the review of risk publications and other resources.

Risk Response

Risk Assessments should always conclude by putting a plan in place to address any risks that require action, including identifying lead individuals responsible for making sure that required tasks are completed, and an estimate of when the required action will be complete. Risk response plans may include actions to reduce the likelihood and/or impact of the risk, and also may involve developing contingency plans (typically for those risks which have a high impact but low probability). For the greatest likelihood of completion risk response plans should be incorporated into organizational or individual goals rather than being stand-alone plans only captured in a risk register or at the level of the initiative.

Monitoring and review

Once the risk assessment process has been completed the risks will be captured in the University Risk Register, project documentation or captured in the appropriate specialist mechanism (for example the Privacy Impact Assessment). In order to make sure that risk response plans are executed and because the risk context changes over time it is important to incorporate a regular review process. The University review process involves Risk Owners updating their risks on at least a bi-annual basis with the support of the Director, Risk Management and oversight of the VP responsible for the portfolio.

The risk management process is iterative, with communication and consultation throughout, and monitoring and review as an integral component. Templates, guidance and facilitation to support the risk management process will be developed and made available by the risk management team.

RISK CRITERIA

The University has developed a set of criteria to be used for University risk evaluation exercises, with both positive and negative consequence levels and a standard likelihood matrix. The consequence criteria are a set of qualitative descriptions set in relation to the University's strategic priorities and organizational objectives and aligned with performance measures, with consideration of impact on students, employees, operations, community and partners and resource use (both financial and environmental).

The consequence levels and descriptors will be re-evaluated every two years to make sure that any changes in external or internal context are reflected. Escalation of risk is dependent on severity, with the more significant risks being managed at a more senior level within the University.

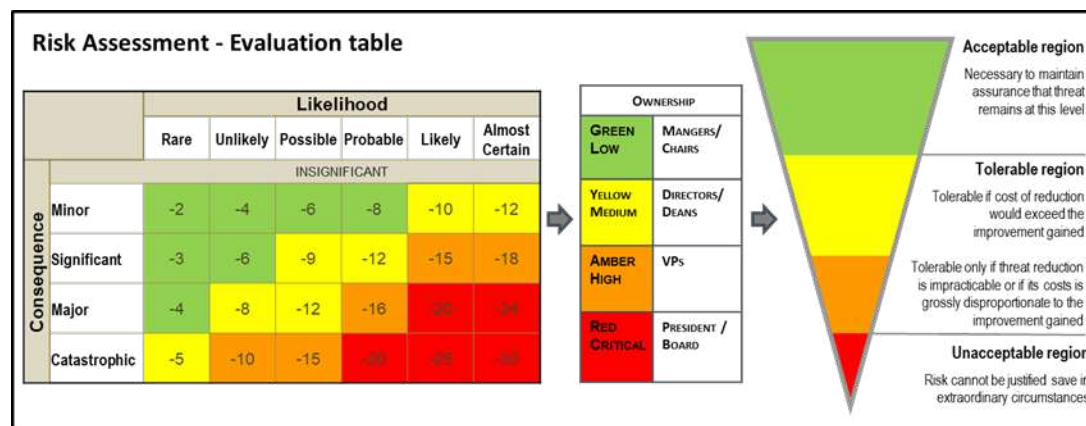
Risk assessment tables focused on specialist areas such as information security, health and safety etc. will be developed as needed in alignment with the University Risk Criteria.

DETERMINING RISK RESPONSE

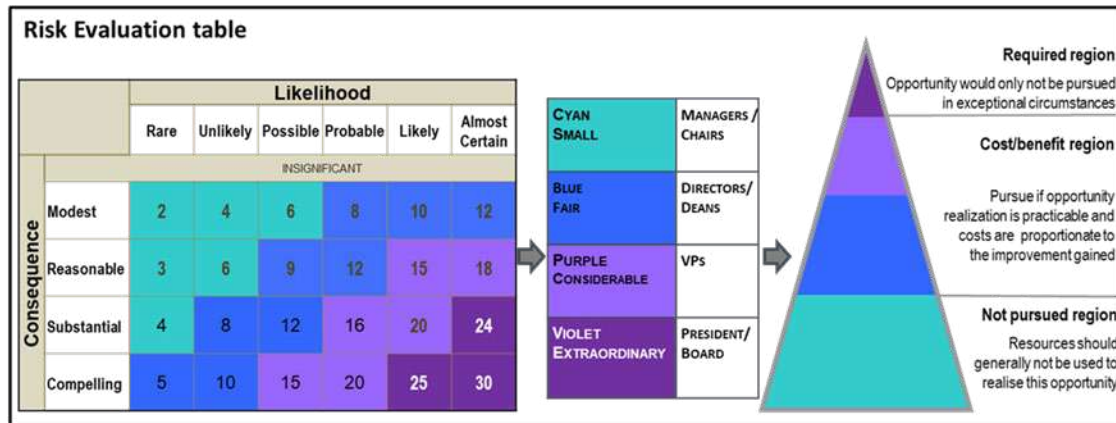
The University has adopted an ‘as low as reasonably achievable’ approach (also known as ALARA) to determine the appropriate response to risks with negative outcomes (threats). This divides risks into three regions or zones: the acceptable region, where a risk mitigating response may be implemented but is not required, the tolerable region where risk reduction should be actioned dependent on cost and the unacceptable region where action to lower the level of risk is mandated. The model further divides the tolerable region into two, with the four resulting levels of risk used primarily to determine escalation and accountability.

Decisions about responses to risk should be agreed at the appropriate level of the University and monitored on a regular basis going forward.

The relationship between the evaluated level of risk, accountability and tolerance is set out in the diagram below.



The University will focus on identifying and managing threats in the first instance but has also developed a mirror approach which may be used for risks with anticipated positive consequences (opportunities), as the risk management program matures. This approach is known as ‘reasonably achievable’ (or AHARA) with the focus on when resources should be expended to realize potential opportunities, and is illustrated overleaf.



INCORPORATION INTO THE INTEGRATED PLANNING PROCESS

Risk management will become a part of the Integrated Planning process, with risk used as one aspect of resource prioritization. As both Integrated Planning and Risk Management mature greater alignment will be achieved.

REVIEW AND CONTINUOUS IMPROVEMENT

The ISO 31000 approach incorporates the principles of iterative change and continuous development. The risk management framework and underpinning processes will be subject to regular review and improvement in order to increase the effectiveness and maturity of the University's risk management approach. The University will implement a self-assessment model, with the potential for periodic third party external review in order to provide an objective evaluation of the University's approach.

REFERENCES

- ISO 31000 Risk Management Guidelines
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- Risk Management Guideline for the BC Public Sector
Province of British Columbia Risk Management Branch and Government Security Office (April 2019).
- Capilano University Risk Management Policy

Risk Assessment - Consequence table


For use from [date approved]

Rating		Impact on objectives				
		Learner Success Consequences associated with learner wellbeing, satisfaction and success	Supporting employees Consequences associated with employee wellbeing, engagement and performance	Functionality & Resiliency Consequences associated with operational performance, capacity, effectiveness, resiliency and growth.	Community Benefit Consequences associated with meeting the needs and expectations of community, host nations, partners, regulators or others.	Resource Use Consequences associated with sustainable environmental and financial resource use
OPPORTUNITY Increasing positive impact	5 Compelling <i>CapU is transformed because it is able to attract and retain many more engaged, successful learners and employees, create new capabilities, generate new resource streams and be fully embraced by partners and community.</i>	CapU is known internationally as having a safe and supportive environment, and providing a second to none university experience. Learners report very high levels of engagement and satisfaction. CapU graduates are sought after by industry, academia and others or launch successful entrepreneurial careers. Employers report high levels of satisfaction with CapU graduates in the workforce	Exponential increase in skills, knowledge, collaboration, innovation, performance and integrity. Multiple awards, grants and/or commendations received. Many important research findings published. Recognition at international level. CapU wins multiple significant people management awards. Exceptional quality of job applicants, high renewal and very low unplanned turnover. Very high levels of wellness and availability, volume/ severity of employment related claims significantly decrease.	Improvements to performance or the implementation of new capabilities transform CapU's mandate and operations and enable significant future growth. Many new offerings across a range of disciplines are launched and see high interest and sustained uptake. Most courses are highly subscribed. Significant sustained increase in course registrations (>15%).	Sustained growth in significant partnership work that leads to tangible benefit to current and future generations. Significantly more learners and educators supported by substantial donations or sponsorships. Very significant new accreditations, commendations, grants or awards. Sustained positive awareness of CapU is very high, with frequent highly positive stories in national and international traditional and social media. CapU reputation and profile significantly elevated.	Gain or benefit (including decrease in expenses or increase in revenue) of more than \$20M. Transformation of the campus environment. CapU associated permanent change significantly benefiting Land or Water in the North Shore, Sunshine Coast, Sea to Sky Corridor regions or beyond.
	4 Substantial <i>CapU expands due to significant growth in learner and employee engagement and success, development of new capabilities, enhanced reputation or better resource utilization.</i>	CapU is known nationally and in key international markets as having a safe and supportive learning environment, and being a great place to learn or live. Learners report high levels of engagement and satisfaction. Combined retention and completion rates are consistently above 90%. CapU graduates are in demand, with high levels of employment, acceptance into high quality graduate or professional programs or launch startup initiatives.	Significant increase in skills, knowledge, positive behaviors and performance. Significant increase in academic publications. Academics are awarded, commended or receive grants at an international level. CapU recognized as a great employer at a national level (e.g. top 50 employers in Canada). Raised renewal and low unplanned turnover. High quality job applicants. High levels of wellness and availability, long term decline in volume/ severity of employment related claims.	Performance is improved such that CapU is able to develop new or significantly expanded functions and services. Significant systems and infrastructure improvements. Alignment with more challenging voluntary standards. A range of new highly subscribed, sustainable courses are offered, and new program offerings are launched. Significant decrease to the proportion of undersubscribed courses. Significant growth in course registrations (5-15%)	Active positive endorsement by host nations, business or industry partners, communities and other stakeholders. Significant numbers of CapU learners and educators participate in active learning or research projects delivering demonstrable positive change. Growing size and number of donations or sponsorships. Significant new commendations, accreditations, grants and awards. Positive stories about CapU in national traditional and social media. Sustained growth in CapU's public profile.	Gain or benefit (including decrease in expenses or increase in revenue) between \$10M to \$20M Significant permanent improvement to the natural and built campus environment. CapU associated long term positive effect on the Land or Water in the region or beyond.
	3 Reasonable <i>CapU's learner and employee engagement and success; organizational development, reputation or resource utilization is significantly positively affected.</i>	CapU is known provincially as a safe and supportive university. Student satisfaction, engagement and learning outcomes significantly improve. Combined retention and completion rates are at or above 80%. The proportion of CapU graduates meaningfully employed or accepted into graduate or professional programs significantly increases.	Increase in employee skills, knowledge, and positive behaviours. Increased academic publications and/or academics are awarded, commended or receive grants at a national level. CapU recognized for good people management practices. Increased renewal rates and lowered unplanned turnover, lower termination levels, reduced vacancy length and increased candidate quality. Employee wellness and availability increasing, declining volume/ severity of employment related complaints or claims.	System, process or infrastructure improvement across multiple areas. Functions or services become more effective, adaptable, resilient and/or innovative. Greater alignment with industry standards. New courses are developed and programs see sustained growth. Course registrations increase by up to 5%.	Host nations, business or industry partners, communities and other stakeholders (ministries, municipalities, not-for-profit and community organizations etc.) express contentment. Growth in local partnership opportunities. Sponsorships and donations increase. Niche new accreditations, commendations, grants and awards. Positive stories about CapU in provincial traditional and/or social media. Some growth to CapU's public profile.	Gain or benefit (including decrease in expenses or increase in revenue) between \$2.5M to \$10M. Long term improvement to the natural and built campus environment. CapU associated medium term positive effect on the Land or Water in the region or beyond.
	2 Modest <i>Some improvement to learner or employee engagement and success, organizational systems, processes, performance, reputation or resource use.</i>	CapU is known locally as a safe and supportive university. Learners report increasing levels of engagement and satisfaction. Retention and completion rates show a steady increase (1 to 2%). Increased proportion of CapU graduates employed or accepted into graduate / professional programs.	Increase in some skills, knowledge, and/or positive behaviours. Increased academic success. Voluntary turnover 6-7%. Most vacancies filled within one month. Less than 10% of employees are temporarily absent or unwell for more than a few days per year. Decrease in the volume or severity of workplace disagreements.	System or process performance improves in a small number of areas. Some infrastructure improvement. Process, capacity and/or performance of one function or service becomes more effective, resilient and/or mature.	Relationships with host nations, business or industry partners, communities and other stakeholders improve with growing interest in working together. Positive comments about CapU are expressed by partners and communities directly or through local traditional or social media or other public conversations. Growing favorable public awareness of CapU.	Gain or benefit (including decrease in expenses or increase in revenue) between \$1M to \$2.5M. Some improvement to the campus environment. Some benefit to the Land or Water associated with CapU in the region or beyond.

RISKS WITH AN IMPACT OF BETWEEN 1 to -1 ARE NOT CONSIDERED TO BE SIGNIFICANT

Risk Assessment - Consequence table

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		Impact on objectives				
Rating		Learner Success Consequences associated with learner wellbeing, satisfaction and success	Supporting employees Consequences associated with employee wellbeing, engagement and performance	Functionality & Resiliency Consequences associated with operational performance, capacity, effectiveness, resiliency and growth.	Community Benefit Consequences associated with meeting the needs and expectations of community, host nations, partners, regulators or others.	Resource Use Consequences associated with sustainable environmental and financial resource use
RISKS WITH AN IMPACT OF BETWEEN 1 to -1 ARE NOT CONSIDERED TO BE SIGNIFICANT						
THREAT Increasing negative impact 	-2 Minor <i>Some difficulties for learners or employees, or other time-limited operational, reputational, financial or environmental impact.</i>	Learner satisfaction levels, grades and /or graduation rates show a small decline. In course attrition increases slightly and return numbers fall by a small amount. Graduation rates decline slightly. Between 2-9 learners experience minor harm (injury, illness, loss or trauma) or 1 learner experiences a moderate harm associated with CapU action or inaction.	Decrease in some skills, knowledge or positive behaviours. Decline in academic success (e.g. fewer articles or citations; loss of grants, awards, invitations, research or other pedagogical opportunity). Unplanned turnover and vacancy levels increase, recruitment becomes more challenging. Some concerns expressed about stress, wellbeing or inclusion. Up to 10% of employees temporarily unavailable (<5 days). Increased workplace disagreements. Job action (not including strikes) of less than a week	Performance of a non-critical system or process declines. Limited damage to infrastructure. Limited localized impact on capacity, effectiveness and/or resiliency. Loss or interruption to some admin or academic activities for less than a week. A small number of courses and/or exams have to be suspended or delayed for a short period of time. Limited and recoverable decline of <2% in course registrations.	Relationships with host nations, business or industry partners, communities or other stakeholders become more challenging. Limited decline in partnership opportunities / benefits (joint projects, placements, sponsorships, donations etc.). Concern expressed by ministry, regulators or accreditors. Some negative comments about CapU expressed directly / in local media, social media or other local public conversations. Positive public awareness of CapU declines.	Loss or cost (including an increase in expenses or loss of revenue) between \$1M to \$2.5M. Transient harm to campus environment or to the Land or Water in the region (North Shore, Sunshine Coast, Sea to Sky Corridor) or beyond, associated with CapU action or inaction.
	-3 Significant <i>Significant decline in learner or employee safety, wellbeing or achievement; organizational performance or capacity; reputation or resource use.</i>	Learner satisfaction levels, engagement and completion rates decline. In course attrition increases and return numbers fall. The proportion of CapU graduates employed or accepted into competitive graduate or professional programs significantly declines. Between 10-99 people experience minor harm (injury, illness, loss or trauma); between 2-9 people experience moderate harm or 1 person experiences serious injury, illness loss or trauma associated with CapU action or inaction.	Decrease in skills, knowledge, performance and/ or behaviour. Significant decline in academic success. Unplanned voluntary turnover between 10-20%, recruitment takes much longer and roles are difficult to fill. Elevated concerns about stress, wellbeing, safety or inclusion. 10-15% of employees temporarily unavailable for work. Some increase in volume/ severity of employment related complaints. A week to a month job action. Potential short term strike or lockout.	Performance of a critical system or process declines. Damage to infrastructure. Limited organizational loss of function, capacity, effectiveness and/or resiliency. Loss or interruption to some admin or academic activities for a week to a month. Some key (or multiple) courses and/or exams have to be rescheduled/ reorganized. Net negative (unrecoverable) decline of 2-5% in course registrations.	Host nations, business or industry partners, communities and other stakeholders (municipalities, business and industry groups, not-for-profit and community organizations, individual donors etc.) express concern. Damage to relationships / loss of some opportunities. Corrective action or improvement required by ministry, regulators or accreditors. Persistently negative stories about CapU from several sources in local/provincial media and/or mainstream social media. Some damage to CapU's public profile.	Loss or cost (including an increase in expenses or loss of revenue) between \$2.5M to \$10M. Medium term damage to the natural or built campus environment. CapU associated medium term or partially unrecoverable harm to the Land or Water in the region and beyond.
	-4 Major <i>CapU performance is questioned due to serious reductions in learner or employee safety or wellbeing or in organizational performance, capacity, reputation or resources.</i>	Learner satisfaction, engagement and/or completion levels fall significantly. Attrition rates rise and/or and return rates fall significantly. Falling demand for CapU grads, with low rates of employment / acceptance into graduate or professional programs. 100 -500 people experience minor harm (injury, illness, loss or trauma); between 10-20 people experience moderate harm; 2 - 9 people experience serious harm or 1 person dies or suffers a life limiting disability associated with CapU action or inaction.	Significant decrease in skills, knowledge, positive behaviors and/ or performance. Questions raised about low standards of academic performance. 20-30% unplanned voluntary turnover with premature loss of leadership /critical skills or expertise. Key roles unfilled for long periods, or under filled. Stress, wellbeing, safety or inclusion issues raised by many employees. 25-35% of employees temporarily unavailable. Rise in volume/ severity of employment related claims. Significant disruptive job action. Strike or lockout of a week to a month.	A system or process essential to CapU is compromised or many systems and processes are interrupted. Long term damage to key infrastructure. Significant organizational capacity, effectiveness and/or resiliency loss. Loss or interruption of 1 -3 months. More than 25% of courses have to be cancelled/ rescheduled to future terms and/or given Pass/Fail grades. Program launches and completions are delayed. 5-15% net negative (unrecoverable) course registration decline	Relationships with host nations, business or industry partners, communities and other stakeholders fracture, agreements are threatened and more significant opportunities or benefits are lost. Critical reports, improvement notices and/or active involvement by the ministry, regulators or important accreditors. Serious issues about CapU conduct are raised with escalating interest in mainstream social media and/or provincial or national media stories. Partially recoverable brand damage. Transient CapU name association with an adverse event.	Loss or cost (including an increase in expenses or loss of revenue) between \$10M to \$20M. Significant damage to or loss of parts of the natural or built campus environment. Long term significant harm to the Land or Water in the region or beyond associated with CapU action or inaction.
	-5 Catastrophic <i>CapU's future may be jeopardized due to harm to or loss of learners or employees, poor performance, damaged capacities, significant resource shortfalls or rejection by community, partners or regulators</i>	Many learners are very dissatisfied, raise complaints and/or leave CapU in large numbers. More than 500 people experience minor harm (injury, illness, loss or trauma); more than 20 people experience moderate harm; more than 10 people experience serious harm or two or more people die or suffer a life limiting disability associated with CapU action or inaction.	Very substantial decrease in skills, knowledge, behaviors and/ or performance. Sustained voluntary turnover of over 30% across all areas or sudden permanent loss of key individuals with critical skills, and recruitment very difficult. Significant impact on physical and mental health of multiple employees. Over 35% of employees temporarily unavailable for work. Significant and sustained rise in volume/ severity of employment related claims. One month or more lost due to strike or job action.	Permanent loss of significant systems, processes or structures essential to running CapU. Exponential increase in inefficiency or vulnerability / comprehensive decline in capacity or effectiveness. Loss or interruption of a term or more. More than 50% of courses have to be cancelled/ rescheduled to future terms and/or given Pass/ Fail grades; program and course suspension /discontinuance under review. >15% net negative (unrecoverable and sustained) course registration decline.	Host nations, community groups, other partners or stakeholders become very angry with CapU. End of significant relationship(s). Loss of important donations, sponsorships or projects. Severely critical report(s) from regulators, ministry or important accreditors. Enforcement action initiated. Issue essentially managed by the ministry with very high ongoing levels of oversight and scrutiny. Sustained severely critical national/ international media and social media coverage. Significant ongoing brand damage. CapU's name has a sustained association with an adverse event.	Loss or cost (including an increase in expenses or loss of revenue) of more than \$20M. Permanent significant damage to the natural or built campus environment. Permanent significant harm to the Land or Water in the region or beyond, associated with CapU action or inaction.

Risk Assessment - Evaluation table

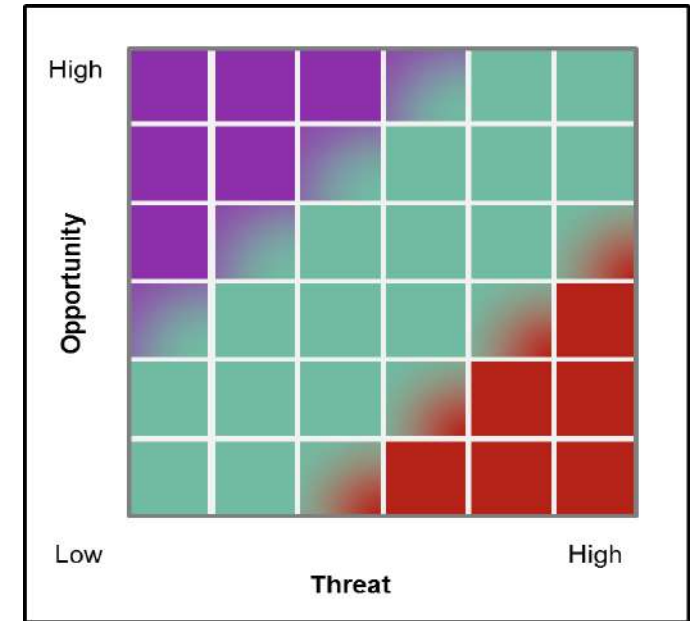
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FINAL DRAFT

		Likelihood						
		Rare	Unlikely	Possible	Probable	Likely	Almost Certain	
		The risk may only be realized in exceptional circumstances	The risk is not expected but could occur	The risk may occur	The risk will occur more often than not	The risk will probably occur in many circumstances	The risk is expected to occur in most circumstances	
		or less than 5% likelihood of occurrence	or between 5% to 25% likelihood of occurrence	or between 25% to 50% likelihood of occurrence	or between 50% to 75% likelihood of occurrence	or between 75% to 95% likelihood of occurrence	or greater than 95% likelihood of occurrence	
		or less than 1 in 20 chance of happening	or between 1 in 20 and 1 in 4 chance of happening	or between 1 in 4 and 1 in 2 chance of happening	or between 1 in 4 and 1 in 2 chance of NOT happening	or between 1 in 20 and 1 in 4 chance of NOT happening	or less than 1 in 20 chance of NOT happening	
Consequence	Opportunity	Compelling	5	10	15	20	25	30
		Substantial	4	8	12	16	20	24
		Reasonable	3	6	9	12	15	18
		Modest	2	4	6	8	10	12
	Insignificant							
	Threat	Minor	-2	-4	-6	-8	-10	-12
		Significant	-3	-6	-9	-12	-15	-18
		Major	-4	-8	-12	-16	-20	-24
Catastrophic		-5	-10	-15	-20	-25	-30	

Final Rating
Extraordinary
Considerable
Fair
Small
INSIGNIFICANT
Low
Medium
High
Critical

Threat / Opportunity Matrix



Notes:

- i) For standard risk assessments likelihood should be assessed looking forward over next three years in line with the Integrated Planning cycle.
- ii) For strategic risk assessments likelihood should be assessed looking forward over the next five to seven years in line with longer term forecasts
- iii) Some specialist areas of risk have specific risk assessments relating to specific outcomes or focused on risk at an individual level.
If you are not sure which assessment tool to use please contact the Director, Risk Management
- iv) The threat / opportunity matrix can be used to compare the balance of threats and opportunities for a given initiative or exercise



BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.2: B.312 Risk Management Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Jacquetta Goy, Director Risk Management	

PURPOSE

The purpose of this report is to provide the Board with the background information on B.312 Risk Management Policy to support approval of this new policy. This report was received by the Audit and Risk Management Committee at their February 8, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve B.312 Risk Management Policy as presented.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve B.312 Risk Management Policy as presented.

BACKGROUND

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.312 Risk Management Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input checked="" type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	
		Revised Date:	
		Next Review Date:	
Procedure # and Name:	n/a		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director of Risk Management		



Rationale for creation or review

B.312 Risk Management Policy has been created at the request of the Audit and Risk Committee to support the development of the University's Risk Management program and to align with B.214 External and Internal Audit Policy.

Risk, Benefits and Strategy alignment

This policy supports the Risk Management program for the University which has been developed to complement the Integrated Planning process.

Consultation

B.312 Risk Management Policy was created by the Director of Risk Management in consultation with the VP Finance and Administration. The policy formalizes existing responsibilities and processes and applies mainly to the risk management function and to members of the Executive and Senior Leadership Council. The approach to project risk management was agreed with the Directors of IT Services and the Associate Vice President, Facilities Services and Campus Planning. Alignment with Integrated Planning was discussed with the Interim AVP of Strategic Growth, Analytics and Continuing Studies. As the policy will not have significant impact on the wider University community, broader consultation was determined not to be required. No comments were received during Community feedback and no amendments requested by SLC or the Audit and Risk Committee. Legal review was determined not to be required.

Review and approval process timelines

The review and approval processes for this policy are summarized in the table below:


Date	Committee	Purpose
January 9, 2022	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
January 9, 2022	Capilano University Community – posted on Frontlines	For community feedback
January 25, 2022	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
February 9, 2022	Audit and Risk Management Committee	Review, request amendments if required or recommend for Board approval
February 28 th , 2023	Board	Final approval

Plan for associated training or awareness raising

The new approach to risk management has been socialized with the Senior Leadership Council and endorsed by the Executive. The Director, Risk Management will facilitate and support the risk identification, assessment and evaluation process and support Risk Owners with the development of risk response plans. Awareness of this policy will be raised as part of implementing the new approach to risk management across the University.

Attachment:

#	Name
1	B.312 Risk Management Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.312	Vice President, Finance and Administration		
Policy Name			
Risk Policy			
Approved by	Replaces	Category	Next Review
	New		
Date Issued	Date Revised	Related Policies and procedures	
	n/a	B.214 External and Internal Audit Policy	

1. PURPOSE

The purpose of this policy is to articulate the University's approach to risk management as part of its strategic, operational and project management processes, and to define governance and accountability for Risk Management at the University so that risks which the University is exposed to or chooses to take in the pursuit of opportunities are identified and understood and appropriate action is taken to maximise benefit and minimise harm to the University and our community.

2. DEFINITIONS

Employee: Any person employed by the University

Risk: Refers to the effect of uncertainty on objectives, specifically the possibility that an event or change in circumstances might occur (or fail to occur) that impacts the University's ability to fulfil its' mandate, vision and values, or to deliver strategic and operational goals and priorities.

Risk Criteria: The tool used to evaluate the significance of risks that set out the tolerance and appetite of the University. Risk criteria set out scales to measure the anticipated consequence (sometimes referred to as impact) and likelihood for each risk in order to determine the risk rating.

Risk Management: A systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, making decisions on, and communicating risk.

Risk Register: The document used to describe and track over time the significant risks faced by the University. The register includes the assessment and evaluation of each risk, documents how the University plans to respond to each risk and tracks the effectiveness of that response over time.

University-related activity: Activities or events conducted under the authority of the University at any location, on or off campus. All activities on the University's campuses are University-related unless they are conducted under the control of a person, organization,

association, or group that is separate from the University.

3. SCOPE

This policy applies to all University employees and to all University related activities. Specific responsibilities for the management and reporting of risk are defined in the Responsibilities section of this policy.

4. POLICY STATEMENT

4.1 The Capilano University “the University” is committed to building increased awareness and developing a sense of shared responsibility for the identification, assessment, recording and response to risk at all levels of the University. The University’s approach to risk management aims to:

- a. be understandable, transparent and consistent;
- b. integrate risk management into academic, administrative, strategic and project decision making and activities; and
- c. support the achievement of strategic and operational priorities.

4.2 The University has adopted the ISO 31000 risk management model, used as the basis of risk management practice across the Government of British Columbia, including the Risk Management Branch and University, College and Institute Protection Program of the provincial Ministry of Finance.

5. ROLES AND RESPONSIBILITIES

5.1 Managing risk is a core responsibility for all University Administrators, key to academic and administrative management and to project and strategic planning. All employees are responsible for participating in initiatives to identify, assess and evaluate risks, for implementing controls as directed and reporting any risks that they become aware of.

5.2 The risk management program is directed by the Vice President Finance and Administration, led and managed by the Director, Risk Management and reports to the Audit and Risk Committee.

5.3 The University will establish an Audit and Risk Committee to assist the Board in fulfilling its obligations and oversight responsibilities related to risk management, the internal and external audit processes, financial reporting, and the system of internal controls regarding financial reporting, accounting compliance and the prevention and detection of fraud.

The Audit and Risk Committee will:

- a. review and approve the Risk Framework and Risk Criteria;
- b. receive and review periodic reports on the implementation of the risk management program;

- c. receive and review the University Risk Register, and reports on all higher rated risks;
- d. review Board policies on risk related matters and make recommendations for approving, updating, or rescinding such policies to the Board for approval; and
- e. review proposed changes to the Risk Framework, Risk Criteria or other aspects of the risk management program and make recommendations for approval to the Board.

5.4 The Vice President, Finance and Administration is responsible for:

- a. appointing a suitably qualified individual to lead the University's risk management program;
- b. ensuring that a sufficient budget is allocated to support the risk management program;
- c. overseeing the development and implementation of the Risk Framework and Risk Criteria;
- a. overseeing the University's processes for identifying, analyzing, evaluating, responding to, monitoring, and reporting on key risks; and
- d. fostering a collaborative, University-wide approach to risk management.

5.5 The Director, Risk Management is responsible for:

- a. developing the Risk Management Framework and Risk Criteria in consultation with the Vice President, Finance and Administration
- b. developing an ongoing process to identify, assess, evaluate, develop risk response plans and report on significant risks through the University's Risk Register;
- c. supporting and facilitating University Administrators in identifying, assessing, evaluating, responding and reporting on the risks within their areas of responsibility;
- d. developing risk management processes, protocols and guidance;
- e. providing bi-annual reports on the progress of the Risk Management program, Risk Register updates and reports on all higher rated risks to the Executive and the Risk and Audit Committee; and
- f. with the Director of Communications, developing key messages to raise risk awareness across the University Community.

5.6 Members of the Executive Team are responsible for

- a. reviewing and refining the Risk Framework and Risk Criteria;
- b. approving the appointment of Risk Owners to manage risk in their portfolios;
- c. receiving and approving risk updates from Risk Owners; and
- d. making sure that programs or initiatives under their leadership are aligned with the risk management program.

5.7 Project Managers and Steering Groups are responsible for

- a. completing an initial project risk appraisal and for significant initiatives, developing a project risk register;
- b. incorporating risk response plans into project planning;

- c. making regular reports on the project risk management process, risk status and the progress of project risk response plans; and
- d. reflecting on issues arising during the project and communicating lessons learned.

5.8 Those identified as Risk Owners are responsible for:

- a. describing, assessing and evaluating each risk;
- b. developing and actioning risk response plans; and
- c. providing regular updates on the risks they are responsible for, including the effectiveness of controls, progress with risk response plans and changes to the risk environment.

6. RISK MANAGEMENT PROGRAM, FRAMEWORK, CRITERIA AND REGISTER

6.1 The University will implement a risk management program to make sure that risks that may impact on University objectives are identified and addressed and that risk management is incorporated into core operations, including coordinating and overseeing:

- a. the development of a register of all risks with the potential to significantly impact the University community and our partners;
- b. the assessment, evaluation and prioritization of each risk using consistent criteria;
- c. the development of risk response plans in order to manage each risk within agreed risk tolerances;
- d. regular reports on the progress of risk response plans; and
- e. education and awareness initiatives to increase the understanding of risk management across the University

6.2 The Risk Management Framework supports this policy by providing an outline of the University's approach to risk management including:

- a. the governance and oversight processes in place,
- b. a high level description of the risk management process, guidance on evaluation using the University risk criteria and guidance on developing appropriate risk responses.

6.3 The University has developed a set of Risk Criteria to be used for all University-wide risk evaluation exercises, with standardized descriptions of consequence and likelihood levels. The consequence criteria are a set of qualitative descriptions set in relation to the University's strategic priorities and organisational objectives, focusing on the possible impact on learners and employees, university functions, wider community consequences and resource impact. Criteria will be reviewed and updated on a periodic basis to ensure alignment with University priorities, reflect any changes to the mandate from the Ministry and account for inflation and other environmental changes.

6.4 A University Risk Register will be created to record risks, their causes and consequences, the controls currently in place and risk response plans. All risks will be assigned to a member of the Senior Leadership Council and will be reviewed and approved by the VP responsible for the portfolio where the risk arises or that has responsibility for all or a significant part of a risk response plan.

6.5 Major projects are also required to develop project risk criteria and to identify and monitor risks to be addressed, created by or that impact project objectives in a Project risk register with oversight by the Project Steering Committee (or equivalent alternative).

7. DESIGNATED OFFICER

The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Director, Risk Management.

8. POLICY REVIEW AND AMENDMENT

This policy and associated procedure will be reviewed on a regular basis and amended as required in accordance with Policy B.102 Policy Development and Management.

9. ASSOCIATED GUIDANCE

B.214 External and Internal Audit Policy
OP.402 Health and Safety
E.404 Crisis and Emergency Management
Capilano University Risk Framework
Capilano University Risk Criteria

10. REFERENCES AND PROFESSIONAL STANDARDS

ISO 31000 Risk Management - Guidelines
Risk Management Guideline for the BC Public Sector



BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.3: B.700 Privacy and Access to Information Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Jacquetta Goy, Director Risk Management	

PURPOSE

The purpose of this report is to provide the Board of Governors with the background information on B.700 Privacy and Access to Information to support the approval of this new policy. This report was received by the Audit and Risk Management Committee at their February 8, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve B.700 Privacy and Access to Information Policy as presented.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve B.700 Privacy and Access to Information Policy as presented.

BACKGROUND

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.700 Privacy and Access to Information		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input checked="" type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	
		Revised Date:	
		Next Review Date:	
Procedure # and Name:	B.700.1 Personal Information Incident Management Procedure B.700.2 Right to Request Correction Procedure		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director of Risk Management		



Rationale for creation or review

B.700 Privacy and Access to Information is a new policy created to ensure that the University complies with the requirements of the Freedom of Information and Protection of Privacy Act (FIPPA) by setting out roles and responsibilities and providing direction on:

- the management of personal information in the University's custody and control;
- individuals' rights to access their own personal information and
- the public right to access general information (Freedom of Information requests)

The policy is supported by two procedures setting out how the University responds to personal information incidents (also known as privacy breaches) and manages requests to correct personal information. Guidance for employees and a guide on completing Privacy Impact Assessments have been prepared to support this policy.

The need for this policy and associated procedures, guidance and training was highlighted by an internal audit report in Spring 2021.

Consultation

The policy and procedures were developed with the assistance of a specialist Privacy & Information Management consultant. A working group was established to review and amend the documents prior to consideration by the SLC Policy Subcommittee. Group members included representatives from Safety and Emergency Services, Student Success, People, Culture & Diversity, IT Services, and the Registrar's office. The policy and procedures were also reviewed by the Senate Bylaw, Policy, and Procedure Committee. No comments were received during Community feedback and no amendments were requested by SLC. Legal review was completed with some minor changes recommended and implemented.

Review and approval process timelines

The review and approval processes for this policy are summarized in the table below:


Date	Committee	Purpose
November 29, 2022	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
December 2, 2022	Capilano University Community – posted on Frontlines	For community feedback
December 14, 2022	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
February 9, 2023	Audit and Risk Management Committee	Review, request amendments if required or recommend for Board approval
February 28, 2023	Board	Final approval

Plan for associated training or awareness raising

An online course and supporting guidance for employees has been prepared and will be launched when the policy has been approved. Further guidance will be provided on the external and Frontline websites with dedicated Privacy and Access to Information pages created.

**Attachment:**

#	Name
1	B.700 Privacy and Access to Information Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.700	Vice President, Finance & Administration		
Policy Name			
Privacy and Access to Information			
Approved by	Replaces	Category	Next Review
Board	New		
Date Issued	Date Revised	Related Policies and Procedures	
TBD		OP.604 Acceptable Use and Security of IT E.210 Surveillance Policy OP.606 Student Records Management and Access E.301 Development and Alumni Relations – Data Management B.700.1 Personal Information Incident Management Procedure B.700.2 Right to Request Correction Procedure	

1 PURPOSE

- 1.1 To put in place reasonable and required measures to safeguard personal information in the custody or control of Capilano University “the University” in compliance with the *Freedom of Information and Protection of Privacy Act* (FIPPA). This will give Employees and Students the confidence that their personal information will be handled and protected appropriately by the University. In the event of any conflict between this policy and FIPPA or other applicable law, the legislation will govern.
- 1.2 This policy describes how the University will:
- a. protect the personal information of Students, employees, volunteers, donors, alumni and other people who interact with the University “Individuals” in the University’s custody or control;
 - b. enable Individuals to access and make corrections to their personal information; and
 - c. provide the public with the right of access to general information in its custody or under its control.

2 DEFINITIONS

Confidential Information is information that becomes available to an employee as a result of their employment and is not otherwise generally available. Confidential information includes business, proprietary, technical, operational, financial, and legal, as well as personal information relating to employees or Students.

Contact Information means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email or business fax number of the individual.

Control (of a record) means the power or authority to manage the record throughout its life cycle, including restricting, regulating, and administering its use or disclosure.

Custody (of a record) means having physical possession of a record, even though the public body does not necessarily have responsibility for the record.

Disclosure means making personal information available to a third party.

Employee means any person employed by the University.

Freedom of Information request or **FOI request** are public requests for access to information in University records, which may contain personal or confidential information.

General Information is recorded information that is not personal information.

Personal Information means recorded information about an identifiable individual other than business contact information.

Personal Information Incident means an incident as defined in the Personal Information Incident Management Procedure.

Records include books, documents, maps, drawings, photographs, audio or video recordings, letters, papers, and any other thing on which information is recorded or stored by graphic, electronic, mechanical or any other means, but does not include a computer program or any other mechanism that produces records. Records include email and information stored electronically. Records created and received by University officers and employees in the course of their duties on behalf of the University belong to the University and are subject to FIPPA.

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

Student Records means recorded information that is personally identifiable or traceable to the student. Student records include, but are not limited to:

- a. academic records;
- b. registration status;
- c. awards and distinctions; and
- d. programs of study.

Third party means a person, group of persons, or an organization other than the individual the information is about. An employee of the University, acting in their official capacity, is not considered a third party.

3 SCOPE

3.1 This policy applies to:

- a. Personal Information in the custody or under the control of the University; and
- b. to all University Employees, volunteers, service providers and their subcontractors (e.g., persons or corporate entities retained under a contract to perform services for the University)

3.2 This policy does not impose any limits on the collection, use or disclosure of the following information:

- a. business contact information;
- b. information collected, used, or disclosed for journalistic, literary, or artistic activities; and
- c. aggregate information that cannot be associated with an identifiable person.

4 POLICY STATEMENT

- 4.1 All public bodies are required to collect, use, disclose, retain, and protect Personal Information in a lawful and appropriate manner. The University manages Personal Information in accordance with its obligations under FIPPA, the *University Act*, collective agreements, contracts, other applicable University policies and procedures and other applicable law.
- 4.2 When the University engages in extra territorial activities, compliance with international privacy regulations such as the California Consumer Privacy Act (CCPA) or the General Data Protection Regulation (GDPR) will be taken into consideration, to the extent of applicability.
- 4.3 The University collects, uses, discloses, and maintains Personal Information for the purposes of admission, registration, instruction, Student care and support, research, alumni relations, and other activities related to the management of a BC post-secondary institution pursuant to the *University Act* and FIPPA.
- 4.4 Over the course of their duties, Employees may have access to and are entrusted with Confidential and Personal Information. Employees are responsible for maintaining the complete confidentiality of all University and third-party Confidential and Personal Information and must not disclose it to anyone inside or outside the University except as permitted or required by law.

- 4.5 Only those Employees of the University who require access while performing their official University duties are granted access to Personal Information about Individuals who interact with the University. Access to Personal Information will be granted on a need-to-know basis, which must be consistent with the original purpose for collection. University Employees will be asked to sign a Confidentiality and Release of Information Agreement upon joining the University.

5 ROLES AND RESPONSIBILITIES

- 5.1 The Vice President Finance and Administration (VP) is responsible for:

- a. implementing, administering and ensuring compliance with this policy and any related procedures that together comprise the University's privacy management program; and
- b. appointing a Privacy Officer to co-ordinate privacy and access functions and be the point of contact for privacy related matters.

- 5.2 The Privacy Officer is responsible for:

- a. providing privacy advice and training and awareness raising activities;
- b. providing ongoing assessment of privacy risks including facilitating Privacy Impact Assessments;
- c. making sure mechanisms to inform service providers of their privacy obligations are in place;
- d. coordinating investigations and responses to Personal Information Incidents;
- e. responding to privacy complaints and investigating concerns about privacy issues; and
- f. developing and monitoring the privacy management program.

- 5.2 Senior Leaders and Administrators are responsible for making sure that their faculties or departments:

- a. collect only those items of personal information that are necessary to fulfill legitimate University operations;
- b. obtain explicit and specific consent when personal information is collected unless expressly required or authorized by applicable law;
- c. put in place reasonable security arrangements around personal information under their area of control (for example the use of locked filing cabinets, orientation of screens etc.);
- d. direct Employees for whom they are responsible to this policy and any training or awareness materials provided, so that they are aware of and understand their responsibilities under this policy and seek advice when they are not certain of their obligations;
- e. inform all Students acting in designated roles within university processes (for example on hiring committees, Student appeals processes) or volunteers who may have access to personal information in their voluntary role that support the areas work of their privacy responsibilities;
- f. confirm that contracts or agreements for which they are responsible include a Privacy Protection Schedule;

- g. initiate Privacy Impact Assessments prior to undertaking new systems, projects, programs or activities that involve the collection, use or Disclosure of Personal Information;
- h. report any Personal Information Incidents (privacy breaches) to the Privacy Officer;
- i. implement the recommendations of the Privacy Officer following a Privacy Impact Assessment or resulting from the investigation of a Personal Information Incident or complaint; and
- j. provide records to the Privacy Officer as requested within agreed deadlines to fulfil Freedom of Information requests.

5.3 Employees are responsible for:

- a. Handling all Personal Information to which they receive access in accordance with the Act and this policy;
- b. Accessing Personal Information only as necessary for the performance of their duties; and
- c. Reporting any suspected or actual Personal Information Incidents to their supervisor, manager, chair/coordinator, or administrator or directly to the Privacy Officer in accordance with the University's Personal Information Incident Management Procedure.

5.4 Third Party Service Providers

The University will require Third Party service providers whose work on behalf of the University involves the collection, use or Disclosure of Personal Information to sign and abide by the Privacy Protection Schedule in the handling of Personal Information on behalf of the University, and may require confidentiality agreements to be signed.

6 PROTECTION OF PERSONAL INFORMATION

6.1 COLLECTION

6.1.1 The University collects Personal Information from Students, Employees, volunteers, alumni, donors, or other individuals for the following purposes:

- a. in order to fulfill its mandate under the *University Act*
- b. for University programs and activities, including information necessary to:
 - i. establish and maintain responsible relations with Students, donors, and alumni, and to provide ongoing service
 - ii. understand Students' needs
 - iii. manage and develop University operations, including personnel and employment matters
- c. to meet legal or regulatory requirements

6.1.2 The University will collect Personal Information directly from the individual the information is about, but may collect Personal Information indirectly in limited situations for the purpose of:

- a. determining suitability for an honour or award (eg a scholarship, prize or bursary);

- b. a proceeding before a court or a judicial or quasi-judicial tribunal;
- c. collecting a debt or fine or making a payment;
- d. law enforcement;
- e. any other purposes permitted by law; or
- f. if authorized by the individual.

- 6.1.3 The University will provide notice to the individual of the purposes to which it collect, uses or shares the Personal Information, except where otherwise authorized or required by applicable law.
- 6.1.4 Where Personal Information is collected, used or disclosed in order to provide services this will be explicitly stated as a condition of service. Where additional information is collected, used, or disclosed an opt in or opt out choice will be given.

6.2 USE

- 6.2.1 The University uses the Personal Information in its Custody or under its Control only:
 - a. for the purpose for which that information was collected or for a use consistent with that purpose;
 - b. with notice to and consent of the individual the Personal Information is about; or
 - c. for other purposes permitted or required by applicable laws.
- 6.2.2 Personal Information at the University is shared internally on a need-to-know basis. Employees must only access and use Personal Information necessary for the performance of their duties. Employee access to and use of Student Records is also subject to policy OP.606 Student Record Access and Management.
- 6.2.3 The University is subject to Canada's Anti-Spam Legislation (CASL), which places restrictions on sending unsolicited electronic messages that are "commercial" in nature. Any University departments that engage in marketing will put in place procedures to govern their activities accordingly, including:
 - a. collection of express consent;
 - b. approval of message scripts;
 - c. making sure that unsubscribe requests are actioned in a timely manner;
 - d. monitoring and complaints mechanisms; and
 - e. training for team members.

6.3 DISCLOSURE

- 6.3.1 The University treats Personal Information in its Custody and under its Control with a high degree of confidentiality. The University will not disclose Personal Information about Students or Employees to any Third Party unless it is otherwise provided for under applicable law or with the express consent of the individual.

Disclosure of the following information without consent is generally permitted, however Employees who have questions should seek guidance from the Privacy Officer:

- a. Information about an individual's position, function or remuneration as an Employee of the University as permitted under FIPPA;
- b. Names of individuals who have received degrees, the names of degrees those individuals have received and the years in which the degrees were awarded;
- c. Personal Information about a Student in an emergency or where the Registrar and/or the Vice-President Academic & Provost determine that compelling circumstances exist that affect anyone's health or safety; and
- d. Personal Information about an individual other than a Student in an emergency or where the Vice-President Finance and Administration determines that compelling circumstances exist that affect anyone's health or safety.

6.4 ACCURACY OF FACTUAL INFORMATION

- 6.4.1 The University will make every reasonable effort to ensure that the Personal Information in its custody or under its control is as accurate and complete as is necessary for the purpose for which it was collected.
- 6.4.2 In accordance with the Right to Request Correction Procedure, the University will correct or annotate the personal information of an individual upon request in accordance with FIPPA.

6.5 PROTECTION AND SAFEGUARDS

- 6.5.1 The University will make reasonable security arrangements to prevent the risk of unauthorized collection, access, use, disclosure, or disposal of Personal Information.
- 6.5.2 The University will ensure that protection of Personal Information is a core consideration in planning, implementing and maintaining new and revising existing systems, projects, programs or activities by completing Privacy Impact Assessments.

6.6 RETENTION AND DISPOSITION

- 6.6.1 The University will retain Personal Information only if it remains necessary or relevant for the identified purposes, as required by University policies, or as required by applicable law. Depending on the circumstances, where Personal Information has been used to make a decision about an individual, the University will retain, for at least one year or a period of time that is reasonably sufficient to allow for access by the individual, either the actual information or the rationale for making the decision.
- 6.6.2 Destruction of records containing Personal Information will occur in accordance with University policies and procedures.

7 ACCESS TO INFORMATION

- 7.1 The University supports the public's right of access to General Information and the individual's right of access to Personal Information about themselves in accordance with FIPPA.

- 7.2 Individuals have the right of access to records containing their own Personal Information. The University will put in place self-serve mechanisms where possible to enable Individuals to access their own Personal Information. Access fees will not be charged to Students or employees to access personal information with the exception of copies of transcripts.
- 7.3 The following types of information records can be requested informally through routine channels:
- a. A record that does not contain personal information about a Third Party and that only contains personal information about the individual making the request (such as a Student requesting copy of their own transcript); and
 - b. Personal Information released to a Third Party with a signed and dated consent form from the individual to whom the information relates naming the individual who may be given access if there is no other third-party information included.
- 7.4 Other information may be requested through the use of a Freedom of Information Request. FOI requests are processed by the Privacy Officer and subject to Disclosure limitations under FIPPA. Information excepted from Disclosure under sections 12 to 22 of FIPPA will be redacted. Fees may be charged for copying and if the time spent locating and retrieving records exceeds three hours an additional hourly fee may be charged in line with Schedule 1 of the FIPPA Regulation.
- 7.5 Access to Student Records is subject to policy [OP.606 Student Records Management and Access](#).

8 CHALLENGING COMPLIANCE

- 8.1 Individuals have the right to complain to the University and/or to the Office of the Information and Privacy Commissioner if they believe their privacy has been breached.
- 8.2 The University promotes a culture that values complaints and their effective resolution and encourages Employees to be alert to complaints and resolve them promptly.
- 8.3 Privacy related complaints that cannot be resolved informally should be referred to the Privacy Officer to manage.

9 REPORTING

- 9.1 All University Employees have a duty to report Personal Information Incidents to their supervisor or manager in accordance with the Personal Information Incident Management Procedure.
- 9.2 The Privacy Officer will:
- a. report on overall compliance with FIPPA and the University's privacy management program including this policy and associated procedures;
 - b. report on all Personal Information Incident Management investigations;

- c. provide regular reports to the Vice President, Finance and Administration about complaints relating to the management of Personal Information (both to the University and about the University), and on issues arising from privacy complaint handling work; and
- d. Recommend changes in practice identified as needed through investigations of Personal Information Incidents and privacy related complaints, and follow up to make sure agreed improvements are made.

10 DESIGNATED OFFICER

The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the designated Privacy Officer.

11 ASSOCIATED GUIDANCE

Privacy Guidelines for Employees
Privacy Impact Assessment Guide
Confidentiality and Release of Information Agreement

12 REFERENCES AND PROFESSIONAL STANDARDS

[Freedom of Information and Protection of Privacy Act](#)
[Freedom of Information and Protection of Privacy Regulations](#)
[Government of British Columbia Guide to Good Privacy Practices](#)
[Office of the Information and Privacy Commissioner for British Columbia](#)



BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.4: B.214 External and Internal Audit Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Jacquetta Goy, Director Risk Management	

PURPOSE

The purpose of this report is to provide the Board of Governors with the background information on B.214 External and Internal Audit Policy to support renewal of the policy. This report was received by the Audit and Risk Management Committee at their February 8, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve renewal of B.214 External and Internal Audit Policy as presented.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve renewal of B.214 External and Internal Audit Policy as presented.

BACKGROUND:

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.214 External and Internal Audit Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input checked="" type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	November 26, 2019
		Revised Date:	n/a
		Next Review Date:	February 2028
Procedure # and Name:	n/a		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director of Risk Management		



Rationale for creation or review

B.214 External and Internal Audit Policy was a new policy created in 2019 to provide direction for External and Internal Audit activities.

As per the university's processes, all new policies are reviewed after three years and so this policy is due for scheduled review. The policy has been updated to reflect the creation of the Audit and Risk Committee of the Board and the new Director of Risk Management role with responsibility for both risk management and internal audit and to reflect that the University does not have an internal audit team in house and instead commissions internal audit services from third party providers with the required skills and expertise.

Consultation

B.214 External and Internal Audit Policy was updated by the Director of Risk Management in consultation with the VP Finance and Administration. The policy applies mainly to the risk and finance functions with limited impact on the wider University community. Broad consultation across the University Community was determined not to be required. No comments were received during Community feedback and no amendments requested by SLC. Legal review was determined not to be required.

Review and approval process timelines

The review and approval processes for this policy are summarized in the table below:


Date	Committee	Purpose
November 29, 2022	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
December 9, 2022	Capilano University Community – posted on Frontlines	For community feedback
December 14, 2022	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
February 9, 2023	Audit and Risk Management Committee	Review, request amendments if required or recommend for Board approval
February 28 th , 2023	Board	Final approval

Plan for associated training or awareness raising

Training was not determined to be necessary for this policy update. Awareness of the role of internal audit will be raised as part of implementing the new approach to risk management across the University.

Attachment:

#	Name
1	B.214 External and Internal Audit Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.214	Vice-President, Finance and Administration		
Policy Name			
External and Internal Audit Policy			
Approved by	Replaces	Category	Next Review
Board	New		
Date Issued	Date Revised	Related Policies, Reference	
November 26, 2019		<i>University Act, RSBC 1996, c 468</i> <i>Auditor General Act, SBC 2006, c 2</i> <i>Finance and Audit Committee Terms of Reference</i> <i>Generally Accepted Accounting Principles</i> <i>Generally Accepted Auditing Standards</i> <i>Institute of Internal Auditors</i> <i>Information Systems and Controls Association</i> <i>B.312 Risk Management Policy</i>	

Commented [JG1]: References already listed at the end of the policy.

Commented [JG2]: Add here only if the Risk Policy is presented for approval at the same Audit and Risk Committee Meeting.

Commented [JG3R2]: Risk Policy will be reviewed alongside External and Internal Audit Policy

1. PURPOSE

The purpose of this policy is to establish the framework for external and internal audit services for Capilano University and the Capilano University Foundation (collectively referred to as the “University”).

2. DEFINITIONS

“**External audit services**” services intended to formulate an independent opinion as to whether the University’s financial statements prepared by management are accurate and complete, prepared in accordance with *Generally Accepted Accounting Principles* (“GAAP”) and present fairly the University’s financial position and results of its financial operations.

“**External auditor**” an independent, objective, third-party individual or organization that performs external audit services for the University.

“**Internal audit services**” independent and objective services intended to evaluate risks and internal controls, check the accuracy of financial records, assess the means of safeguarding assets, evaluate operational efficiency and performance and review compliance with laws, regulations, policies and procedures.

“Internal auditor(s)” University staff or independent contractors who perform internal audit services for the University. ~~The internal audit leader is the senior University employee or contractor’s representative having responsibility for providing such services.~~

Commented [JG4]: Removed as not relevant to the definition of internal audit services.

3. SCOPE

This policy applies to employees of the University involved in engagement of internal and external audit services, ~~to all members of the academic and administrative departments to be audited~~ and to the external and internal auditors for the University.

4. POLICY STATEMENT

Audit and Risk Committee

4.1 ~~The University will establish an Audit and Risk Committee (the “ARC”) to assist the Board in fulfilling its obligations and oversight responsibilities related to the internal and external audit processes, financial reporting, risk management and the system of internal controls regarding financial reporting, accounting compliance and the prevention and detection of fraud.~~

Commented [JG5]: Previous policy did not include anything general on the role of the Committee of the Board (previously Audit and Finance). This statement is taken verbatim from ARC Terms of Reference. Note all future references to FAC have been changed to ARC

4.4.2 ~~The ARC will oversee the review of Board policies on audit matters and make recommendations for approving, updating, or rescinding such policies to the Board for approval.~~

Commented [JG6]: Taken from the Audit and Risk Committee ToR and edited to refer only to audit.

External audit services

4.24.3 The University will:

- a) Engage, ~~using a competitive process,~~ an external auditor to audit its financial statements, books and records for each fiscal year and to prepare an external auditor’s report in respect thereof in accordance with GAAP;
- b) assist the external auditor in the performance of the external audit as required and ensure that accounting records, ~~and~~ supporting documents ~~and personnel as requested~~ are available; and
- c) provide the financial statements and the external auditor’s report to the ministry responsible for post-secondary education in British Columbia, no later than six months after the end of each fiscal year.

4.34.4 In accordance with section 33 of the *University Act*, unless the Auditor General is appointed in accordance with the *Auditor General Act*, the Board will appoint an external auditor to audit the accounts of the University each year.

4.44.5 If the Auditor General is not appointed as the external auditor,

- a) external audit services will be procured in accordance with the University’s procurement and contracting policies; and
- b) the appointment of the external auditor will be recommended by the ~~Finance and Audit Committee (“FACARC”)~~ and approved by the Board.

4.54.6 If the external auditor is not appointed in accordance with the *Auditor General Act*, when the external auditor is appointed and each year thereafter, the ~~FACARC~~ will review and evaluate the reasonableness of the external auditor’s assertions of independence. When evaluating such independence, the ~~FACARC~~ will

- a) ensure that the external auditor confirms its independence in writing as defined by the rules of professional conduct or independence standards established by the external auditor's professional association; and
- b) review, assess and/or confirm assertions by the external auditor that it
 - i) maintains quality controls providing reasonable assurance that its independence is not impaired;
 - ii) adheres to a rotation policy for the lead engagement partner ~~of no more than five years; and~~
 - iii) does not involve individuals in the external audit who were employed in a managerial capacity at the University during the period covered by the external auditor's report.

Commented [JG7]: Removed as rotation of lead engagement partner is not a requirement in Canada

~~4.64.7~~ The ~~FACARC is responsible for~~ will review the planning and results of external audit activities and the ongoing relationship with the external auditor, including:

- a) reviewing and recommending that the Board approve the annual audit plan, ~~audit fees and the external audit engagement letter with the external auditor;~~
- b) reviewing and advising the Board with respect to the planning, conduct and reporting of the annual audit ~~and recommending to the Board the approval of the annual audited financial statements;~~
- ~~b)c) meeting with the external auditor to discuss the annual financial statements and auditor's report, including the appropriateness of accounting policies and estimates and~~
- ~~d) making recommendations to the Board regarding the external auditor's report and management letter- and~~
- ~~e) assessing the performance, independence and consideration of the annual appointment (where applicable) of the external auditors for recommendation to the Board;~~

Commented [JG8]: Changes in this section align with new Audit and Risk Committee ToR. Meeting related points have been placed together and moved to the new section, 4.8

4.8 The external auditor will meet with the ARC, with at least one meeting annually held without management present, to:

- a) review and discuss the external audit plan; and
- b) review and discuss the audited annual financial statements and auditor's report, including the appropriateness of accounting policies and estimates.

Commented [JG9]: All ARC/ external auditor meeting related points moved together from 4.7 above, and aligned with the new ARC ToR

4.74.9 The external auditor may be engaged to provide other services ("non-audit services") only if threats to its independence arising from performing such services, whether actual or perceived, are either insignificant or can be mitigated to acceptable levels by the application of appropriate safeguards. The provision of non-audit services must be reviewed and recommended by the ~~FACARC~~ and approved by the Board.

4.84.10 The following types of non-audit services are incompatible with the independence of the external auditor and must be avoided unless the outcome as of such services will not be subject to audit procedures during the annual external audit

- a) managerial functions and/or making management decisions;
- b) preparing financial statements;
- c) accounting, bookkeeping, valuation and actuarial services,
- d) internal audit services;
- e) hardware/software design and implementation services,
- f) human resource services;

- g) expert services relating to legal proceedings or investigations; and
- h) services relating to the custody of financial assets.

4.94.11 The Vice-President, Finance and Administration will provide an annual report to the FACARC each year, identifying any non-audit services that have been performed by the external auditor.

4.104.12 Any individual who provides external audit services to the University may not be hired by the University in a senior financial or management capacity within a 24-month period following the period covered by the last external audit in which the individual participated.

Internal audit services

4.13 The Vice-President, Finance and Administration will oversee the internal audit program and ensure that appropriate action is taken to address internal audit recommendations.

4.14 The Director of Risk Management is authorized to manage the internal audit program including coordinating and overseeing internal audit activities.

4.15 Internal audit services will be provided by suitably qualified third-party internal audit service providers who have been selected in accordance with the University's procurement and contracting policies and approved by the ARC.

4.14.16 If the Director of Risk Management has direct responsibility or authority over the University activities to be audited, special arrangements to oversee the audit of that area will be put in place in order to avoid potential conflicts of interest.

4.124.17 The FACARC is responsible for

- a) reviewing and recommending that the Board approve the annual internal audit plan;
- b) reviewing and approving the budget for delivery of the audit plan.
- c) reviewing and recommending that the Board approve the appointment of any third-party internal audit service providers, and overseeing internal audit services and the relationship with the internal auditor; and
- d) reviewing internal audit reports and making recommendations to the Board regarding such audits;

4.18 The ARC will review and advise the Board of any proposed changes to the responsibilities and organizational reporting relationships relating to the provision of internal audit services at the University.

4.19 The Director of Risk Management is responsible for

- a) The internal audit leader will report to the chair of the FAC with respect to their responsibilities for internal auditing; and the Vice-President, Finance and Administration with respect to administrative requirements.
- The internal audit leader is authorized to direct a broad, comprehensive program of internal auditing within the University in accordance with an internal audit plan approved each year by the FAC.
- The internal audit leader is responsible for

Commented [JG10]: Added to reflect the creation of the new role of Director of Risk Management with responsibility for Internal Audit. All subsequent references to the internal audit leader changed to Director of Risk Management.

Commented [JG11]: Amended to reflect that the University will continue to contract out individual internal audit engagements and will not be establishing an in house internal audit team.

Commented [JG12]: To ensure unbiased reports

Commented [JG13]: Removed as Director of Risk Management will oversee internal audit engagements with third parties.

Commented [JG14]: Deleted as only applicable to in house internal audit services

Commented [JG15]: Updated to reflect that the Director Risk Management reports to the VP Finance and Administration.

Commented [JG16]: Covered in more detail below

- a) ~~developing, in consultation with management and FACARC and for approval by the Board, a flexible annual internal audit plan using appropriate risk-based methodologies, for review and recommendation by the FAC and approval by the Board~~ focused on
 - i. areas of higher risk;
 - ii. areas where there is uncertainty or disagreement about the level of risk or
 - iii. where it is considered that the strength of internal controls may not be commensurate with the level of risk~~for review and recommendation by the FAC and approval by the Board;~~
- b) implementing the Board approved internal audit plan;
- c) ~~confirming that ensuring that~~ internal audit service providers and the individual internal auditors selected for each engagement ~~ers~~ have the appropriate knowledge, skills, experience and relevant professional certifications;
- d) ~~maintaining quality assurance and improvement program regarding internal audit services;~~
- e) ~~making sure that preparing~~ detailed internal audit reports are produced in a timely basis at the completion of each engagement for distribution to relevant University ~~employees~~ staff members, the Vice-President Finance and Administration and the FACARC;
- f) ~~issuing~~ semi-annual reports summarizing the results of internal audit services to the Vice-President, Finance and Administration and ~~FACARC;~~
- g) ~~following-up on identified risk exposures, control, performance and governance issues and remedial actions to be implemented by the University in response to audit findings;~~
- h) ~~attending and participating in FACARC meetings at the invitation of the FACARC;~~
- i) ~~keeping the University and the FACARC informed of emerging trends and successful practices in internal auditing; and~~
- j) ~~supporting~~ raising the external audit process by providing information with on internal audit and risk management processes and reports ~~the as requested external auditor as appropriate to provide more efficient audit coverage and better understanding of risks;~~ and
- b) ~~arranging for an external assessment by a qualified external independent reviewer of the internal audit function once every five years.~~

Commented [JG17]: Removed as only relevant for in house internal audit teams

Commented [JG18]: Amended to be more specific

Commented [JG19]: Removed as only relevant for in house internal audit teams

4.20 University Administrators ~~staff~~ are responsible for

- a) providing internal auditors with free and unrestricted access to personnel, physical property, records and any other documentation they request while conducting audits. Information obtained in the course of an internal audit will be used strictly for internal audit purposes as outlined in this Policy;
- b) responding to internal audit reports and developing appropriate action plans to address audit recommendations. Responses to internal audit recommendations will include a timetable for implementing corrective action or explanations for recommended actions that will not be implemented; and
- c) reporting to the Director of Risk Management in a timely and complete manner on the progress of the agreed corrective actions;

Commented [JG20]: All responsibilities moved into one section and aligned with role of Director of Risk Management

3.2 ~~will respond to internal audit observations on a timely basis. Furthermore, the Vice-President, Finance and Administration will ensure that appropriate action is taken to address internal audit recommendations. Responses to internal audit recommendations will include a timetable for implementing corrective action or explanations for recommended actions that will not be implemented.~~

Commented [JG21]: Covered above with the VP Finance and Administration oversight captured in 4.13

4.134.21 Internal audit services encompass all elements of the University that support the achievement of its strategies, goals and plans, including its resources, systems, processes, programs, organization structure, staff, relationships with third parties and culture. However, internal audit services exclude the evaluation of education and instructional programs and courses provided by the University.

4.144.22 Internal audit services include examining, evaluating and/or monitoring

- a) the effectiveness of governance, planning and risk management processes;
- b) the effectiveness of internal controls encompassing governance, finance, operations and related systems;
- c) the quality, efficiency and effectiveness of activities, processes, programs, policies systems and human resources;
- d) processes used to measure and ensure compliance with plans, policies, laws and regulations;
- e) programs and/or activities confirming that results/outcomes are accurate and consistent with goals and objectives;
- f) significant risk exposures and internal control issues, including fraud risks; and
- g) specific activities or investigations requested by the Vice-President, Finance and Administration or FACARC.

4.154.23 Internal auditors must

- a) comply with professional standards established by the *Institute of Internal Auditors*, the *Information Systems and Controls Association* and other professional organizations as appropriate;
- b) possess appropriate knowledge, skills and technical proficiency essential to the performance of internal audit services;
- c) maintain technical competence through a program of continuing education;
- d) exercise due professional care when performing internal audit services;
- e) exhibit the highest standards of objectivity in gathering and evaluating information;
- f) maintain an appropriate degree of independence and not be unduly influenced by their own interests or those of others; and
- g) comply with the requirements for confidentiality as prescribed by professional standards, the University's policies and any contractual provisions.

~~4.23 Internal auditors must have no existing or prior managerial responsibility or authority over any activities, programs, systems, procedures, records or events that are selected for audit.~~

~~4.24 Internal auditors will not implement internal controls, develop procedures, install systems, prepare records or engage in any other activity with the University that may impair their independence or judgment when providing internal audit services.~~

~~Internal audit services will be conducted independently and free of influence from University staff. The internal audit leader will confirm their independence on an annual basis to the FAC.~~

~~4.25 The FAC will review and advise the Board of any proposed changes to the responsibilities and organizational reporting relationships relating to the provision of internal audit services at the University.~~

~~4.26 University staff will provide internal auditors with full, free and unrestricted access to all University activities, programs, policies, procedures, records, property, systems and staff.~~

Commented [JG22]: Removed and replaced with 4.17 (Director of Risk Management conflict of interest clause) as internal audit services will be provided by third parties so will by default be independent of the University and have no role in responding to audit findings.

Commented [JG23]: Moved to ARC responsibilities section (4.17)

~~University staff will assist internal auditors in fulfilling their responsibilities subject to the approval of the Vice President, Finance and Administration.~~

Commented [JG24]: Moved to Administrators responsibility section (4.15)

5. DESIGNATED OFFICER

~~The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Directors of Risk Management (for internal audit) and Director Financial Services (for external audit).~~

Commented [JG25]: This is a new section which was added to the policy template since the last version of this policy and clarifies both VP and Director responsibilities for policy oversight and implementation.

5-6. RELATED REFERENCES

University Act, RSBC 1996, c 468
Auditor General Act, SBC 2006, c 2
Finance and Audit Committee Terms of Reference
Generally Accepted Accounting Principles
Generally Accepted Auditing Standards
Institute of Internal Auditors
Information Systems and Controls Association



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: B.511 Discrimination, Bullying and Harassment Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with the information necessary to consider amendments to B.511 Discrimination, Bullying and Harassment Policy. This report was presented to the Executive and Human Resources Committee at their February 10, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve the changes to B.511 as presented.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the changes to B.511 Discrimination, Bullying and Harassment Policy as presented.


BACKGROUND

This Policy was last updated in 2018, with an annual review completed in 2021.

This Policy is required by Occupational Health and Safety law and regulation.

DISCUSSION

Amendments to the Policy and Procedure are a result of a review by legal counsel. We do not consider these changes to be substantive, rather they either provide clarity or align with legal requirements or good practice.

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.511	President Vice-President, People, Culture & Diversity		
Policy Name			
Discrimination, Bullying and Harassment Policy			
Approved by	Replaces	Category	Next Review
Board of Governors	E.501	A	February, 2024
Date Issued	Date Revised	Related Policies and Procedures	
June 19, 2018	NEW February, 2023	B.101 Vision, Values, Mission, Goals and Strategic Directions B.511.1 Discrimination, Bullying and Harassment Procedure B.401 Sexual Violence and Misconduct B.701 Student Code of Conduct B.506 Standards of Conduct B.512 Human Rights, Diversity, Inclusion, and Equity S2003-01 Academic Freedom Respectful Learning and Working Environment Statement	
Section 15 Annual Review Completed: March 9, 2021 February 2023			

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1. PURPOSE

1.1. UNIVERSITY COMMITMENT

Among Capilano University's values are diversity, the individuality of learners, open engagement with ideas and respectful engagement with each other, personal accountability for integrity and success, and transparency and an ethic of fairness. The University is committed to providing a respectful learning and working environment that allows for full and free participation of all members of the University community. Discrimination, Bullying and/or Harassment undermine these objectives and violate the fundamental rights, personal dignity and integrity of individuals or groups of individuals. Discrimination, Bullying and/or Harassment are serious offences and are not tolerated by the University, and may be cause for disciplinary sanctions including, where appropriate, suspension, dismissal or expulsion.

The University abides by the B.C. *Human Rights Code* and the B.C. *Workers Compensation Act*. The Discrimination, Bullying and Harassment Policy (the "policy") is intended to prevent discrimination, bullying and/or harassment and to provide procedures for reporting, investigating and resolving incidents and complaints where this behaviour occurs, including Discrimination-Based Harassment, Sexual Harassment, and workplace-Personal Bullying and Harassment.

1.2. ACADEMIC FREEDOM

This policy is not intended to infringe upon the ability of instructors and students to engage in academic discussion. In exercising academic freedom, members of the University community must conduct their behavior in a responsible manner that respects the rights of other members of the University community.

2. DEFINITIONS

“Balance of probabilities” means the standard of proof used to determine findings of fact, requiring the evidence shows that the discrimination, bullying and/or harassment that is the subject of the formal complaint is more likely than not to have occurred.

“Complainant” means ~~the person or persons a Member of the University community Community,~~ who has filed a formal complaint under this policy and its associated procedure.

“Confidential Information” means all information, oral or written, created, gathered, received or compiled through the course of a complaint under this policy and associated procedure.

“Discrimination” is any form of adverse treatment or omission of a person or group, whether intentional or not, on the basis of one or more of the prohibited grounds under the *B.C. Human Rights Code* and for which there is no *bona fide* and reasonable justification. Discrimination has the effect or purpose of unreasonably interfering with that person’s or group’s access to the opportunities, benefits and advantages available to other members of society.

~~“Discrimination-Based Harassment” is a form of discrimination Personal Harassment and Bullying which is connected to based on a Prohibited Ground, and that adversely affects the recipient on one or more of the prohibited grounds under the B.C. Human Rights Code, including includes sexual harassment.
Discrimination-based harassment is behaviour or the effect of behaviour, whether direct or indirect, which meets one of the following conditions:~~

~~Is abusive or demeaning;
Would be viewed by a reasonable person experiencing the behavior or effect of the behavior, as an interference with their participation in a University related activity;
Creates an intimidating, humiliating or hostile environment.~~

“Employee” means any person employed by the University.

“Harassment” where it appears in this policy refers to behavior that satisfies any one or more of the following as defined in section 2:

- a) “Personal ~~H~~harassment and ~~B~~bullying”
- b) “Discrimination-~~B~~based ~~H~~harassment”
- c) “Sexual ~~H~~harassment”

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

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“Personal Harassment and Bullying” ~~is objectionable and unwanted behaviour that is verbally or physically abusive, vexatious or hostile, that is without reasonable justification, and that creates an intimidating or humiliating environment for learning or working.~~ is conduct which the Respondent knew, or reasonably ought to have known, would cause a Member of the University Community to be humiliated or intimidated. Personal harassment and bullying need not be based on one of the B.C. Human Rights Code’s prohibited grounds. This conduct usually involves a course of conduct but a single incident may be sufficient to be considered personal harassment and bullying when the conduct is of a very serious nature.

Examples of Personal Harassment and Bullying may include but are not limited to the following behaviours:

- a) verbal aggression or ~~yelling~~insults;
- b) persistent demeaning or intimidating comments, gestures or conduct;
- c) threats to a person’s employment or educational status, person, or property;
- d) persistent comments or conduct, including ostracism or exclusion of a person, that undermine an individual’s self-esteem so as to compromise their ability to achieve work or study goals;
- ~~e) unwarranted and excessive supervision or criticism of an individual;~~
- ~~f)~~ abuse of power, authority or position;
- ~~g)~~ sabotage of a person’s work;
- ~~h)~~ hazing;
- ~~i)~~ spreading of malicious rumours or lies;
- ~~j)~~ cyberbullying and harassment;
- ~~k)~~ making malicious or vexatious complaints about a person;
- ~~l)~~ physical assault or threats; or
- ~~m)~~ making aggressive or threatening gestures.

Personal Harassment and Bullying does not include:

- a) the exercise of appropriate managerial or supervisory direction, including appropriate performance management and the imposition of discipline;
- b) reasonable action taken by an instructor relating to management of the classroom and assignment of course work;
- c) constructive criticism;
- d) reasonable changes to assignments or duties;
- e) correction of inappropriate behaviour;
- f) instructional techniques such as using irony, conjecture, and refutation, or assigning

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- readings or other instructional materials that advocate controversial positions; or
- g) respectful expression of differences of opinion.

“Prohibited Grounds” are the grounds protected against Discrimination by the *B.C. Human Rights Code*, which may be amended from time to time. As of this date, prohibited grounds are: Indigenous identity, age, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression and, in the case of employment, unrelated criminal conviction.

~~“Reasonable person standard” means whether or not a reasonable person in roughly the same position as the complainant would judge discrimination to have occurred as a result of another person’s behaviour or pattern of behaviour.~~

“Respondent” means a ~~member~~ Member of the University community ~~Community~~ person or persons against whom a complaint of ~~discrimination, bullying and/or harassment~~ has been made under this policy and its associated procedure.

~~“Retaliation” means an adverse action taken against any member of the University community for:~~

- a) ~~Having invoked this policy or associated procedure in good faith;~~
 b) ~~Having participated or cooperated in any investigation under this policy or procedure; or~~
 c) ~~Having been associated with a person who has invoked this policy or participated in the procedure.~~

“Sexual Harassment” is a comment, conduct, or representations of a sexual nature, including sexual advances, requests for sexual favours, suggestive comments or gestures, or physical contact by a person who knows, or ought reasonably to know, that the conduct or comment is unwanted or unwelcome. The behavior interferes with another person’s participation in a University-Related Activity; or leads to or implies employment or academically-related consequences for the person harassed; or creates an intimidating, humiliating or hostile environment.

Examples of sexual harassment may include but are not limited to the following behaviours:

- a) the expression of sexist attitudes, language and behaviour;
- b) unwanted touching or physical contact;
- c) unwelcome sexual flirtations, advances or propositions;
- d) leering or staring;
- e) displaying or circulating pictures or other material of a sexual nature which are not part of the legitimate study, display, use or distribution of topics, material or art forms falling within appropriate academic norms;
- f) exploitation of the fiduciary relationship between students and employees of the University;
- g) express or implied promise of a reward for complying with a sexually-oriented request;
- h) reprisal, or express or implied threat of reprisal, for refusing to comply with sexually-oriented requests; or

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- i) denial of opportunity, or the express or implied threat of the denial of opportunity, for failure to comply with a sexually oriented request.

“**Student**” for the purpose of this policy, means an individual enrolled in any course (credit or non-credit) at the University.

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

3. SCOPE AND JURISDICTION

- 3.1. This policy applies to all Members of the University Community.
- 3.2. A complaint under this policy may only be brought by a Member of the University Community against another Member of the University Community.

~~3.3. WorkSafeBC complaints may only be made by those members of the University community to whom the University’s WorkSafeBC coverage applies and may be made about the behaviour of members of the University community or about the behaviour of others who are not members of the University community.~~

~~3.4.3.3.~~ The policy applies to activities and conduct which have a substantial connection to the University, whether these activities or conduct take place on or off campus, online or in-person, including but not limited to:

- participation in University-**Related Activities**;
- ~~work assignments outside of University premises;~~
- work-related conferences, training sessions, or seminars;
- work-related travel; or
- ~~work-related~~ social functions that the University sponsors or organizes.

~~3.5.3.4.~~ In cases involving behaviour that may fall within the definition of “sexual violence and misconduct” in the University’s Sexual Violence and Misconduct Policy (B.401), an individual may choose to proceed under that Policy.

4. ROLES AND RESPONSIBILITIES

4.1. MEMBERS OF THE UNIVERSITY COMMUNITY

~~4.1.1 All Members of the University community (as defined in section 2) have a responsibility to ensure awareness of, and adherence to this policy, all other~~

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~~University policies and procedures, and all applicable laws.~~ All Members of the University Community are integral to creating a respectful and safe environment and are expected to treat each other with dignity and respect, and ~~must refrain are prohibited~~ from engaging in ~~Discrimination, Bullying and/or Harassment~~.

~~4.1.14.1.2~~ All Members of the University Community have a responsibility to ensure awareness of, and adherence to this policy, all other University policies and procedures, and all applicable laws.

~~4.1.24.1.3~~ Members of the University ~~C~~community ~~must~~ participate in any procedures taken under this policy. Failure to comply with the provisions or any resolution agreed upon or imposed as a result of this policy and its associated procedure may result in disciplinary action by the University.

~~4.1.34.1.4~~ All Mmembers of the University ~~C~~community, including those in positions of authority, involved in a complaint have the obligation to respect and maintain the confidentiality of information as described in section 8.

4.2. INDIVIDUALS WITH SUPERVISORY RESPONSIBILITIES

4.2.1 Supervisors and managers are responsible for fostering and maintaining work and learning environments free from ~~Discrimination, D~~bullying and ~~H~~harassment, and ~~to take for taking~~ prompt remedial action should ~~Discrimination, Bullying and/or Harassment~~ occur.

4.2.2 Supervisors and managers must receive training to recognize the potential for ~~Discrimination, workplace B~~bullying and/or ~~H~~harassment, and to respond and mediate informally and/or follow the procedure for reporting under this policy.

4.2.3 Supervisors and managers must address complaints promptly, confidentially and fairly, and seek advice from the Associate Vice President, Student Success, the ~~Associate~~ Vice President, ~~People, Culture & Diversity Human Resources~~ and/or the Conflict Resolution Advisor when appropriate.

4.2.4 Supervisors and managers must implement the recommendations (including disciplinary measures) when required as an outcome of the procedure of this policy.

5. ACCESS TO OTHER PROCEDURES

5.1. GENERAL

~~5.1.1~~ ~~Members of the University community have the right to pursue criminal and/or civil legal remedies and exercise any other legal rights they may have, including the right to file a complaint with the BC Human Rights Tribunal or WorkSafeBC. The University may elect to suspend its process until the outcome of the a process outside the University is determined.~~

~~5.1.25.1.1~~ This policy and its associated procedure are separate from any criminal or civil proceedings. The University is not responsible for determining violations of criminal or civil law.

~~5.1.35.1.2~~ The University will cooperate in any criminal investigation.

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5.2. COLLECTIVE AGREEMENTS

Both the faculty and staff collective agreements contain harassment provisions. ~~Complainants who are members of the faculty or staff unions may choose to proceed under the provisions of their collective agreements rather than under this policy.~~ A complainant may not concurrently pursue a complaint under both this policy and their respective collective agreement. ~~An employee who commences a complaint under this policy and procedure shall not forfeit their entitlement to pursue a complaint through the grievance procedure under their respective collective agreement.~~

6. COMPLAINTS

- 6.1. A member of the University community who believes that they have a complaint of ~~D~~iscrimination, ~~B~~ullying and/or ~~H~~arassment is encouraged to make a direct request to the accused that the unwanted behaviour or action(s) cease. If their request is unsuccessful, or if they consider it inappropriate or uncomfortable to make such a request, the individual may seek assistance from their supervisor or manager, Human Resources, the Conflict Resolution Advisor or union representative.
- 6.2. The filing of a complaint under this policy and associated procedure **in good faith** is the right of every ~~M~~ember of the University ~~C~~ommunity and may be exercised without fear of reprisal or retaliation.
- 6.3. The University will exercise care to protect and respect the rights of both the ~~C~~omplainant and the ~~R~~espondent. The University will seek to achieve procedural fairness in dealing with all complaints under this Policy, including the following:
- a) Any ~~C~~omplainant who wishes the University to conduct a formal investigation must be prepared to be identified to the ~~R~~espondent. The principles of confidentiality, as outlined in section 8, will be followed.
 - b) Respondents must be informed of a complaint made against them under this policy. ~~C~~omplainants and ~~R~~espondents must be given the opportunity to present evidence in support of their positions.
 - c) Those responsible for interpreting, administering and applying this policy will ~~use a reasonable person standard and will~~ apply this policy in an unbiased, non-arbitrary manner.
 - d) Complaints made in good faith will be addressed in a timely manner without reprisal.
- 6.4. If the matter becomes the subject of any other problem resolution procedure, including the subject of a charge laid pursuant to the *Criminal Code of Canada*, the University may elect not to take any further action until the other process has been concluded and further action is requested by the ~~C~~omplainant.

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6.5. If an individual, in good faith, makes a complaint but is not able to satisfy the ~~balance~~ Balance of ~~P~~ probabilities, the complaint may be dismissed. However, the ~~C~~ complainant may still access support services including but not limited to Counselling and Learning Support, the Employee and Family Assistance Plan or the Conflict Resolution Advisor.

7. INTERIM MEASURES

The University reserves the right to impose interim (temporary) measures while a complaint is being resolved or investigated, prior to the determination of responsibility, where the reported ~~D~~ discrimination, Bullying and/or Harassment significantly disrupts the learning or working environment. Interim measures are not intended to be punitive, but are intended to provide a safe environment for all parties.

8. CONFIDENTIALITY AND PRIVACY

8.1. GENERAL

The University recognizes the protection of confidentiality is essential to the proper functioning and implementation of this policy and its associated procedure.

~~Supervisors and managers~~ All individuals involved in ~~the a~~ complaint investigation and resolution process must ~~keep confidential and not disclose any~~ all Confidential Information (as defined in section 2) Information received about the Complaint, except as expressly set out in this Policy, or as required by law. Records are held in confidence to the extent allowed by or required by:

- ~~a) This policy and its associated procedure;~~
- ~~b) The law, including the Freedom of Information and Protection of Privacy Act (FIPPA). All recorded information will be treated as "supplied in confidence" for purposes of compliance with FIPPA and responding to access requests; and~~
- ~~c) Judicial and quasi-judicial proceedings, including but not limited to proceedings before the BC Human Rights Tribunal and WorkSafeBC investigations.~~

8.2. Where reasonably necessary, Confidential Information may be disclosed to the appropriate individuals in line with B.700 Privacy and Access to Information Policy in order to:

- a) protect health and safety;
- b) ensure a full and fair investigation into the complaint;
- c) implement corrective measures;
- d) obtain legal advice; or
- e) inform law enforcement of reasonably suspected criminal activity or serious risk of bodily harm to an individual in keeping with privacy legislation.

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~~8.3. The President may authorize the disclosure of Confidential Information in any of the following circumstances:~~

- ~~a) the person the information is about has consented in writing;~~
- ~~b) disclosure of the information is necessary for the protection of health or safety; and/or~~
- ~~c) disclosure of the information is otherwise authorized or required by law.~~

9. TIME LIMITATION

The University is committed to addressing complaints of ~~D~~discrimination, ~~B~~bullying and/or ~~H~~harassment in a reasonable time frame from the date of the incident(s) on which the complaint is based. The time frame [for resolving a complaint](#) may be extended if the delay was incurred in good faith or if the delay does not result in prejudice against any of the individuals involved, or where an investigation is required as a result of a WorkSafeBC claim for compensation relating to workplace bullying and/or harassment.

10. RETALIATION

The University will not tolerate any retaliation, directly or indirectly, or threats of retaliation against anyone who makes a complaint of ~~discrimination, bullying and/or h~~harassment or who participates in a process that responds to a complaint. Members of the University community who are found to have engaged in such conduct will be subject to sanctions and/or discipline, up to and including student expulsion from the University or termination of employment.

11. FRIVOLOUS OR VEXATIOUS COMPLAINTS

11.1. An investigation may determine that a complaint is not supported or that there is no breach of this policy. Such a finding does not automatically mean that the complaint was frivolous or vexatious.

~~11.2. A F~~frivolous or vexatious complaints ~~is one which are those:~~

- ~~• where the complainant or others know of has no foundation in is based on facts that, even if true, would not suggest a potential breach of this policy;~~
- ~~• is, and where the complaint is filed in bad faith or for the purpose of bringing an adverse consequence to harassing or annoying the respondent ~~Respondent~~ or another Member of the University Community; or~~
- ~~• has previously been decided pursuant to this policy, or another administrative or judicial process.~~

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Such complaints in and of themselves are a breach of this policy, and any ~~M~~member of the University Community engaged in the presentation or filing of such a complaint may be subject to sanctions and/or discipline, up to and including student expulsion from the University or termination of employment.

12. RECORDS

- 12.1. Investigative reports and records of proceedings [under this policy](#) are confidentially maintained by the Office of Student Affairs or ~~Human Resources~~[People, Culture & Diversity](#). All records relating to a complaint will be kept for a period of no less than ten (10) years following the completion of all actions pertaining to a particular incident. After this time, records may continue to be kept on file if deemed necessary by the Office of Student Affairs or ~~Human Resources~~[People, Culture & Diversity](#), or will otherwise be confidentially destroyed.
- 12.2. Records are not available to be copied or viewed by members of the University community unless required by this policy, its associated procedure or required by law for the purposes of external legal proceedings.

13. AMENDMENT

Substantive revisions will not be made to this policy without consultation with the University administration, Capilano Faculty Association, MoveUP and the Capilano Students' Union.

14. DESIGNATED OFFICER

The ~~President~~ [VP People, Culture & Diversity is the Policy Owner, responsible for the oversight of this Policy, is responsible for](#) the administration of this ~~P~~policy and the development, ~~and~~ subsequent revision [to and operationalization](#) of any associated procedures [is the responsibility of the Strategic Director, People, Culture & Diversity](#).

15. ANNUAL REVIEW

This policy and associated procedure will be reviewed annually, [as per occupational health and safety law and regulation](#).

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BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.2: Policy B.505 University Contributions to Employee's RRSP.	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with the information necessary to approve the recession of B.505 University Contributions to Employee's RRSPs. This report was presented to the Executive and Human Resources Committee at their February 10, 2023 meeting. The Committee passed a motion to recommend the Board of Governors approve the recession of B.505.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the recession of B.505 University Contributions to Employee's RRSP.


BACKGROUND

This policy was last updated in 2012 and is on the university website as an active policy.

DISCUSSION

This policy is out of date and conflicts with advice from the Post-Secondary Employers' Association (PSEA).

This policy is applicable to MoveUp employees as they are the only employee group that contributes to the Municipal Pension Plan. Upon review of the MoveUp employees, none are currently applying this policy. Upon review of the service of MoveUp employees with Capilano University, none would be eligible to apply this policy for a number of years.

 CAPILANO UNIVERSITY	Policy No.	Replaces	Policy
	B.505	Memo 45	Board
	Policy Name		
UNIVERSITY CONTRIBUTIONS TO EMPLOYEE'S RRSP			
Approved by	Responsibility		Category
Board	Board of Governors		Human Resources
Date Issued	Date Revised	Revision	Related Policies, Reference
April 16, 2002	April 10, 2012	1	

This policy establishes the policy of the Capilano University Board with respect to employees who have contributed to the Municipal Pension Plan to the maximum allowable amount so that s/he is no longer eligible to make further contributions.

The University shall contribute an amount, equivalent to the employer's portion, to the University Registered Retirement Savings Plan, so long as the employee contributes an equal amount and so long as the employee has sufficient RRSP room to make the contributions.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: FISCAL 2023/24 OPERATING AND CAPITAL BUDGET	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

To provide the proposed Fiscal 2023/24 Operating and Capital Budget for approval to the Board of Governors as per section 27(2) of the University Act: *“The board is to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university”*.

This package was provided to the following committees/constituents for information and discussion:

- Senior Leadership Council - January 25, 2023 meeting
- Senate Budget Advisory Committee – February 2, 2023 meeting
- Executives of Capilano Faculty Association, MoveUp, and Capilano Student Union – February 3, 2023 meeting
- Finance Committee – February 8, 2023 meeting

The Senate Budget Advisory Committee (SBAC) passed the following motion at their February 2, 2023 meeting: *THAT the Senate Budget Advisory Committee completed its mandate for the 2023/24 university budget.*

At the February 8, 2023 meeting, the Finance Committee endorsed the two motions that are being brought forward for the Board of Governors approval.

MOTION

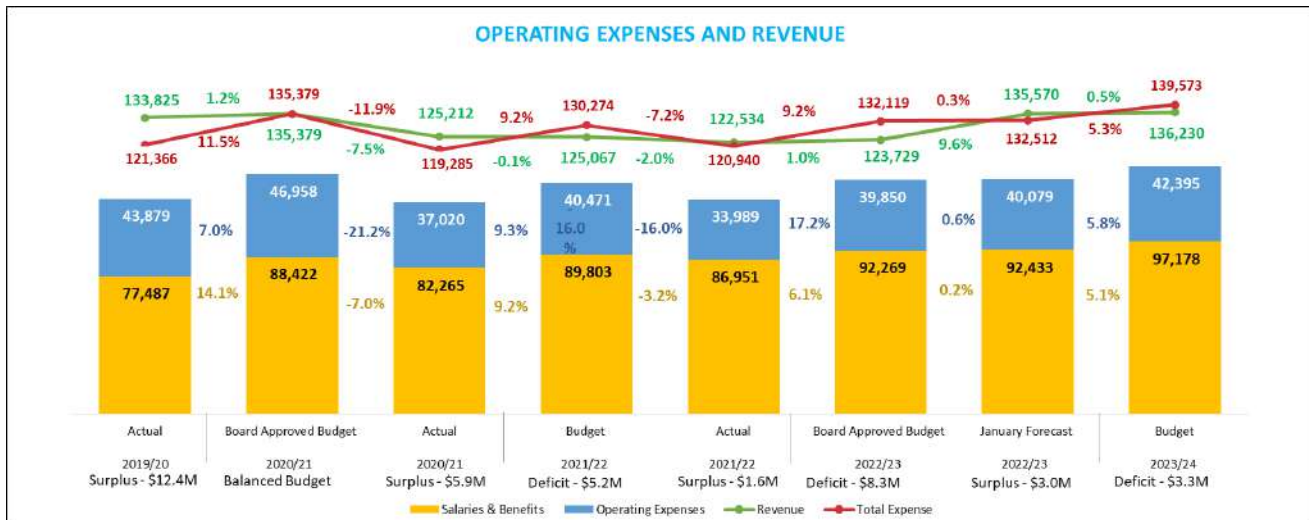
The following motions are proposed for the Board of Governors:

THAT the Board of Governors approve the 2023/24 operating and capital budget.

THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic and international tuition for the 2023/24 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.

BACKGROUND

Capilano University uses a conservative approach to budgeting to ensure the continued financial health and sustainability of the university. The quarterly forecasting process allows adjustments to be made as we respond to updated enrolment information, revenue projections and external factors such as the economic environment. The graph below provides a visual of the actual financial impacts from 2019/20 (pre-pandemic).



For the last three years, the university has budgeted for a deficit and has realized modest surpluses. The surplus in Fiscal 2020/21 was \$5.9 million (4.7% of revenues) and the Fiscal 2021/22 surplus was \$1.6 million (1.3% of revenues). For Fiscal 2022/23, a surplus in the range of \$3 to \$5 million is forecasted. These surpluses over the past years have resulted from staff vacancies, lower operational costs due to travel restrictions and professional development, plus scaling back discretionary expenses.

For Fiscal 2023/24 the goal was to return to a balanced budget position, however, a deficit budget of \$3.3 million is proposed as revenues remain below pre-pandemic levels while expenses continue to rise. We anticipate another year is required to build back international enrollments to pre-pandemic levels with the goal to return to balanced budgets or surplus budgets for Fiscal 2024/25. The Ministry has indicated that they also expect that another year will be needed for post secondary institutions to recover and will support the approval of deficit budgets.

2023/24 BUDGET: OPERATING AND CAPITAL HIGH LEVEL SUMMARY

Operating Budget Overview

The Fiscal 2023/24 operating budget is a deficit of \$3.3 million where expenses of \$139.6 million exceed revenues of \$136.2 million. The Fiscal 2022/23 deficit budget of \$8.4 million was used as the starting point to develop the budget. Adjustments to the budget are grouped and explained under the following categories: enrollment, staffing, ancillary operations, restricted fund, other and capital (operating impact).

Table 1: Financial Statement Category View

	2023/24 Budget							2022/23 Budget	Change Increase/(Decrease)
	Category 1: Enrollment	Category 2: Staffing	Category 3: Ancillary Operations	Category 4: Restricted Funds	Category 5: Other	Category 6: Capital Assets (Operating Impact)	TOTAL		
Revenue:									
Province of British Columbia	-	-	1,791,937	1,780,280	45,284,998	-	48,857,215	46,732,402	2,124,813
Tuition fees - Domestic	23,930,163	-	296,523	1,966,085	-	-	26,192,771	26,322,642	(129,871)
Tuition fees - International	43,200,559	-	-	1,086,426	-	-	44,286,985	35,813,944	8,473,041
Project and other revenue	-	-	3,581,593	2,005,393	1,860,536	-	7,447,522	6,396,323	1,051,199
Capitalization of deferred capital contributions	-	-	-	-	-	2,794,024	2,794,024	2,977,638	(183,614)
Sales of goods	-	-	1,265,750	-	-	-	1,265,750	1,254,130	11,620
Parking, childcare and theatre	-	-	952,840	21,000	-	-	973,840	1,460,997	(487,157)
Donations and gifts in-kind	-	-	-	-	297,109	-	297,109	314,247	(17,138)
Investment income	-	-	-	-	4,115,063	-	4,115,063	2,456,548	1,658,515
TOTAL Revenue	67,130,722	-	7,888,643	6,859,184	51,557,705	2,794,024	136,230,279	123,728,871	12,501,408
Expenses:									
Salaries and benefits:									
Faculty - Teaching	29,254,397	-	-	951,526	-	-	30,205,923	28,755,460	1,450,463
Faculty - Non-Teaching	-	10,026,881	192,108	281,541	-	-	10,500,530	10,499,452	1,078
Administrative	-	10,841,129	384,179	125,387	-	-	11,350,696	10,535,542	815,154
Exempt	-	2,508,230	65,000	168,634	-	-	2,741,864	2,421,381	320,483
Staff	-	20,205,761	2,211,562	662,602	-	-	23,079,926	21,728,441	1,351,485
Benefits	7,038,457	11,084,528	698,948	476,725	-	-	19,298,659	18,328,715	969,944
TOTAL Salaries and benefits	36,292,854	54,666,530	3,551,798	2,666,416	-	-	97,177,598	92,268,991	4,908,607
Other Expenses:									
Other operating expenses	3,337,526	-	4,793,680	4,149,942	22,401,273	35,204	34,717,625	32,379,264	2,338,361
Capitalization of capital assets	-	-	-	-	-	7,677,422	7,677,422	7,471,054	206,368
TOTAL Other Expenses	3,337,526	-	4,793,680	4,149,942	22,401,273	7,712,626	42,395,047	39,850,318	2,544,729
TOTAL Operating Expenses	3,337,526	-	4,793,680	4,149,942	22,401,273	7,712,626	42,395,047	39,850,318	2,544,729
Operating Surplus/(deficit)	27,500,342	(54,666,530)	(456,835)	42,826	29,156,432	(4,918,602)	(3,342,367)	(8,390,438)	5,048,071
Budget 2022/23	23,275,889	(52,491,181)	(1,181,715)	14,439	26,510,214	(4,518,084)	(8,390,438)		
Change	4,224,453	(2,175,349)	724,880	28,387	2,646,218	(400,518)	5,048,071		
Change Breakdown:									
Revenue	6,300,359	-	1,620,075	2,318,917	2,445,670	(183,614)	12,501,408		
Salaries and Benefits	1,506,992	2,175,349	824,494	401,773	-	-	4,908,607		
Operating Expenses	568,915	-	70,701	1,888,757	(200,548)	216,904	2,544,729		
Total change	4,224,453	(2,175,349)	724,880	28,387	2,646,218	(400,518)	5,048,071		

Capital Budget Overview

The capital budget for Fiscal 2023/24 is \$73.7 million. The increase of \$24.9 million from the Fiscal 2022/23 budget is related to the Campus Master Plan. The three major projects are within the Facilities and Campus Planning portfolio and include the creation of a Squamish Campus, a new Centre for Childhood Studies (underway), and on-campus student housing (underway).

Table 2: Capital Budget

Portfolio	2023/24 Budget	2022/23 Budget	Change
IT Services	3,265,400	3,145,000	120,400
Facilities	70,227,039	45,484,292	24,742,747
Faculty of Fine & Applied Arts	114,500	114,500	-
Faculty of Arts & Sciences	63,800	-	63,800
Faculty of Global & Community Studies	42,540	42,540	-
Total Capital Additions	73,713,279	48,786,332	24,926,947

2023/24 INTEGRATED PLANNING AND BUDGETING PROCESS

The Integrated Planning process includes development of the operational plan and the budget.

Integrated Planning Themes

The university's strategic plans *Envisioning 2030* and *Illuminating 2030* are broken into three components by years: Year 1 to 3, Year 4 to 6, and Year 7 to 10. Fiscal 2023/24 is the final year of the first cycle.

The pandemic resulted in unforeseen challenges in the first two years of the plan. As the university now shifts our focus to recovering from the pandemic, the key theme for Fiscal 2023/34 integrated planning process was improving student and employee lifecycle experience to address domestic enrollment declines and employee recruitment and retention. *Attachment 1 Integrated Plan Year 3 Top Priorities* provides a summary of key initiatives that are planned for next fiscal year that focuses in these areas.

Budget Assumptions and Timelines

The table below provides the budget assumptions that were used in developing the budget. These assumptions were shared with community constituents at the start of the budgeting process.

Table 3: Budget Assumptions

Category	Fiscal 2023/24 Budget
Enrollment: Units	<ul style="list-style-type: none"> Enrollment units budgeted at faculty level (prior year was at program level). Domestic Enrollment: maintain Fiscal 2022/23 enrollment levels. The impacts of initiatives that will be implemented in Fiscal 2023/24 have not been factored into the budget as a time lag is expected; target domestic enrollment increases for Fiscal 2024/25 and Fiscal 2025/26 are to be developed. International Enrollment: Fiscal 2022/23 levels plus estimated increase in international students by term. Enrollment workbooks reviewed with Deans from December 7 – 9, 2022.
Enrollment: Tuition Revenue	<ul style="list-style-type: none"> A 2% fee increase for Domestic and International applied. Exemption of 2% increase included for 3 programs (2D, 3D and VFX). Average rate was changed from program level to faculty level (to be consistent with change in budgeting for enrollment units).
Enrollment: Faculty Teaching	<ul style="list-style-type: none"> Units are calculated based on enrollment units; used most recent faculty average from 2022/23 to calculate enrollment revenue. Rate – used same rate for Fiscal 2021/22 and Fiscal 2022/23 budgets; use Step 2 rate effective April 1, 2021 (sections: \$11,822, lab hours: \$53.17, PMI: \$53.70). Assumed that, once collective agreements are ratified, rate increases will be fully funded; variances will be managed through forecasting process.
Admin, Exempt, MoveUp FTE's and Faculty Non-Teaching Units	<ul style="list-style-type: none"> FTE's equal to Fiscal 2022/23 Budget used as a starting point plus new positions added and adjustments that occurred during the year. MoveUp and Faculty non-teaching – used rates in last agreement. Assumed that, once collective agreements are ratified, rate increases will be fully funded; variances will be managed through forecasting process.

Category	Fiscal 2023/24 Budget
Ancillary Operations	<ul style="list-style-type: none"> Budgets developed with input from budget holders.
Resource reallocation	<ul style="list-style-type: none"> No increase in department operating budgets; VPs to lead resource recommitment and redistribution for respective portfolio's as needed to support initiatives. Forecasting process will be used to allocate resources to initiatives that will improve student and employee life cycle experience.

The table below provides a summary of the key meetings held with constituents to discuss the Integrated Planning process and budget development.

Table 4: Committees and Constituents Meetings

Community Engagement		SLC	SBAC	Joint Planning	CapU Community
1	Integrated Planning Kick-Off (Timelines, Process, Theme)	09/21	10/20		10/27
2	Fiscal 2022/23 Mid Year Reflection	11/07			
3	Fiscal 2022/23 Quarter 2 Forecast & Fiscal 2023/24 Budget Version 1 presentation	12/01	12/15	12/9	
4	Fiscal 2023/24 Budget - Final Briefing Package Issued	01/25			
5	Fiscal 2022/23 January Forecast and Fiscal 2023/24 Budget Final presentation	01/25	02/02	02/03	

Category 1: ENROLLMENT

The Enrollment category consists of budgets that are derived from course registrations (enrollment units used by Finance). This includes tuition revenue, consumables, faculty teaching costs and international agent commission fees. The table below is a summary of the budget and year over year changes.

Table 5: Statement of Operations - Enrollment category

	2023/24 Budget	2022/23 Budget	Change	
			\$	%
Revenue:				
Tuition fees - Domestic	23,930,163	25,171,144	(1,240,981)	-4.9%
Tuition fees - International	43,200,559	35,659,219	7,541,340	21.1%
TOTAL Revenue	67,130,722	60,830,363	6,300,359	10.4%
Expenses:				
Salaries and benefits:				
Faculty - Teaching	29,254,397	28,043,962	1,210,435	4.3%
Benefits	7,038,457	6,741,901	296,557	4.4%
TOTAL Salaries and benefits	36,292,854	34,785,863	1,506,992	4.3%
Other Expenses:				
Other operating expenses	3,337,526	2,768,611	568,915	20.5%
TOTAL Other expenses	3,337,526	2,768,611	568,915	20.5%
TOTAL Operating expenses	39,630,380	37,554,474	2,075,906	5.5%
Operating surplus/(deficit)	27,500,342	23,275,889	4,224,453	18.1%

Enrollment Units (Course registrations)

The first version of the budget was developed using the principal of maintaining the Fiscal 2022/23 enrollment levels. For the final version, the estimated increase in international tuition was added based on expected increase in head count by term multiplied by a conservative average of courses taken by student (2 for summer and 3 for fall and spring). Table 6 below shows the change in course enrollments and Table 7 shows the net change in enrollment of \$3.3 million.

Table 6: Enrollment Head Count – International Category

Enrollment	2023/24 BUDGET				
	Spring 2023 (1/4)	Summer 2023	Fall 2023	Spring 2024 (3/4)	Total
Original Enrollment Levels	1,549	3,602	8,404	5,104	18,659
Predicted Course Registration	1,890	4,000	8,400	6,750	21,040
Proposed increase in enrollment	341	398	(4)	1,646	2,381

Table 7: Enrollment Revenue Increase

Impact To Revenue	2023/24 BUDGET		
	Original Version	Revised Version	Change
Revenue Change	60,354,044	65,101,907	4,747,863
Teaching Sections Change	(28,596,171)	(29,656,167)	(1,059,996)
Agency Commissions Change	(2,956,741)	(3,337,526)	(380,785)
Net surplus/(deficit)	28,801,132	32,108,214	3,307,082

Enrollment Tuition Revenue – Fee Increase and exemptions

The Fiscal 2023/24 Budget includes:

- 2% increase in tuition and mandatory fees for domestic and international tuition.
- an exemption of the 2% increase was given to 3 programs (2D, 3D and VFX). This exemption has been included for the last two fiscal years. The plan is to allow this exemption for Fiscal 2023/24 plus two additional fiscal years.

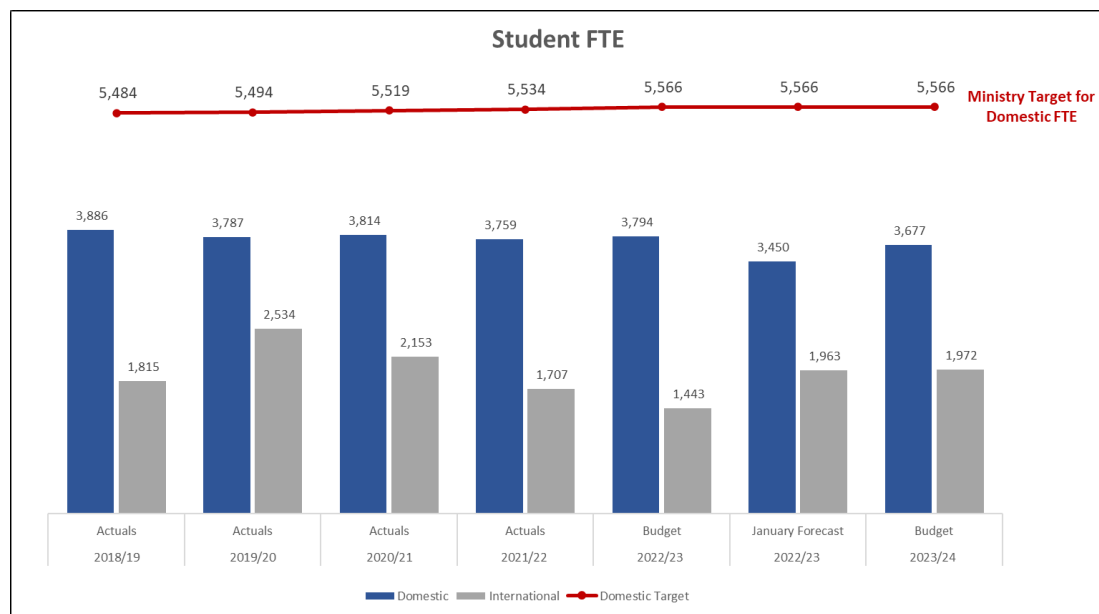
The table below provides a summary of the enrollment numbers and total tuition revenue budget. Please see *Attachment 1* for Enrollment information by Faculty.

Table 8: Enrollment & Tuition Revenue

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Enrollment	\$	Enrollment	\$	Enrollment	\$
Domestic	39,236.56	22,639,721	42,308.32	23,605,713	(3,071.76)	(965,992)
International	21,040.09	42,462,186	16,095.92	35,173,585	4,944.17	7,288,601
TOTAL TUITION	60,276.65	65,101,907	58,404.23	58,779,298	1,872.41	6,322,609
Student Success Fee	-	2,750,818	-	562,968		2,187,850
Service and Technology Fee	-	1,538,290	-	1,503,204		35,086
Continuing Studies	-	296,523	-	298,380		(1,857)
New Program Costing	56.00	339,487	-	-	56.00	339,487
Student Consumables	-	452,731	-	992,736		(540,005)
Total	60,332.65	70,479,756	58,404.23	62,136,586	1,928.41	8,343,170
Tuition Domestic		26,192,771		26,322,642		(129,871)
Tuition International		44,286,985		35,813,944		8,473,041
Total		70,479,756		62,136,586		8,343,170

- The decrease in domestic enrollment of \$1 million is due to using Fiscal 2022/23 actual enrollment units to develop the budget. The focus of this year's integrated plan is to address student retention and persistence challenges and to improve the overall student lifecycle experience.
- The Student Success Fee is budgeted as a % of enrollment. For 2022/23, the rates used were 1.67% (domestic) and 0.48% (international). Based on a review of the actual fees received, the rates were increased to 7.35% (domestic) and 2.56% (international).
- New program costing includes the Interaction Design Diploma that will commence in Fiscal 2023/24.
- Student Consumables budget was decreased based on review of historical amounts received in the last two fiscal years.

The graph below shows the Student FTE compared to Ministry target for domestic FTE. For 2023/24, domestic enrollment is expected to be 3,677 which is 66% of the Ministry target of 5,566.



Salaries: Faculty Teaching

Teaching units (sections, lab, private music instructions) are directly linked to enrollment units. Units are calculated by using the budgeted enrollment units and applying the Fiscal 2022/23 average by term enrollment course registrations per teaching cost units. The table below provides a summary of the units and faculty teaching costs. Please see *Attachment 2* for details.

Table 9: Sections, Lab Hours & Private Music Instruction

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Section	2,431.24	28,742,144	2,302.69	27,227,362	128.56	1,514,782
Lab Hours	7,636.32	406,025	8,785.62	467,129	(1,149.30)	(61,104)
PMI	7,964.85	507,998	8,355.00	532,882	(390.15)	(24,884)
Total	18,032.41	29,656,167	19,443.30	28,227,373	(1,410.89)	1,428,794
Central illness		549,756		528,087		21,669
Total Budget		30,205,923		28,755,460		1,450,463

Units Fiscal 2023/24 Budget:

The increase in budget for overall current enrollment course registrations of 1,872 (see [Table 8](#)) corresponds to an increase in teaching units for sections which is offset by a decrease in lab hours and private music instruction, resulting in an increase in the overall teaching costs of \$1.4 million.

Rate Fiscal 2023/24 Budget:

Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the Fiscal 2022/23 and 2023/24 budgets. The last rate in the collective agreement has been used with the assumption that any negotiated increases will be fully funded.

Operating expenses: International Agent Commission Fees

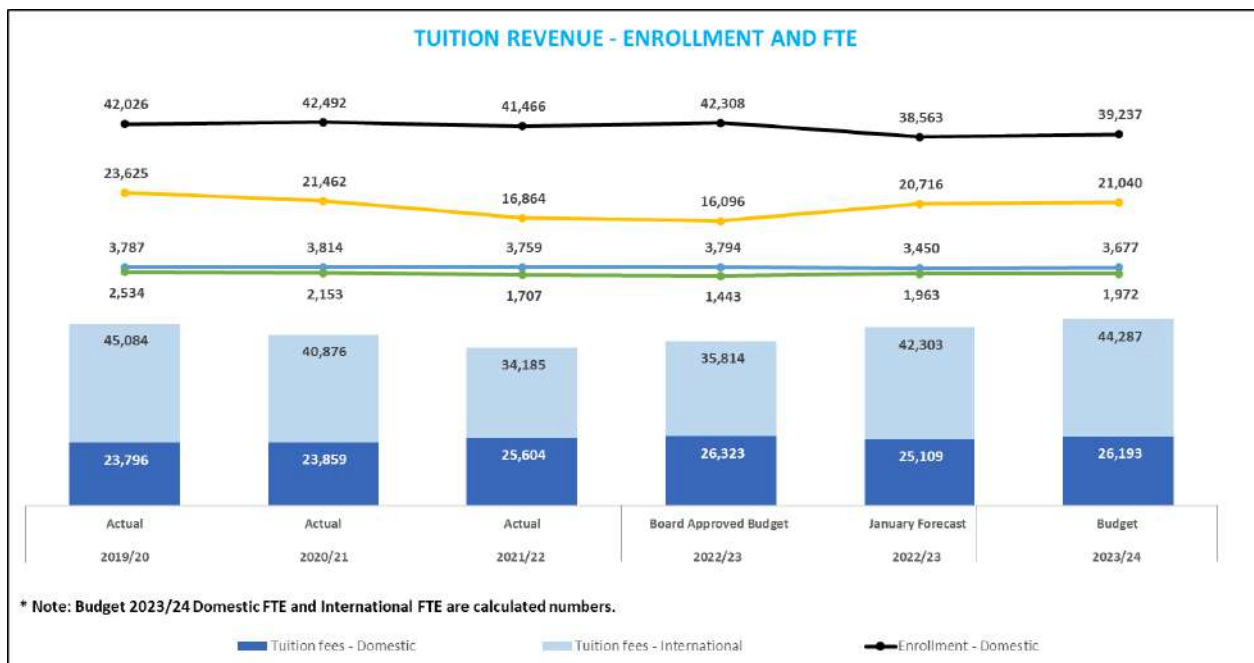
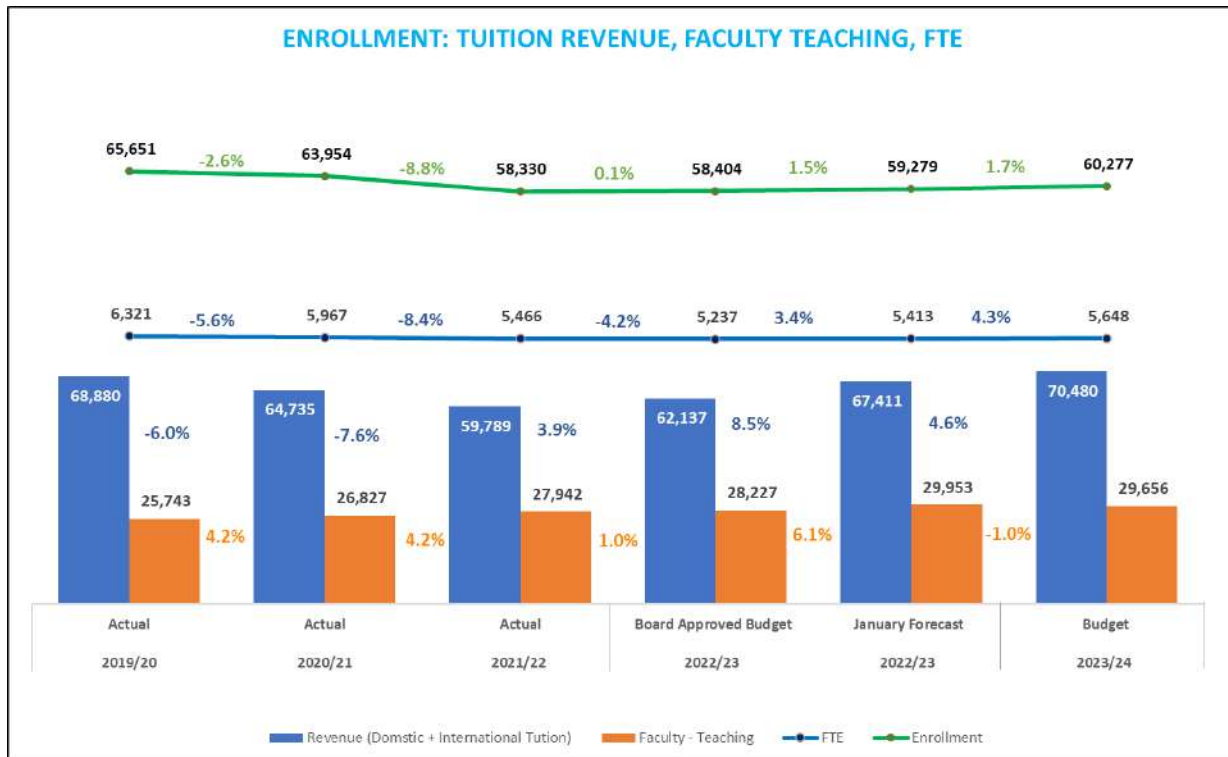
The budget for commission fees is calculated using budgeted international enrollment units, commission percentage and historical data average percentage. The budget for Fiscal 2023/24 of \$3.3 million is an increase of \$.6 million from the Fiscal 2022/23 budget as international enrollment is expected to increase.

Table 10: International Agent Commission Fees

	2023/24 BUDGET	2023/24 BUDGET	Change
Agency Fees	1,863,184	1,545,586	317,599
Direct Students From India	332,347	275,695	56,652
Indirect Students From India	1,141,995	947,330	194,665
Total Budget	3,337,526	2,768,611	568,915
International Enrollment	21,040	19,254	1,786

Enrollment Planning: Putting it all together

The two graphs below provide the visual of the enrollment category. The FTE calculation for the budget is based on historical estimates on average credits taken per student.



CATEGORY 2: STAFFING

The staffing category includes salaries for faculty non-teaching and employees that are in the administration, exempt and staff (MoveUp) employee groups plus the related benefits. Staffing costs are split into three categories – staffing, ancillary operations, and restricted funds.

Table 11: Staffing Costs Budgets by Category

	Staffing			Ancillary			Restricted Funds			Total		
	2023/24 Budget	2022/23 Budget	Change	2023/24 Budget	2022/23 Budget	Change	2023/24 Budget	2022/23 Budget	Change	2023/24 Budget	2022/23 Budget	Change
Salaries and benefits:												
Faculty - Non-Teaching	10,026,881	9,966,212	60,669	192,108	192,109	(1)	281,541	341,131	(59,590)	10,500,531	10,499,452	1,079
Administrative	10,841,129	9,969,658	871,471	384,179	392,922	(8,743)	125,387	172,962	(47,575)	11,350,695	10,535,542	815,153
Exempt	2,508,230	2,199,006	309,224	65,000	62,375	2,625	168,634	160,000	8,634	2,741,864	2,421,381	320,483
Staff	20,205,761	19,737,535	468,226	2,211,562	1,552,479	659,083	662,602	438,427	224,175	23,079,926	21,728,441	1,351,485
Benefits	11,084,528	10,618,770	465,758	698,948	527,419	171,529	476,725	440,625	36,100	12,260,202	11,586,814	673,388
TOTAL Salaries and benefits	54,666,530	52,491,181	2,175,349	3,551,798	2,727,304	824,494	1,714,890	1,553,145	161,745	59,933,218	56,771,630	3,161,588

Overall, staffing costs are expected to increase by \$3.2 million or 5.6% in fiscal 2023/24.

Salaries: Faculty Non-Teaching

The table below provides a summary of the faculty non-teaching budget. Please see *Attachment 3* for details.

Table 12: Salaries Faculty Non-Teaching

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Section	772.43	9,131,626	774.03	9,150,646	(1.61)	(19,020)
Lab Hours	25,292.38	1,344,796	24,914.38	1,324,697	378.00	20,099
PMI	378.00	24,109	378.01	24,109	(0.01)	-
Total	26,442.80	10,500,531	26,066.42	10,499,452	376.39	1,079

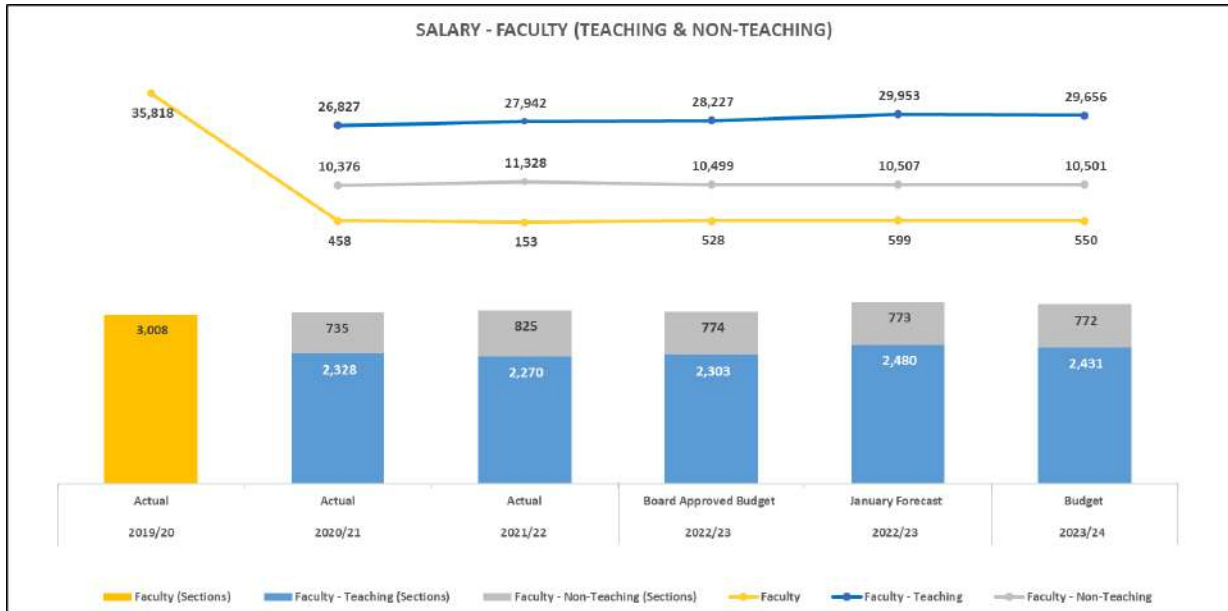
Units Fiscal 2023/24 Budget:

The increase in lab hours is related to new program costing which is offset by a small decrease in non-teaching sections and private music instruction resulting in a minor increase in the non-teaching costs.

Rate Fiscal 2023/24 Budget:

Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the Fiscal 2022/23 and 2023/24 budgets. The last rate in the collective agreement has been used with the assumption that any negotiated increases will be fully funded.

The graph below provides a visual of the FTE and salary dollars for teaching and non-teaching sections.



Salaries - Administration, Exempt & MoveUp

The table below shows the changes in the Administration, Exempt and Move-Up staff employee groups.

Table 13: Salaries – Administration, Exempt & MoveUp Budgets

2023/24 Salary Budget	FTE (unit)				Salaries (\$)			
	Administrative	Exempt	Staff	Total	Administrative	Exempt	Staff	Total
2022/23 Adjusted Budget	86.04	34.00	347.67	467.71	10,535,542	2,421,381	21,728,441	34,685,364
Fiscal 2023/24 Changes:								
Annualization of salary increases					142,861	(26,728)	205,119	321,252
Adjustments salary master file Budget FY 2022/23	(0.33)	1.00	2.78	3.45	(63,404)	57,227	280,629	274,452
	(0.33)	1.00	2.78	3.45	79,457	30,499	485,748	595,704
Additions approved in Fiscal 2022/23								
New positions	2.00	2.00	6.60	10.60	164,725	133,636	393,004	691,365
	2.00	2.00	6.60	10.60	164,725	133,636	393,004	691,365
Other adjustments								
Restricted Fund	-	2.00	-	2.00	-	8,634	-	8,634
Restricted Fund	-	-	-	-	(47,575)	-	224,176	176,600
	-	2.00	-	2.00	(47,575)	8,634	224,176	185,235
Estimate Wages Increase 2023/24 :								
Step Increases				-	-	-	248,558	248,558
Wage Increases				-	618,547	147,714	-	766,261
	-	-	-	-	618,547	147,714	248,558	1,014,819
Fiscal 2023/24 Budget changes	1.67	5.00	9.38	16.05	815,154	320,483	1,351,485	2,487,122
2023/24 Budget	87.71	39.00	357.05	483.76	11,350,696	2,741,864	23,079,926	37,172,486
Fiscal 2023/24 Budget changes:								
Change due to unit	1.67	5.00	9.38	16.05	101,321	199,497	368,608	669,426
Change due to rate	-	-	-	-	713,833	120,986	982,877	1,817,696
	1.67	5.00	9.38	16.05	815,154	320,483	1,351,485	2,487,122

CATEGORY 3: ANCILLARY OPERATIONS

Ancillary operations are slowly recovering from the pandemic as shown in the table below. The Fiscal 2023/24 budget is a net deficit budget of \$0.4 million which is an improvement of \$0.7 million from the Fiscal 2022/23 budget. The Children's Centre budget includes additional staffing in preparation for the new centre and to support an increase in operating hours by 30 minutes. Food Services has seen a shift from a net cost due to subsidy payment to now generating revenue.

Table 14: Statement of Operations – Ancillary Operations Category

Ancillary			
	2023/24 Budget	2022/23 Budget	Change
Revenue:			
Province of British Columbia	1,791,937	275,410	1,516,527
Tuition fees - Domestic	296,523	296,523	-
Project and other revenue	3,581,593	3,002,508	579,085
Sales of goods	1,265,750	1,254,130	11,620
Parking, childcare and theatre	952,840	1,439,997	(487,157)
TOTAL Revenue	7,888,643	6,268,568	1,620,075
Expenses:			
Salaries and benefits:			
Faculty - Non-Teaching	192,108	192,109	(1)
Administrative	384,179	392,922	(8,743)
Exempt	65,000	62,375	2,625
Staff	2,211,562	1,552,479	659,083
Benefits	698,948	527,419	171,529
TOTAL Salaries and benefits	3,551,798	2,727,304	824,494
Other Expenses:			
Other operating expenses	4,793,680	4,722,979	70,701
TOTAL Other expenses	4,793,680	4,722,979	70,701
TOTAL Operating expenses	8,345,478	7,450,283	895,195
Operating surplus/(deficit)	(456,835)	(1,181,715)	724,880

Ancillary			
	2023/24 Budget	2022/23 Budget	Change
Operations:			
Children's Centre	(193,213)	(242,406)	49,193
Performing Arts Theatre	54,550	15,187	39,363
Bookstore	(153,420)	(194,994)	41,574
Parking	460,800	193,432	267,368
Food Services	108,299	(172,181)	280,480
Facility and Land Rental	102,426	49,500	52,926
Student Housing	(206,353)	(232,041)	25,688
Continuing Studies	(629,924)	(598,212)	(31,712)
Operating Surplus/(deficit)	(456,835)	(1,181,715)	724,880

CATEGORY 4: RESTRICTED FUNDS

Restricted Funds represent contracts and funding agreements between the university and third parties where funding is restricted to meet the requirements as set out in the agreement. The budgeted revenues and expenses are equal when the contract or agreement does not require a contribution from the university. In most cases, any unspent funds must be returned at the end of the agreement. Capilano University uses the deferred revenue method of recognizing contributions: all contributions received are recorded as deferred contributions on the balance sheet and revenue is recognized equal to the expenses incurred during the fiscal year.

Table 15: Statement of Operations – Restricted Funds & Fund Balances

Restricted Funds			
	2023/24 Budget	2022/23 Budget	Change
Revenue:			
Province of British Columbia	1,780,280	1,449,836	330,444
Tuition fees - Domestic	1,966,085	854,975	1,111,110
Tuition fees - International	1,086,426	154,725	931,701
Project and other revenue	2,005,393	2,059,731	(54,338)
Parking, childcare and theatre	21,000	21,000	-
TOTAL Revenue	6,859,184	4,540,267	2,318,917
Expenses:			
Salaries and benefits:			
Faculty - Teaching	951,526	711,498	240,028
Faculty - Non-Teaching	281,541	341,131	(59,590)
Administrative	125,387	172,962	(47,575)
Exempt	168,634	160,000	8,634
Staff	662,602	438,427	224,175
Benefits	476,725	440,625	36,100
TOTAL Salaries and benefits	2,666,416	2,264,643	401,773
Other Expenses:			
Other operating expenses	4,149,942	2,261,185	1,888,757
TOTAL Other expenses	4,149,942	2,261,185	1,888,757
TOTAL Operating expenses	6,816,358	4,525,828	2,290,530
Operating surplus/(deficit)	42,826	14,439	28,387

Category	Fund	2023/24 Budget			2022/23 Budget	Change
		Revenues	Expenses	Budget		
Uncategorized	20	111,200	111,200	-	-	-
External Grants	21	108,995	108,995	-	-	-
Field Schools & Consumables	22	476,822	470,214	6,608	114,982	(108,374)
Unified Grants (Internal)	23	-	9,469	(9,469)	(82,159)	72,690
Ministry Targeted Funds	24	1,099,622	1,099,622	-	(68,971)	68,971
Restricted Funds - Contracts	25	934,194	984,194	(50,000)	18,970	(68,970)
Restricted Funds - CALP	26	1,377,533	1,281,846	95,687	42,526	53,161
Internally Restricted	28	2,750,818	2,750,818	-	(10,909)	10,909
Operating Surplus/(Deficit)		6,859,184	6,816,358	42,826	14,439	28,387

Internally Restricted Fund 28 includes revenues and expenses related to the Student Success Fee. Budgets are developed with revenues equal expenses; revenues are calculated based on budgeted enrollment units. Any actual surplus in this fund is carried forward to subsequent years and internally restricted in the Accumulated Surplus. The estimated amount that will be unspent at the end of Fiscal 2022/23 and thus will be internally restricted is \$2.1 million. The challenges in forecasting enrollment during the pandemic resulted in a conservative budget and a corresponding conservative approach in spending. Discussions are underway on how these funds can be used to advance student services (expenditures that are one-time). The unspent balance has not been included in the budget for Fiscal 2023/24.

	FISCAL 2021/22		FISCAL 2022/23		OUT YEARS BUDGETS		
	2021/22 Budget	2021/22 Actual	2022/23 Budget	Q3 Forecast	2023/24	2024/25	2025/26
Total Student Success Fee Revenue	784,131	1,282,814	562,968	2,252,593	2,750,818	2,805,833	2,861,950
Total Salary and Benefits	-	164,726	530,409	706,683	720,817	735,233	749,938
Total Operating Expenses	765,202	113,066	43,468	420,337	2,030,001	2,070,600	2,112,012
Total Expenses	765,202	277,792	573,877	1,127,020	2,750,818	2,805,833	2,861,950
Annual Surplus / (Deficit)	18,929	1,005,023	(10,909)	1,125,573	-	-	-
Internally restricted, beginning of year	-	-	1,005,023	1,005,023	2,130,596	-	-
Internally restricted, end of year	18,929	1,005,023	994,114	2,130,596	2,130,596	-	-

CATEGORY 5: OTHER

The other category includes provincial operating grant, central revenue items, Capilano University Foundation consolidated results, investment income and majority of the operating expenses.

The table below provides the budget and year over year changes in this category. The increase in the Province of British Columbia operating revenue is due to the revision of the Adult Basic Education/English Language Learning funding model which now uses a 5-year FTE Average. The increase in the Project and other revenue is mostly due to domestic and international student related fees (e.g. application, late and re-enrollment) due to higher enrollment. The projected increase in investment income is due the current high interest rates.

The decrease in operating expenses is related to the Campus Master plan operating budget which is shown in Table 19.

Table 16: Statement of Operations – Other Category

Other			
	2023/24 Budget	2022/23 Budget	Change
Revenue:			
Province of British Columbia	45,284,998	45,007,156	277,842
Project and other revenue	1,860,536	1,334,084	526,452
Donations and gifts in-kind	297,109	314,247	(17,138)
Investment income	4,115,063	2,456,548	1,658,515
TOTAL Revenue	51,557,705	49,112,035	2,445,670
Other Expenses:			
Other operating expenses	22,401,273	22,601,821	(200,548)
TOTAL Operating expenses	22,401,273	22,601,821	(200,548)
Operating surplus/(deficit)	29,156,432	26,510,214	2,646,218

CATEGORY 6: CAPITAL OPERATING IMPACT

The table below provides information on the operating impact of capital. The asset retirement obligations and accretion expense are a new accounting standard that was implemented as of April 1, 2022. The amortization expense is offset by the amortization of deferred capital contributions representing the external funding received.

Table 17: Capital Operating Impact

	2023/24 Budget	2022/23 Budget	Change
Amortization of deferred capital contributions	2,794,024	2,977,638	(183,614)
Amortization of tangible capital assets (incl. Asset Retirement Obligations)	7,677,422	7,471,054	(206,368)
Operating Surplus / (Deficit)	(4,883,398)	(4,493,416)	(389,982)
Accretion Expense	35,204	24,668	10,536
Total Operating Surplus / (Deficit)	(4,918,602)	(4,518,084)	(400,518)

CAPITAL BUDGET

The table below provides a summary of the capital budgets for the 2023/24 and 2022/23 fiscal year ends, which shows a budget increase of \$24.9 million. The internally funded portion is taken from the accumulated surplus of the university. The main projects include the Incident Mass Communications System improvement, the Squamish land purchase and the new construction for the Centre for Childhood Studies and the on-campus student housing that are all projects within the Campus Master Plan. The budget for Digital Transformation has not been finalized; details will be developed once the initial scoping of project has been completed.

Table 18: Capital Budget

Asset Type	2023/24 Budget	2022/23 Budget	Change
Hardware	2,722,770	2,602,370	120,400
Software	567,000	567,000	-
Furniture & Equipment	1,246,470	582,670	663,800
Buildings	61,177,039	45,034,292	16,142,747
Land	8,000,000	-	8,000,000
Total Capital Additions	73,713,279	48,786,332	24,926,947
Externally Funded	15,839,712	12,352,562	3,487,150
Internally Funded*	57,873,567	36,433,770	21,439,797
Total Capital Additions	73,713,279	48,786,332	24,926,947

Campus Master Plan Budget

The Finance and Facilities & Campus Planning teams continue to work together to maintain a multi-year capital budget for the Campus Master Plan. The two teams provide recommendations to the Campus Master Plan Steering Committee to address current process challenges such as planning and funding constraints along with project approval processes including when a separate board motion is required to obtain project approval. As per policy B.215 Spending and Signing Authority policy, expenditures are authorized if they are included in the board approved operating and capital budget. As per the recommendations of the Finance and Facilities & Campus Planning teams, all projects follow the approval gate process (see *Diagram below*):

Project Gates Stages

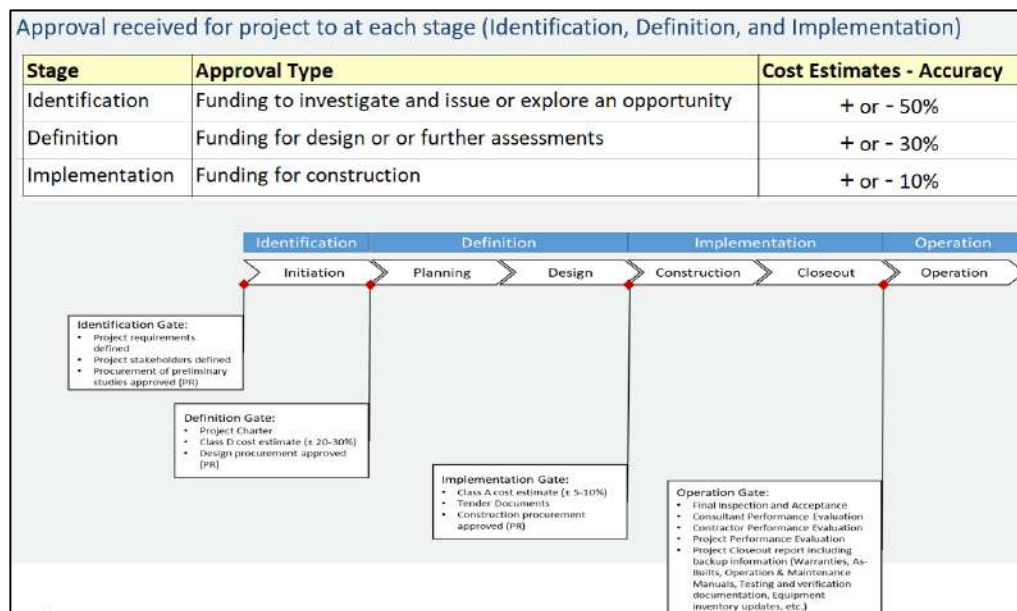


Table 19: Campus Master Plan - Operating

Operating	2023/24 Budget	2022/23 Budget	Change
Campus Master Plan:			
Campus Infrastructure		200,000	(200,000)
Blueshore Theatre Refresh		669,525	(669,525)
Routine Capital	280,000	280,000	-
CMP Miscellaneous	500,000		500,000
Total Campus Master Plan	780,000	1,149,525	(369,525)
Campus Planning:			
Consulting	100,000	100,000	-
Building Maintenance	100,000	100,000	-
Wayfinding	5,000	5,000	-
Total Campus Planning	205,000	205,000	-
TOTAL OPERATING	985,000	1,354,525	(369,525)

The table shows that the Capital Operating Budget for 2023/24 has decreased by \$0.4 million as the Blueshore Theatre has been completed and the campus infrastructure budget has been repurposed to create a CMP miscellaneous account to facilitate campus space planning needs across campuses that support equity diversity and inclusion, accessibility, and positively impact staff retention and the learner lifecycle.

Table 20: Campus Master Plan - Capital

Capital	2023/24 Budget	2022/23 Budget	Change
Major Projects:			
Centre for Childhood Studies	12,983,363	4,417,453	8,565,910
Student Housing Building	28,587,476	27,470,503	1,116,973
Squamish New Campus	5,500,000	-	5,500,000
Squamish Land	8,000,000		8,000,000
Total Major Projects	55,070,839	31,887,956	23,182,883
Deferred Maintenance:			
Deferred Maintenance Miscellaneous	200,000		200,000
Water Systems Repair	600,000	-	600,000
Water Infrastructure Upgrades	1,000,000	1,021,632	(21,632)
BC Hydro Line	3,570,000	3,988,000	(418,000)
New main electrical distribution and incomer	4,000,000	3,136,704	863,296
Total Deferred Maintenance	9,370,000	8,146,336	1,223,664
Other Projects:			
Mass Communication System	400,000		400,000
Capital Gate Contingency	4,936,200	5,000,000	(63,800)
STEM Capital Equipment	63,800		63,800
Total Other Projects	5,400,000	5,000,000	400,000
Campus Planning:			
University Furnishings	300,000	300,000	-
Facilities iCAP	150,000	150,000	-
Total Campus Planning	450,000	450,000	-
TOTAL CAPITAL	70,290,839	45,484,292	24,806,547

Within the capital portion of the Campus Master Plan, the increase of \$25 million is mainly due to construction of the Centre for Childhood Studies, on-campus student housing, and the Squamish Campus along with the purchase of the Squamish land. The capital gate contingency of \$5 million is a designated reserve used to address and fund projects not already captured by identified projects or deferred maintenance. The STEM Capital equipment has been assigned \$63K of the capital gate contingency for Fiscal 2023/24.

MULTI-YEAR BUDGETS

To support strategic long-term decision making, Finance has focused attention on building multi-year budgets. The focus has been on estimating enrollment and including impacts on expenditures based on existing commitments (capital projects/program costing). Based on the budget assumptions noted below, Fiscal 2024/25 and 2025/26 shows revenues will exceed expenses and thus funds will be available to support investments.

Table 21: Financial Statement - Multi-Year Budgets

	2023/24 Budget	OUT YEARS					
		2024/25 Budget	Change		2025/26 Budget	Change	
			\$	%		\$	%
Revenue:							
Province of British Columbia	48,857,215	48,196,025	(661,191)	-1.4%	48,241,850	45,826	0.1%
Tuition fees - Domestic	26,192,771	26,895,669	702,898	2.7%	27,429,604	533,935	2.0%
Tuition fees - International	44,286,985	50,800,368	6,513,383	14.7%	51,815,430	1,015,062	2.0%
Project and other revenue	7,447,522	10,388,370	2,940,848	39.5%	11,844,530	1,456,160	14.0%
Amortization of deferred capital contributions	2,794,024	3,587,534	793,510	28.4%	4,926,367	1,338,833	37.3%
Sales of goods	1,265,750	1,265,750	-	0.0%	1,265,750	-	0.0%
Parking, childcare and theatre	973,840	993,297	19,457	2.0%	1,013,155	19,858	2.0%
Donations and gifts in-kind	297,109	303,051	5,942	2.0%	306,022	2,971	1.0%
Investment income	4,115,063	4,128,714	13,651	0.3%	4,135,539	6,826	0.2%
TOTAL Revenue	136,230,279	146,558,777	10,328,499	7.6%	150,978,247	4,419,470	3.0%
Expenses:							
Salaries and benefits:							
Faculty	40,706,453	41,596,335	889,882	2.2%	41,362,354	(233,981)	-0.6%
Administrative	11,350,696	11,771,762	421,066	3.7%	11,978,730	206,968	1.8%
Exempt	2,741,864	2,888,626	146,762	5.4%	2,972,903	84,277	2.9%
Staff	23,079,926	24,640,247	1,560,321	6.8%	24,710,007	69,760	0.3%
Benefits	19,298,659	19,609,558	310,899	1.6%	19,698,077	88,519	0.5%
TOTAL Salaries and benefits	97,177,598	100,506,528	3,328,930	3.4%	100,722,071	215,543	0.2%
Other Expenses:							
Other operating expenses	42,395,047	45,099,474	2,704,427	6.4%	47,349,407	2,249,933	5.0%
TOTAL Other expenses	42,395,047	45,099,474	2,704,427	6.4%	47,349,407	2,249,933	5.0%
TOTAL Operating expenses	139,572,646	145,606,002	6,033,356	4.3%	148,071,478	2,465,476	1.7%
Operating surplus/(deficit)	(3,342,367)	952,775	4,295,142		2,906,769	1,953,994	

The table below provides the budget assumptions that were used in developing the budget.

Category	Multi-Year Budgets
Enrollment: Units	<ul style="list-style-type: none"> • 2024/25 and 2025/26 Domestic Enrollment: Fiscal 2023/24 levels have been used for now; targets are to be established and budget will be updated accordingly. Estimated to have this completed with the Fiscal 2023/24 Quarter 1 forecast. • 2024/25 International Enrollment: use Fiscal 2019/20 pre-pandemic actuals. • 2025/26 International enrollment: maintain Fiscal 2024/25.
Enrollment: Tuition Revenue	<ul style="list-style-type: none"> • A 2% fee increase for Domestic and International applied. • Exemption of 2% increase included for 3 programs (2D, 3D and VFX).
Admin, Exempt, MoveUp FTE's and Faculty Non-Teaching Units	<ul style="list-style-type: none"> • FTE's equal to Fiscal 2024/25 Budget used as a starting point plus new positions added and adjustments that occurred during the year. • New positions are for Childcare Centre and On-Campus Student Housing.

The domestic and international enrollment units for the seven-year period are as follows:

Table 22: Enrollment Units – Multi-Year Budgets

	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	January 2023 Forecast	2023/24 Budget	2024/25 Budget	2025/6 Budget
Enrollment - Domestic Units	42,026	42,492	41,466	42,308	38,563	39,237	39,327	39,327
Enrollment - International Units	23,625	21,462	16,864	16,096	20,716	21,040	23,625	23,625

The enrollment budget summary impact to revenue of the assumptions stated above are as follows:

Table 23: Summary Impact of Enrollment – Multi-Year Budgets

Impact	2023/24 Budget	OUT YEARS					
		2024/25 Budget	Change		2025/26 Budget	Change	
			\$	%		\$	%
Enrollment Revenue	70,479,756	77,696,038	7,216,282	10.2%	79,245,034	1,548,996	2.0%
Teaching Sections	(29,656,167)	(30,680,948)	(1,024,781)	3.5%	(30,535,630)	145,318	-0.5%
Benefits	(7,265,761)	(7,516,832)	(251,071)	3.5%	(7,481,229)	35,603	-0.5%
Agency Commissions	(3,337,526)	(3,822,514)	(484,988)	14.5%	(3,898,965)	(76,451)	2.0%
Operating (Student Success Fee)	(2,750,818)	(2,941,977)	(191,159)	6.9%	(3,000,817)	(58,840)	2.0%
Net surplus/(deficit)	27,469,484	32,733,767	5,264,283	19.2%	34,328,393	1,594,626	4.9%

New Programs Budget

Programs that are Ministry approved are included in the new program costing budgets. The units are built into the budget as per an approved template at the current rate when the budget was created. For Fiscal 2023/24, the one new Ministry approved program is the Interaction Design diploma.

Table 24: New Program Costing - Multi Year Budgets

Impact	2023/24 Budget	OUT YEARS					
		2024/25 Budget	Change		2025/26 Budget	Change	
			\$	%		\$	%
Revenue:	339,487	621,005	281,518	82.9%	628,493	7,488	1.2%
Expenses:							
Salaries and benefits:							
Faculty - Teaching	117,038	232,893	115,855	99.0%	232,893	-	0.0%
Faculty - Non-Teaching	55,564	75,663	20,099	36.2%	75,663	-	0.0%
Staff	28,404	28,972	568	2.0%	29,540	568	2.0%
Benefits	49,246	82,694	33,448	67.9%	82,834	140	0.2%
TOTAL Salaries and benefits	250,252	420,222	169,970	67.9%	420,930	708	0.2%
Other Expenses:							
Operating Expense	64,642	95,206	30,564	47.3%	95,900	694	0.7%
TOTAL Operating expenses	314,894	515,428	200,534	63.7%	516,830	1,402	0.3%
Operating surplus/(deficit)	24,593	105,577	80,984		111,663	6,086	

Children's Centre & On-Campus Student Housing

The tables below show the impact of the new Centre for Childhood Studies and on-campus student housing that are to be operational in Fiscal 2024/25. The Center for Childhood Studies is projected to have deficit of \$1.2 million in Fiscal 2024/25 and a deficit of \$0.6 million in Fiscal 2025/26 as operations improve. Staffing of new positions is the major expense.

Table 25: Children's Centre – Multi-Year Budgets

Impact	2023/24 Budget	OUT YEARS					
		2024/25 Budget	Change		2025/26 Budget	Change	
			\$	%		\$	%
Revenue:	1,998,037	2,667,585	669,548	33.5%	3,179,636	512,051	19.2%
Expenses:							
Salaries and benefits:							
Administrative	98,838	98,838	-	0.0%	98,838	-	0.0%
Staff	1,623,653	2,919,320	1,295,667	79.8%	2,836,898	(82,422)	-2.8%
Benefits	422,010	739,449	317,439	75.2%	719,255	(20,194)	-2.7%
TOTAL Salaries and benefits	2,144,501	3,757,607	1,613,106	75.2%	3,654,991	(102,616)	-2.7%
Other Expenses:							
Operating Expense	46,747	127,327	80,580	172.4%	129,873	2,546	2.0%
TOTAL Operating expenses	2,191,248	3,884,934	1,693,686	77.3%	3,784,864	(100,070)	-2.6%
Operating surplus/(deficit)	(193,211)	(1,217,349)	(1,024,138)		(605,228)	612,121	

The on-campus student housing project is projected to have a modest surplus of \$0.5 million in Fiscal 2024/25, and a surplus of \$0.9 million in Fiscal 2025/26. Operational costs for the new housing is the major expense.

Table 26: On-Campus Student Housing – Multi-Year Budgets

Impact	2023/24 Budget	OUT YEARS					
		2024/25 Budget	Change		2025/26 Budget	Change	
			\$	%		\$	%
Revenue:	2,960,481	5,657,755	2,697,274	91.1%	7,700,929	2,043,174	36.1%
Expenses:							
Salaries and benefits:							
Administrative	97,188	192,487	95,299	98.1%	194,393	1,906	1.0%
Exempt	65,000	131,193	66,193	101.8%	132,517	1,324	1.0%
Staff	52,949	107,476	54,527	103.0%	110,603	3,127	2.9%
Benefits	52,709	105,633	52,924	100.4%	107,190	1,557	1.5%
TOTAL Salaries and benefits	267,846	536,789	268,943	100.4%	544,703	7,914	1.5%
Other Expenses:							
Operating Expense	2,898,989	4,620,188	1,721,199	59.4%	6,225,846	1,605,658	34.8%
TOTAL Operating expenses	3,166,835	5,156,977	1,990,142	62.8%	6,770,549	1,613,572	31.3%
Operating surplus/(deficit)	(206,354)	500,778	707,132		930,380	429,602	

Capital

The capital budget for the next 3 fiscal years from Fiscal 2023/24 to 2025/26 involve the construction of the Children's Centre, the On Campus Student Housing and Squamish Campus as shown in the Facilities portfolio. The capital expenditures over the next three years are shown by asset type and portfolio as follows:

Table 27: Capital – Multi Year Budgets

Asset Type	2023/24 Budget	OUT YEARS		Portfolio	2023/24 Budget	OUT YEARS	
		2024/25 Budget	2025/26 Budget			2024/25 Budget	2025/26 Budget
Hardware	2,722,770	2,602,370	2,602,370	IT Services	3,265,400	3,145,000	3,145,000
Software	567,000	567,000	567,000	Facilities	70,227,039	61,212,092	39,799,400
Furniture & Equipment	1,246,470	782,670	782,670	Faculty of Fine & Applied Arts	114,500	114,500	114,500
Buildings	61,177,039	60,562,092	39,149,400	Faculty of Arts & Sciences	63,800	-	-
Land	8,000,000	-	-	Faculty of Global & Community Studies	42,540	42,540	42,540
Total Capital Additions	73,713,279	64,514,132	43,101,440	Total Capital Additions	73,713,279	64,514,132	43,101,440
Externally Funded	15,839,712	23,996,730	29,200,130				
Internally Funded*	57,873,567	40,517,402	13,901,310				
Total Capital Additions	73,713,279	64,514,132	43,101,440				

Campus Master Plan – Multi-Year Budgets

The table below outlines the Capital Master Plan over the next three years. Construction of the Centre for Childhood Studies should be complete by Fiscal 2024/25. While the new on-campus student housing is expected to be operational in Fiscal 2024/25, minor construction will continue into Fiscal 2025/26. After the land purchase in Fiscal 2023/24, the construction of the Squamish Campus should be completed in Fiscal 2025/26.

Table 28: Campus Master Plan – Multi-Year Budgets

Capital	2023/24 Budget	OUTYEARS	
		2024/25 Budget	2025/26 Budget
Major Projects:			
Centre for Childhood Studies	12,983,363	4,652,384	-
Student Housing Building	28,587,476	21,409,708	1,253,400
Squamish New Campus	5,500,000	22,400,000	26,096,000
Squamish Land	8,000,000	-	-
Total Major Projects	55,070,839	48,462,092	27,349,400
Deferred Maintenance:			
Deferred Maintenance Miscellaneous	200,000	200,000	200,000
Water Systems Repair	600,000	-	-
Water Infrastructure Upgrades	1,000,000	1,600,000	1,600,000
BC Hydro Line	3,570,000	-	-
New main electrical distribution and incomer	4,000,000	5,500,000	5,200,000
Total Deferred Maintenance	9,370,000	7,300,000	7,000,000
Other Projects:			
Mass Communication System	400,000		
Capital Gate Contingency	4,936,200	5,000,000	5,000,000
STEM Capital Equipment	63,800	-	-
Total Other Projects	5,400,000	5,000,000	5,000,000
Campus Planning:			
University Furnishings	300,000	300,000	300,000
Facilities iCAP	150,000	150,000	150,000
Total Campus Planning	450,000	450,000	450,000
TOTAL CAPITAL	70,290,839	61,212,092	39,799,400

With the completion of these capital projects, there will be increased amortization expense that will be offset by the amortization of deferred capital contributions representing the external funding received from the Ministry.

Table 29: Amortization– Multi-Year Budgets

	2023/24 Budget	OUT YEARS	
		2024/25 Budget	2025/26 Budget
Amortization of deferred capital contributions	2,794,024	3,587,534	4,926,367
Amortization of tangible capital assets (incl. Asset Retirement Obligations)	7,677,422	8,487,291	9,630,311
Operating Surplus / (Deficit)	(4,883,398)	(4,899,757)	(4,703,944)
Accretion Expense	35,204	36,493	37,828
Total Operating Surplus / (Deficit)	(4,918,602)	(4,936,250)	(4,741,772)

ATTACHMENTS

1. Integrated Plan FY 2021-22 to 2023-24 Year 3 Top Priorities
2. Enrollment and Tuition Revenue
3. Faculty Teaching
4. Faculty Non-Teaching
5. Multi-year Budget (Enrollment, Faculty Teaching, Faculty Non-Teaching)



Integrated Plan FY 2021/22 to 2023/24 Year 3 Top Priorities

The Integrated Planning process for Year 3 included a Year 2 mid-year reflection and an opportunity to think ahead to 2023/2024 (Year 3) and refine areas of focus. This refinement was based on progress to-date, an analysis of the current state and the intention to better understand and improve learner and employee experiences. Through dedicated workshops, SLC members learned about the learner life cycle and identified opportunities to improve the learner experience. SLC members were encouraged to identify short and long term priorities.

This document presents a summary of the top priorities identified for each VP portfolio.

VP ACADEMIC & PROVOST

Matching learner interest/demand with course availability

Partner with the Registrar's Office, Institutional Research, and the Centre for International Excellence to use data-informed approaches to implement course cluster registration (a particular focus with international students), sufficient ENGL100 offerings, and improved annual course availability. This will contribute to student success overall and help maximize learner enrolments each semester that lead to timely credential completion.

New program development and implementation

Continue to focus on creating new options for learners through new program development based on refined academic processes with academic quality and governance (Academic Planning and Initiatives). Aligned with *Illuminating 2030*, ensure connections with labour market needs (future skills), regionality and global relevance, and learner competencies where graduates contribute to civil society; cultural, social, economic wellbeing of communities; and the health of the planet. With appropriate approvals, the focus will also be on implementing new programs currently under development.

Graduate Studies & Research

Build out organizational structures, processes and resources for the development and future implementation of a focused suite of sustainable high-quality, high-demand graduate programs. These programs will contribute to enhanced choices for learners and to knowledge creation and generation. As articulated in the CARS Plan, continue to deepen and extend university creative activity, research and scholarship opportunities, with a continued focus on partnership, collaboration and learner participation. There will also be a focus on leveraging external funding.

Digital Learning

Finalize and implement a framework for digital learning that reflects principles of academic quality, access, good governance and equity. The framework intends to inform and connect to the overall university digital transformation plan.



Engaged and Imaginative Experiences

Focusing on program, Faculty and university-level approaches (including learning spaces and places), evoke imagination to enliven engaged and active curricular and co-curricular learning experiences. This work will center on community collaboration, diversity and inclusion, place, regionality, decolonization, inclusion of Indigenous perspectives and knowledge, and reconciliation (e.g., work-integrated learning, research assistantships, Indigenous community-based courses/programming).

Academic Learning Supports

In partnership with student affairs, evolve academic learning supports that scale, reflect the needs and interests of learners, and are informed by leading and emergent practices centering learning and learners.

VP FINANCE & ADMINISTRATION

Planning & Projects

Execute on *Campus Master Plan* projects such as the Centre for Childhood Studies, student housing and the Squamish campus. In partnership with the District of North Vancouver, develop a joint strategic plan to advance the concept of a university village. Set the direction on expansion and renewal plans for space across campuses that support equity, diversity, inclusion, and accessibility, and that positively impact employee retention and the learner life cycle.

Facility Operations

Establish sustainability goals aligned with provincial targets and that meet or exceed new regulations to conserve energy and reduce greenhouse gas emissions and campus pollution. Support the stewardship of the University's building and infrastructure by reducing deferred maintenance and increasing preventative maintenance.

Safety and Emergency Management

Develop and implement plans to position the University to support employees, students and the community in emergency situations through orientations and training. Provide support for the bolstering of emergency management systems through the implementation of a mass communication system.

Policy Development and Management & Enterprise Risk Framework

Develop policy management, with a focus on addressing outdated policies and procedures and updating the Policy of Policy Development and supporting guidance. Provide training and guidance to support the implementation of the new Privacy Policy and Procedures. Implement the Risk Framework, including developing and reporting on the risk register. On the Purchasing side, develop and roll out general awareness raising and more focused training to support purchasing, procurement and contract management.



Financial Planning

Reimagine the integrated planning, budget and resource allocation framework to ensure it is more efficient, effective and user-friendly. Continue to support the financial aid and foundation teams to understand the current challenges and improve processes for student awards and financial aid.

Technology

Complete the process to develop the digital transformation plan with the full plan completed in Summer 2023 and execution beginning in Fall 2023. Continue to improve our cybersecurity posture by formalizing the security program and implementing control plans related to cybersecurity.

VP STRATEGIC PLANNING, ASSESSMENT, AND INSTITUTIONAL EFFECTIVENESS

Internationalization

Diversify international recruitment by establishing four regional recruitment representatives in south-east Asia (completed); China and north-east Asia; Brazil and South America; and Africa. Continue to build international partnerships for knowledge exchange and academic advancement, plus articulation and pathways of well-prepared learners to our degree programs in collaboration with Faculties. Improve transition services for new international students working with academic units and Student Affairs to ensure they are well prepared for living and learning in Canada with the strongest opportunities for success.

Scheduling & Registration

Complete the transition to full-year scheduling by 2024 in collaboration with academic units. This will let learners who register for Fall also view Spring course offerings. Update time ticketing for Fall 2023 to include student programs so two- year credential students are not disadvantaged.

Data & Analytics

Continue to build out the predictive analytics portfolio to better understand student lifecycle patterns. Continue to build out the availability and access to relevant databases (whether building internally or leveraging APIs and external resources) for data-informed decision-making. Continue to partner with areas across the University to lift up the collective data literacy.

Student Services

Develop our on-site and off-site housing options, including collegia. Expand physical spaces available to accommodate health and well-being opportunities. Consider ways to create highly accessible, unified health and well-being and EDI informed services. Update some of our key policies that impact students: conduct, sexual violence, discrimination/bullying/harassment, academic accommodations, and accessibility.



VP UNIVERSITY RELATIONS

Digital Experience

Marketing and Digital Experience (MDX) will be transitioning to and adopting user-centered, collaborative, and data-driven practices to improve both internal processes and the digital experience supporting digital transformation at CapU. This includes developing and implementing a user experience (UX) vision, strategy and roadmap for capilano.ca, ultimately furthering the University's overarching goals focused on recruitment, retention and persistence.

Maximize Student Financial Support and Alumni Engagement

Philanthropy and Alumni Relations (PAR) will continue to increase philanthropic and financial support from donors, alumni and corporations through entrance awards, scholarships, bursaries and awards. PAR is collaborating with financial aid and financial services to ensure the promotion, coordination and disbursement of financial support to attract and retain students during their time at CapU. This will support donor stewardship, a critical part of donors investing in CapU and students. Encouraging named endowments and legacy giving will support the initiative to grow the Foundation endowment and assets. PAR will support and promote faculty projects and programs to support the learner experience with corporate partners. The result will be more financial support for students and naming opportunities to lend financial support to the university needs.

Alumni relations will continue to provide engagement opportunities for alumni. Networking events, perks, awards and mentorship programs will continue to grow ensuring that alumni are engaged and stay connected to the university.

Capital Campaign Preparation

Building on the success of the Centre for Childhood Studies campaign, university relations is engaging in a preparedness review to chart the path to CapU's next capital campaign, potentially focused on a health, wellness and sports centre. The centre could meet internal and external community needs as part of the anchor to the creation of a CapU Village. The review will ensure the University has the capacity and resources to execute what we anticipate to be the most extensive capital campaign in our history.

Government Connection

Government relations and community engagement will expand and build on government and First Nation and Metis Nation relations. The focus with all levels of government will be to continue building relationships, identifying partnerships and funding opportunities that support *Envisioning 2030* and *Illuminating 2030*. The funding opportunities could support capital and operating needs that will enhance the student and employee experience from accessibility, housing and advocacy for CapU as a transportation hub.



VP PEOPLE, CULTURE & DIVERSITY

Employee Experience

Continue to develop creative and effective learner support models for employees through the HRBP function. Continue to increase and improve the level of support for the different employee groups in Administration, Exempt, Staff and Faculty portfolios. Continue to develop orientation processes within the employee experience framework while building a corresponding onboarding program.

Programs & Services

Maximize and leverage SharePoint to automate as many manual processes around classification and compensation. Continue with the planned changes to HR governance and policies that will improve employee engagement from the candidate to employee experience. Continued focus on health and well-being through abilities management and "stay-at-work" employee programs as a more engaged function of claims management.

Organizational Development

Continue the development of the People Plan as informed by the engagement survey, EDI audit recommendations and integrated planning processes. Enhance the current performance management including the performance appraisal process, employee recognition, and career development opportunities for employees. This will help instill a culture of continuous development and growth through reflective practice. Move from onboarding to socialization of employees by taking employee engagement to an employee experience second to none.

**Capilano University
Fiscal 2023/24 Budget
Enrollment and Tuition Revenue**

Attachment 2

	2022/23 BUDGET		2023/24 BUDGET										Change	
	Enrollment	\$	Spring 202310	Summer 202330	Fall 202330	Spring 202410	Enrollment	Spring 202310	Summer 202330	Fall 202330	Spring 202410	\$	Enrollment	\$
Total	58,404.23	58,779,298.00	5,893.77	7,790.00	26,784.00	19,808.88	60,276.65	6,153,214.00	9,277,667.00	28,201,281.00	21,469,745.00	65,101,907.00	1,872.41	6,322,609.00
Domestic	42,308.32	23,605,713.00	4,003.68	3,790.00	18,384.00	13,058.88	39,236.56	2,321,639.00	1,493,298.00	11,249,436.00	7,575,348.00	22,639,721.00	(3,071.76)	(965,992.00)
International	16,095.92	35,173,585.00	1,890.09	4,000.00	8,400.00	6,750.00	21,040.09	3,831,575.00	7,784,369.00	16,951,845.00	13,894,397.00	42,462,186.00	4,944.17	7,288,601.00
Faculty of Arts and Sciences	15,279.23	12,935,025.00	1,366.52	2,317.05	7,036.80	5,292.07	16,012.43	1,193,605.00	3,056,146.00	6,523,126.00	4,868,610.00	15,641,487.00	733.20	2,706,462.00
Domestic	10,437.32	4,325,675.00	926.40	799.00	4,522.00	3,477.12	9,724.52	397,407.00	291,364.00	1,983,679.00	1,520,861.00	4,193,311.00	(712.80)	(132,364.00)
International	4,841.92	8,609,350.00	440.12	1,518.05	2,514.80	1,814.95	6,287.91	796,198.00	2,764,782.00	4,539,447.00	3,347,749.00	11,448,176.00	1,446.00	2,838,826.00
Business and Professional Studies Faculty	16,329.00	17,202,492.00	1,860.45	3,310.09	7,580.37	5,531.62	18,282.53	2,124,667.00	4,215,553.00	8,885,079.00	6,744,764.00	21,970,063.00	1,953.53	4,767,571.00
Domestic	10,066.00	4,728,970.00	1,046.40	1,470.00	4,167.00	2,916.48	9,599.88	494,839.00	632,832.00	1,982,264.00	1,406,235.00	4,516,170.00	(466.12)	(212,800.00)
International	6,263.00	12,473,522.00	814.05	1,840.09	3,413.37	2,615.14	8,682.65	1,629,828.00	3,582,721.00	6,902,815.00	5,338,529.00	17,453,893.00	2,419.65	4,980,371.00
Education, Health and Human Development Faculty	8,270.00	4,445,112.00	611.22	1,221.89	3,174.73	2,356.85	7,364.69	410,608.00	733,980.00	2,090,086.00	1,690,338.00	4,925,012.00	(905.31)	479,900.00
Domestic	7,070.00	1,950,962.00	479.76	1,022.00	2,608.00	1,806.72	5,916.48	144,456.00	284,082.00	849,663.00	554,670.00	1,832,871.00	(1,153.52)	(118,091.00)
International	1,200.00	2,494,150.00	131.46	199.89	566.73	550.13	1,448.21	266,152.00	449,898.00	1,240,423.00	1,135,668.00	3,092,141.00	248.21	597,991.00
Fine and Applied Arts Faculty	12,497.00	14,210,374.00	1,399.12	330.54	6,241.58	4,402.74	12,373.97	1,576,354.00	253,635.00	7,690,814.00	5,122,723.00	14,643,526.00	(123.03)	433,152.00
Domestic	11,085.00	10,666,888.00	1,184.40	295.00	5,353.00	3,681.60	10,514.00	1,079,532.00	179,274.00	5,510,792.00	3,421,423.00	10,191,021.00	(571.00)	(475,867.00)
International	1,412.00	3,543,486.00	214.72	35.54	888.58	721.14	1,859.97	496,822.00	74,361.00	2,180,022.00	1,701,300.00	4,452,505.00	447.97	909,019.00
Global and Community Studies Faculty	6,029.00	6,986,295.00	656.47	610.44	2,750.52	2,225.60	6,243.02	847,980.00	1,018,353.00	3,012,176.00	3,043,310.00	7,921,819.00	214.02	935,524.00
Domestic	3,650.00	1,933,218.00	366.72	204.00	1,734.00	1,176.96	3,481.68	205,405.00	105,746.00	923,038.00	672,159.00	1,906,348.00	(168.32)	(26,870.00)
International	2,379.00	5,053,077.00	289.75	406.44	1,016.52	1,048.64	2,761.34	642,575.00	912,607.00	2,089,138.00	2,371,151.00	6,015,471.00	382.34	962,394.00
Central Adjustment	-	3,000,000.00	-	-	-	-	-	-	-	-	-	-	-	3,000,000.00
Domestic	-	-	-	-	-	-	-	-	-	-	-	-	-	-
International	-	3,000,000.00	-	-	-	-	-	-	-	-	-	-	-	3,000,000.00

Capilano University
Fiscal Year 2023/24 Budget Faculty Teaching

Attachment 3

1. Summary

	2023/24 - BUDGET		2022/23 - BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Section	2,431.24	28,742,144	2,302.69	27,227,362	128.56	1,514,782
Lab Hours	7,636.32	406,025	8,785.62	467,129	(1,149.30)	(61,104)
PMI	7,964.85	507,998	8,355.00	532,882	(390.15)	(24,884)
Total	18,032.41	29,656,167	19,443.30	28,227,373	(1,410.89)	1,428,794

SECTIONS

	2023/24 - BUDGET		2022/23 - BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	648.68	7,668,734	486.01	5,745,609	162.68	1,923,125
Business and Professional Studies Faculty	536.72	6,345,094	575.19	6,799,869	(38.47)	(454,775)
Education, Health and Human Development Faculty	401.18	4,742,729	402.61	4,759,611	(1.43)	(16,882)
Fine and Applied Arts Faculty	578.82	6,842,834	584.11	6,905,347	(5.29)	(62,513)
Global and Community Studies Faculty	245.70	2,904,648	239.28	2,828,815	6.42	75,833
Others	20.14	238,105	15.49	188,111	4.65	49,994
2.7 Sechelt	3.00	35,466	2.75	32,511	0.25	2,955
4.4.1 Central CapU	0.42	5,000		5,000	0.42	-
4.5.1 Central HR	12.37	146,214	12.74	150,600	(0.37)	(4,386)
2.1.4 Indigenous Student Services	4.35	51,425			4.35	51,425
Total	2,431.24	28,742,144	2,302.69	27,227,362	128.56	1,514,782

LAB HOURS

	2023/24 - BUDGET		2022/23 - BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	7220.55	383,918	8300.02	441,309	(1,079.46)	(57,391)
Business and Professional Studies Faculty	111.37	5,922	167.00	8,880	(55.63)	(2,958)
Education, Health and Human Development Faculty					0.00	-
Fine and Applied Arts Faculty	267.87	14,243	280.98	14,940	(13.11)	(697)
Global and Community Studies Faculty					0.00	-
Others	36.52	1,942	37.62	2,000	(1.10)	(58)
4.5.1 Central HR	36.52	1,942	37.62	2,000	(1.10)	(58)
Total	7,636.31	406,025	8,785.62	467,129	(1,149.30)	(61,104)

PRIVATE MUSIC INSTRUCTION

	2023/24 - BUDGET		2022/23 - BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	7964.85	507,998	8355	532,882	(390.15)	(24,884)
Total	7,964.85	507,998	8,355.00	532,882	(390.15)	(24,884)

Capilano University
Fiscal Year 2023/24 Budget Faculty Non-Teaching

Attachment 4

1. Summary

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
Section	772.43	9,131,627	774.03	9,150,647	(1.61)	(19,020)
Lab Hours	25,292.38	1,344,797	24,914.38	1,324,698	378.00	20,099
PMI	378.00	24,109	378.01	24,109	(0.01)	-
Total	26,442.80	10,500,533	26,066.42	10,499,454	376.39	1,079

2. Section (Units and \$)

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
1.1 President	7.00	82,724	7.00	82,724	-	-
2.1 Academic program VP	12.09	142,942	5.00	59,124	7.09	83,818
2.1.1 CTE	48.00	567,491	55.09	651,309	(7.09)	(83,818)
2.1.2 CARS	7.07	83,554	5.62	66,431	1.45	17,123
2.1.3 Academic Initiatives and Planning	37.15	439,209	37.15	439,210	-	(1)
2.1.4 Indigenous Student Services	13.59	160,709	16.09	190,261	(2.50)	(29,552)
2.2 FAS	102.71	1,214,290	102.71	1,214,297	-	(7)
2.3 BPS	65.12	769,860	67.53	798,292	(2.41)	(28,432)
2.4 EHHD	130.19	1,539,121	124.01	1,466,028	6.18	73,093
2.5 Fine and Applied Art Faculty	97.32	1,150,563	94.32	1,115,098	3.00	35,465
2.5.1 Performing Arts Theatre	0.25	2,956	0.25	2,956	-	-
2.6 GCS	54.07	639,268	54.07	639,269	-	(1)
2.7 Sechelt	12.01	141,923	11.87	140,386	0.14	1,537
2.8 Library	64.00	756,609	64.00	756,609	-	-
4.1 Fin&Admin VP					-	-
4.4.1 Central CapU					-	-
4.5 HR	3.75	44,333	3.75	44,333	-	-
4.5.1 Central HR	23.26	274,757	23.95	283,000	(0.70)	(8,242)
5.1 SPVP	8.00	94,576	8.00	94,576	-	-
5.2 AVPSS	66.35	784,390	73.12	864,392	(6.77)	(80,002)
5.2.1 Student Affairs					-	-
5.2.2 Centre for Sports and Wellness					-	-
5.3 CIE	4.50	53,199	4.50	53,199	-	-
5.4 CS	16.00	189,152	16.00	189,153	-	(1)
Total	772.43	9,131,626	774.03	9,150,647	(1.61)	(19,020)

Capilano University
Fiscal Year 2023/24 Budget Faculty Non-Teaching

Attachment 4(cont'd)

3. Lab Hours (Units and \$)

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
2.2 FAS	4,245.70	225,745	4,245.70	225,742	-	3
2.3 BPS	1,144.88	60,873	1,144.88	60,873	-	-
2.5 Fine and Applied Art Faculty	19,901.80	1,058,179	19,523.80	1,038,083	378.00	20,096
Total	25,292.38	1,344,797	24,914.38	1,324,698	378.00	20,099

4. Private Music Instruction (Units and \$)

	2023/24 BUDGET		2022/23 BUDGET		Change	
	Units	\$	Units	\$	Units	\$
2.2 FAS	378.00	24,109	378.01	24,109	(0.01)	-
Total	378.00	24,109	378.01	24,109	(0.01)	-

Capilano University

Attachment 5

Fiscal 2024/25 Budget and Fiscal 2025/26 Budget Enrollment and Tuition Revenue

	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Enrollment	\$	Enrollment	\$	Enrollment	\$
TOTAL TUITION	60,276.65	65,101,907.00	62,861.56	71,725,040.00	62,861.56	73,159,547.00
Domestic	39,236.56	22,639,721.00	39,236.56	23,092,512.00	39,236.56	23,554,365.00
International	21,040.09	42,462,186.00	23,625.00	48,632,528.00	23,625.00	49,605,182.00
Faculty of Arts and Sciences	16,012.43	15,641,487.00	16,784.94	17,388,931.00	16,784.94	17,736,711.00
Domestic	9,724.52	4,193,311.00	9,724.52	4,277,176.00	9,724.52	4,362,721.00
International	6,287.91	11,448,176.00	7,060.42	13,111,755.00	7,060.42	13,373,990.00
Business and Professional Studies Faculty	18,282.53	21,970,063.00	19,349.25	24,596,677.00	19,349.25	25,088,612.00
Domestic	9,599.88	4,516,170.00	9,599.88	4,606,493.00	9,599.88	4,698,623.00
International	8,682.65	17,453,893.00	9,749.37	19,990,184.00	9,749.37	20,389,989.00
Education, Health and Human Development Faculty	7,364.69	4,925,012.00	7,542.61	5,410,998.00	7,542.61	5,519,220.00
Domestic	5,916.48	1,832,871.00	5,916.48	1,869,527.00	5,916.48	1,906,918.00
International	1,448.21	3,092,141.00	1,626.13	3,541,471.00	1,626.13	3,612,302.00
Fine and Applied Arts Faculty	12,373.97	14,643,526.00	12,602.48	15,494,357.00	12,602.48	15,804,245.00
Domestic	10,514.00	10,191,021.00	10,514.00	10,394,841.00	10,514.00	10,602,738.00
International	1,859.97	4,452,505.00	2,088.48	5,099,516.00	2,088.48	5,201,507.00
Global and Community Studies Faculty	6,243.02	7,921,819.00	6,582.27	8,834,077.00	6,582.27	9,010,759.00
Domestic	3,481.68	1,906,348.00	3,481.68	1,944,475.00	3,481.68	1,983,365.00
International	2,761.34	6,015,471.00	3,100.59	6,889,602.00	3,100.59	7,027,394.00

Capilano University

Attachment 5 (cont'd)

Fiscal Year 2022/23 Budget Faculty Teaching

Summary Statement

	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
Section	2,431.24	28,742,144	2,515.58	29,739,136	2,503.29	29,593,872
Lab Hours	7,636.32	406,025	7,981.83	424,395	7,980.83	424,341
PMI	7,964.85	507,998	8,112.53	517,417	8,112.53	517,417
Total	18,032.41	29,656,167	18,609.94	30,680,948	18,596.64	30,535,630

Section	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	648.68	7,668,734	679.59	8,034,076	679.59	8,034,076
Business and Professional Studies Faculty	536.72	6,345,094	567.86	6,713,275	567.86	6,713,275
Education, Health and Human Development Faculty	401.18	4,742,729	390.42	4,615,573	378.36	4,473,013
Fine and Applied Arts Faculty	578.82	6,842,834	599.16	7,083,306	599.16	7,083,306
Global and Community Studies Faculty	245.70	2,904,648	259.10	3,063,078	259.21	3,064,391
2.7 Sechelt	3.00	35,466	3.00	35,466	3.00	35,466
4.4.1 Central CapU	0.42	5,000	0.42	5,000	0.42	5,000
4.5.1 Central HR	12.37	146,214	11.67	137,937	11.33	133,920
TOTAL	2,431.24	28,742,144	2,515.58	29,739,136	2,503.29	29,593,872

Lab Hours	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	7,220.55	383,918	7,556.96	401,804	7,556.96	401,804
Business and Professional Studies Faculty	111.37	5,922	117.66	6,256	117.66	6,256
Fine and Applied Arts Faculty	267.87	14,243	272.76	14,503	272.76	14,503
4.5.1 Central HR	36.52	1,942	34.45	1,832	33.45	1,778
TOTAL	7,636.32	406,025	7,981.83	424,395	7,980.83	424,341

PRIVATE MUSIC INSTRUCTION	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
Fine and Applied Arts Faculty	7,964.85	507,998	8,112.53	517,417	8,112.53	517,417
TOTAL	7,964.85	507,998	8,112.53	517,417	8,112.53	517,417

Capilano University
Fiscal Year 2022/23 Budget Faculty Non-Teaching

Attachment 5 (cont'd)

Summary Statement

	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
Section	772.43	9,131,627	759.32	8,976,629	753.08	8,902,884
Lab Hours	25,292.38	1,344,797	25,670.38	1,364,896	25,670.38	1,364,896
PMI	378.00	24,109	378.00	24,109	378.00	24,109
Total	26,442.80	10,500,533	26,807.69	10,365,634	26,801.45	10,291,889

Section	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
1.1 President	7.00	82,724	7.00	82,724	7.00	82,724
2.1 Academic program VP	12.09	142,942	5.00	59,124	5.00	59,124
2.1.1 CTE	48.00	567,491	55	651,309	55	651,309
2.1.2 CARS	7.07	83,554	6.00	70,932	6.00	70,932
2.1.3 Academic Initiatives and Planning	37.15	439,209	37.15	439,209	37.15	439,209
2.1.4 Indigenous Student Services	13.59	160,709	13.59	160,709	13.59	160,709
2.2 FAS	102.71	1,214,290	102.71	1,214,290	102.71	1,214,290
2.3 BPS	65.12	769,860	61.11	722,470	61.11	722,470
2.4 EHHD	130.19	1,539,121	123.47	1,459,687	117.87	1,393,492
2.5 Fine and Applied Art Faculty	97.32	1,150,563	97.32	1,150,563	97.32	1,150,563
2.5.1 Performing Arts Theatre	0.25	2,956	0.25	2,956	0.25	2,956
2.6 GCS	54.07	639,269	54.07	639,269	54.07	639,269
2.7 Sechelt	12.01	141,923	12.01	141,923	12.01	141,923
2.8 Library	64.00	756,609	64.00	756,609	64.00	756,609
4.5 HR	3.75	44,333	3.75	44,333	3.75	44,333
4.5.1 Central HR	23.24	274,757	21.93	259,205	21.29	251,655
5.1 SPVP	8.00	94,576	8.00	94,576	8.00	94,576
5.2 AVPSS	66.35	784,390	66.35	784,390	66.35	784,390
5.3 CIE	4.50	53,199	4.50	53,199	4.50	53,199
5.4 CS	16.00	189,152	16.00	189,152	16.00	189,152
TOTAL	772.43	9,131,627	759.32	8,976,629	753.08	8,902,884

Lab Hours	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
2.2 FAS	4,245.70	225,745	4,245.70	225,745	4,245.70	225,745
2.3 BPS	1,144.88	60,873	1,144.88	60,873	1,144.88	60,873
2.5 Fine and Applied Art Faculty	19,901.81	1,058,179	20,279.81	1,078,278	20,279.81	1,078,278
TOTAL	25,292.38	1,344,797	25,670.38	1,364,896	25,670.38	1,364,896

PRIVATE MUSIC INSTRUCTION	2023/24 - Budget		2024/25 - Budget		2025/26 - Budget	
	Units	\$	Units	\$	Units	\$
2.5 Fine and Applied Art Faculty	378.00	24,109	378.00	24,109	378.00	24,109
TOTAL	378.00	24,109	378.00	24,109	378.00	24,109



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2: B.211 Credit and Debit Card Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE:

The purpose of this report is to provide the Board of Governors with the background information on B.211 Credit and Debit Card Policy and the proposed changes to renew this policy. At their February 8, 2023 meeting, the Finance Committee passed a motion to recommend that the Board of Governors approve the renewal of B.211 Credit and Debit Card Policy with revisions as presented.

MOTION:

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve renewal of B.211 Credit and Debit Card Policy with revisions as presented.

BACKGROUND:

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.211 Credit and Debit Card Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee:	
		<input type="checkbox"/> Executive and HR Committee <input checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	September 24, 2019
		Revised Date:	N/A
		Next Review Date:	2022
Procedure # and Name:	B.211.1 Credit and Debit Card Procedure		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director Financial Services		
Summary	Renew policy with housekeeping changes only		

Rationale for review

B.211 Credit and Debit Card policy was a new policy created in 2019 to ensure that all the credit and debit card processing activities made on behalf of the university comply with the Payment Card Industry Data Security Standards (PCI DSS) best practices.

As per the university's processes, all new policies are reviewed after three years. Additionally, a new version of the PCI DSS was published in December 2022.

Issues or concerns

No security incidents, suspicious transactions or events involving cardholder information have been reported since the policy was implemented. However, as the University is overdue for a compliance review, it has been determined that a third-party compliance assessment will be commissioned.

Risk, benefits and strategy alignment

Non-compliance with the PCI DSS could lead to a notice, fine or potential suspension of credit card processing. Adopting best practices reduces the risk of fraud associated with the use of credit and debit cards.

Consultation

A working group led by Directors, Security Services and the Chief Information Officer, consisting of representatives from Financial Services, Risk Management and IT Services, reviewed the policy and procedure to propose the following minor changes to B.211 Credit and Debit Card Policy:

- 1) Clarifying that the Vice-President, Finance and Administration is responsible for oversight of the policy while the Director, Financial Services is responsible for designing and implementing procedures to ensure compliance with the policy.
- 2) Expanding the policy to require approval of any significant changes to the existing e-commerce solutions.
- 3) Identifying that the managers and supervisors authorized to process card holder information are responsible for monitoring and advising of any security incidents.
- 4) Require demonstration of PCI compliance by contractors on an annual basis.

Plan for associated training or awareness raising

All locations and employee groups that process credit and debit card transactions or handle cardholder information will be included in the planned assessment. If any issues or learning opportunities arise, training will be provided.


Review and approval process timelines

The review and approval processes to renew B.211 Credit and Debit Card Policy is summarized in the table below:

Date	Committee	Purpose
January 9, 2023	SLC Policy Sub-Committee	Review and provide feedback
January 10 – 24, 2023	Capilano University Community – posted on Frontlines	Review and provide feedback
January 25, 2023	SLC	Review and endorsed revisions to proceed to Finance Committee
February 8, 2023	Finance Committee	Finance Committee recommendation to Board of Governors to approve renewal of B.211 Credit and Debit Card Policy
February 28, 2023	Board of Governors	Board of Governors to approve renewal of B.211 Credit and Debit Card Policy
March 22, 2023	SLC	SLC to approve renewal of B.211.1 Credit and Debit Card Procedures

Attachments:

#	Name
1	B.211 Credit and Debit Card Policy
2	B.211.1 Credit and Debit Card Procedure

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.211	Vice-President, Finance and Administration		
Policy Name			
Credit and Debit Card Policy			
Approved by	Replaces	Category	Next Review
Board	New		2022
Date Issued	Date Revised	Related Policies and Procedures <i>Reference</i>	
September 24, 2019		B.211.1 Credit and Debit Card Procedures B.210 Cash Policy <i>Payment Card Industry Data Security standards (PCI-DSS)</i>	

1. PURPOSE

The purpose of this policy is to

- a) protect credit and debit cardholder information for individuals and entities that use credit and debit cards to transact business with Capilano University ("University"), and
- b) ensure all credit and debit card processing activities and related technology follow *Payment Card Industry Data Security Standards* (PCI DSS) best practices.

2. DEFINITIONS

"Cardholder information" the contents of the magnetic strip, the primary account number plus any of the following, cardholder name, card expiration date and service code, for a credit, debit or other bank card.

"Primarily account number (PAN)" the unique number on a credit or debit card that identifies the issue or and the cardholder account, also refer to as an account number.

"Payment Card Industry Data Security Standards (PCI DSS)" global standards for securing credit and banking transactions with mandatory requirements and guidelines covering security, policies, procedures, network/software design and other critical protective measures.

"Personal Identification Number (PIN)" a numeric password used to authenticate an individual to a system.

3. SCOPE

This policy applies to employees who have access to cardholder information and departments that accept credit and debit card payments using a gateway provider, point of sale terminal, or other electronic means.

4. POLICY

4.1 The University is committed to protecting and securing cardholder information.

4.2 The Vice-President, Finance and Administration is responsible for implementing, administering and ensuring compliance with this policy and any related procedures.

4.2.3 The Vice-President, Finance and Administration has appointed the Director, Financial Services Vice-President, Finance and Administration to will design and implement

- a) procedures for processing and handling cardholder information to make ensure that all employees and locations that process, maintain or transmit cardholder information do so in a manner that follows PCI DSS best practices, and
- b) incident response procedures that employees must follow in the event of a security incident a security breach or suspicious transaction or event involving cardholder information.

4.34.4 Only those employees and locations authorized by the Vice-President, Finance and Administration and identified in *B.211.1 Credit and Debit Card Procedures*, may accept and/or access cardholder information. Employees and departments so authorized are responsible for protecting such cardholder information.

4.44.5 Employees are not permitted to

- a) retain credit and debit card numbers or cardholder information in a physical or digital form (e.g. hard copy, paper, electronic file on any device such as server, PC, laptop or smartphone),
- b) accept cardholder information by mail, e-mail, text or fax, or
- c) transmit or communicate an unprotected or non-encrypted PAN or PIN.

4.54.6 The Director, Financial Services must approve all credit card merchant accounts and any significant changes to existing e-commerce solutions prior to implementation of e-commerce solutions for credit and debit card transaction processing.

4.64.7 The Chief Information Officer or designate must approve all e-commerce solutions and any significant changes to existing e-commerce solutions to make ensure that related software and equipment comply with the University's technical standards and follow PCI DSS best practices. Third-party e-commerce solutions must be PCI-DSS compliant.

4.74.8 All equipment used to process cardholder information must be protected against tampering. Managers and supervisors of services at the University that are authorized to process card holder information must put processes in place Employees are required to monitor such equipment daily and report any anomalies or suspicions of tampering immediately to the Director, Financial Services.

4.84.9 Contracts withers and third parties engaged by the University to do business on its behalf, who must comply with this policy when processing credit and debit card transactions must include the requirement to demonstrate PCI compliance by providing evidence of compliance annually.

4.94.10 The Vice-President, Finance and Administration Director, Financial Services must make ensure that third parties, service providers, vendors, payment gateway and other providers comply with PCI DSS requirements.

4.11 Cash transactions must be processed in accordance with the *B.210 Cash Policy.*

4.104.12 Exceptions to this policy must be jointly authorized in advance by the Vice-President,

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Finance and Administration and the ~~Director, Financial Services~~ President and reported to the Finance ~~and Audit~~ Committee.

5. DESIGNATED OFFICER

The Vice-President, Finance and Administration is the Policy Owner responsible for the oversight of this Policy. The administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Director, Financial Services.

6. REVIEW AND AMENDMENT

This Policy and associated procedure will be reviewed on a regular basis and amended as required in accordance with Policy B.102 Policy Development and Management.

5.7. RELATED REFERENCES


- B.211.1 Credit and Debit Card Procedures*
- B.210 Cash Policy*
- Payment Card Industry Data Security standards ([PCI DSS](#))*

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 PROCEDURE		
Procedure No.	Officer Responsible	
B.211.1	Vice-President, Finance and Administration	
Procedure Name		
Credit and Debit Card Procedures		
Policy This Procedure is Under	Date of Next Policy Review	
B.211 Credit and Debit Card Policy	October 20282	
Date Issued	Date Revised	Related Policies, Reference
October 2, 2019		B. 210 Cash Policy Payment Card Industry Data Security standards (PCI-DSS)

1. PURPOSE

These procedures describe how credit and debit card transactions must be processed and cardholder information protected and secured, in accordance with *B.211 Credit and Debit Card Policy*.

2. DEFINITIONS

“**Cardholder information**” the contents of the magnetic strip, the primary account number plus any of the following, cardholder name, card expiration date and service code, for a credit, debit or other bank card.

“**Primarily account number (PAN)**” the unique number on a credit or debit card that identifies the issue or and the cardholder account, also refer to as an account number.

“**Payment Card Industry Data Security Standards (PCI-DSS)**” global standards for securing credit and banking transactions with mandatory requirements and guidelines covering security, policies, procedures, network/software design and other critical protective measures.

“**Personal Identification Number (PIN)**” a numeric password used to authenticate an individual to a system.

3. SCOPE

These procedures apply to employees who have access to cardholder information and locations that accept credit and debit card payments using a gateway provider, point of sale terminal, or other electronic means.

4. PROCEDURES

Authorized locations and employees

4.1 In accordance with section 4.3 of the *B.211 Credit and Debit Card Policy*, “authorized locations” that can process credit and debit card transactions and handle cardholder information are restricted to

- a) Financial Services,
- b) Bookstore,
- c) Centre for Sports and Wellness,
- d) Continuing Studies,
- e) Library,
- f) Sunshine Coast campus, and
- g) Theatre/Box Office

4.2 Pursuant to section 4.3 of the *B.211 Credit and Debit Card Policy*, additional locations can be added to the listing in section 4.1 upon authorization by the Director, Financial Services.

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4.24.3 The manager/supervisor of each authorized location will ensure that employees who process credit and debit transactions and handle cardholder information and equipment

- a) sign Appendix 1 – Acknowledgement of Understanding confirming that they have read and understand these procedures, *B.211 Credit and Debit Card Policy*, and the process to be followed in the event of a real or perceived security incident involving cardholder information and/or processing equipment.
- b) have been trained to use credit and debit transaction processing equipment and to safeguard cardholder information, and
- c) know when and how to use *Appendix 3 Cardholder Security Incident Response Process* in the event of a security breach incident involving cardholder information or credit and debit card processing equipment.

4.34.4 The manager/supervisor of each authorized location will complete *Appendix 2 Cardholder Security Contact and Response Information* each year and review the information with each employee authorized to process credit and debit card transactions and handle cardholder information and equipment.

4.44.5 Employees involved in processing credit and debit transactions and handling cardholder information and equipment will ensure that

- a) the full primary account number (full PAN) and authentication data (magnetic strip contents, card verification code or PIN) for any credit or debit card is never stored in a physical or digital form (e.g. hard copy, paper or electronic file on any device such as server, PC, laptop or smartphone),
- b) cardholder information is never received or transmitted by mail, email, text or fax. If such information is inadvertently transmitted by email or fax
 - i) it must be promptly deleted or destroyed, unless required for some valid business purpose wherein all cardholder information must be redacted prior to storage or reproduction, and
 - ii) the customer must be notified that the payment information has not been accepted and advised of other acceptable payment options,
- c) merchant copies of credit card slips only contain masked (partial PAN) information. These records may be kept in a secure manner in order to facilitate resolving charge back items, and
- d) credit or debit cards left by customers are properly secured for a retention period not

to exceed five days, during which time efforts must be made to return the card to the customer. Any unclaimed credit or debit cards must be destroyed immediately after the retention period unless alternate recovery arrangements have been made with the customer.

4.54.6 The Director, Financial Services will conduct an annual review to ~~ensure~~ confirm ~~ongoing~~ compliance with these procedures.

Credit and debit transaction processing and refunds

4.64.7 PIN and TAP methods (i.e. chip-enabled cards), having the strongest security, should be used for in-person transactions. The magnetic slide method should only be used for non-chip enabled cards.

4.74.8 Credit and debit card transactions must never be refunded by cash or cheque.

Credit and debit card processing equipment

4.84.9 All credit and debit card processing equipment must be safeguarded from theft, tampering or damage at all times.

4.94.10 Credit and debit card processing equipment must

- a) be restricted to employees with appropriate knowledge and training as identified in section 4.2,
- b) be secured from the public when not in use,
- c) never be left unsecured and unattended in a location with public access, and
- d) be examined each day for evidence of tampering or damage.

4.104.11 The Director, Financial Services will ensure that detailed equipment lists are maintained for all credit and debit card transaction processing equipment.

4.114.12 The manager/supervisor will

- a) update the equipment list for the authorized location immediately when equipment changes occur, and
- b) confirm the processing equipment list by visual inspection or physical count each day.

4.124.13 Any evidence of tampering or damage to credit and debit card processing equipment must be reported immediately in accordance with *Appendix 3 Cardholder Security Incident Response Process*.

Third party service providers

4.134.14 If cardholder information is shared with third-party service providers and/or if a third-party service provider does business on behalf of the University, the Director, Financial Services, in collaboration with the Chief Information Officer, IT Services, will

- a) perform proper analysis, investigation and proof of PCI DSS compliance before engaging any such third-party service provider,
- b) obtain a written agreement from each third-party service provider acknowledging their responsibility for securing cardholder information and complying with PCI DSS,
- c) ensure that IT Services contact information is provided to the service provider for the purposes of receiving relevant cybersecurity information,
- d) maintain an accurate list of such third-party service providers, complete with contact information for relevant personnel, and
- e) ensure that all third-party service providers provide evidence of compliance with PCI DSS each year.

~~4.144.15~~ Exceptions to this procedure must be jointly authorized in advance by the Vice-President, Finance and Administration and the ~~Director, Financial Services~~ President and reported to the Finance ~~and Audit~~ Committee.

5. ADMINISTRATIVE RESPONSIBILITY FOR THESE PROCEDURES

5.1 The Director, Financial Services is responsible for managing and administering these procedures.

5.6. RELATED REFERENCES

- B.211-1 Credit and Debit Card ~~Policy~~ procedures
- B.210 Cash Policy
- Payment Card Industry Data Security standards ([PCI DSS](#))

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Appendix 1 – Acknowledgement of Understanding

I hereby acknowledge that I have read and understand the following policies and procedures relating to the processing and storage of credit and debit cardholder information

- *B.211 Credit and Debit Card Policy*
- *B.211.1 Credit and Debit Card Procedures*
- *Appendix 2 – Cardholder Security Contact and Response Information*
- *Appendix 3 - Cardholder Security Incident Response Process*

I acknowledge and understand that

- credit and debit cardholder information must always be processed and stored in a secure environment as specified in the University's policies and procedures
- credit and debit card transactions may only be processed or accepted in authorized locations and must be performed by authorized employees
- in the event of a real or perceived security breach-incident or other suspicious transaction involving credit and debit card holder information, I must immediately report the event as prescribed in *Appendix 3 - Cardholder Security Incident Response Process*

Employee Name	Title/position
Employee Signature	Date

Appendix 2 – Cardholder Security Contact and Response Information

Authorized location (department)		
	Name	Telephone number
Primary contact at location		
Alternate contact at location		
Primary contact at Financial Services		
Primary contact at IT		
Primary contact at Campus Security (<i>Campus Security must be contacted if the incident involves an imminent danger or physical threat</i>)	<i>Emergency & non-emergency</i>	
Local police contact (<i>Police must be contacted if the incident involves an imminent danger or physical threat</i>)	<i>Emergency & non-emergency</i>	

Business recovery and continuity procedures for physical input devices	
POS/PIN pad and electronic application systems	<ul style="list-style-type: none"> • Discontinue using the POS device • Where possible, immediately discontinue using the affected application system • Contact IT • Disconnect affected device from network or telephone line as instructed by IT

All real or suspected security incidents involving cardholder information and credit/debit card transaction processing equipment must be reported immediately using the *Cardholder Data Security Incident Response Process* (see Appendix 3).

All contacts with cardholders and service providers concerning security incidents must be coordinated through Financial Services.

Manager/Supervisor name	Title/position
Manager/Supervisor signature	Effective Date

Appendix 3 - Cardholder Security Incident Response Process

The process described below must be used to address any security incidents that involve the unauthorized disclosure or modification of cardholder information.

Any malicious attempt to compromise the confidentiality or integrity of cardholder data, whether successful or not, is within scope for this process.

All real or suspected security ~~breaches or~~ incidents or suspicious transactions involving credit and debit cardholder information or transactions must be reported immediately as described below.

Process

If you discover or suspect a security ~~breach or~~ incident or suspicious transaction involving credit and debit cardholder information or equipment used to process such equipment, **immediately**

1. Contain or limit further exposure to the incident where possible. Stop using the equipment for transactions and/or taking payments and advise other staff accordingly
2. Contact IT Services at extension 4952 or externally at 604-984-4952 as soon as possible
3. Disconnect compromised systems from the network if instructed by IT Services. Otherwise, do not alter or access any systems until advised to do so
4. Secure the equipment and any paper records from continued use and for subsequent examination
5. Contact Financial Services at extension 1786 or externally at 604-984-1786 as soon as possible
6. Complete the *Cardholder Information Incident Report* and submit it to Financial Services and IT Services as soon as possible

If the incident is deemed to be solely related to e-commerce solutions, the incident response will be led by the Chief Information Officer, IT Services, or their designate, and will follow the IT Services cybersecurity incident response protocol. For incidents not involving technology solutions, the Director, Financial Services will:

1. Validate and assess the incident
 - Establish how it occurred, the source and time frame
 - Document the type of cardholder information that was breached (e.g. PAN, PIN, magnetic strip, expiration date, etc.)
 - Determine or approximate the number of cardholders affected
2. Advise senior management on an ongoing basis
3. Immediately report the incident to
 - the Privacy Officer and Legal Services
 - legal authorities as warranted
 - all affected service providers
4. In consultation with Communications, prepare and implement a plan for communicating the incident to affected cardholders (note: any such plan must be approved by the Vice-President, Finance and Administration)
5. When appropriate, confirm that the incident has been contained

Cardholder Information Incident Report

Incident location (Dept)		
Incident date and time (first observed or suspected)		
	Name	Telephone number
Primary contact at incident location		
Alternate contact at instant location		
Primary contact at Financial Services		
Primary contact at IT		
Describe how the incident was discovered and by whom?		
Describe any contact regarding the incident with Campus Security and local police)		
Select and describe the type of incident that occurred		
Was cardholder data involved? If so, describe what type	Last 4 digits of credit card	
	Cardholder name	
	Card type (Visa or Mastercard)	
Was sensitive authentication data involved?	Full magnetic stripe data	Answer Yes or No only
	CVV	Answer Yes or No only
	PIN	Answer Yes or No only
	Unsure/Unknown (describe)	
If possible, estimate the number of people or records impacted		
Does the incident compromise business operations continuity? If so, describe how.		
Is there a need for client or customer notification?		

Employee name (preparing this report)	Title/position
Signature	Report Date

BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.3: B.210 Cash Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

The Cash Policy was presented to the Finance Committee at their November 8, 2022 meeting. At this meeting, the Finance Committee requested management follow-up with the Capilano Students Union (CSU) on the policy and passed a motion to recommend the Board of Governors approve renewal of the policy.

At the Board of Governors meeting on November 29, 2022, management informed the Board that the CSU did not express any concerns with the policy but requested that section 4.7 be modified to ease the exception process; this change was supported by management. The Board discussed the change and potential other changes to the policy. The Board Chair recommended the policy be referred back to the Finance Committee for further discussion and review. This policy was brought back to the December 8th Finance Committee meeting where the Committee passed a motion to recommend that the Board of Governors approve renewal of B.210 as presented.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve renewal of B.210 Cash Policy with revisions as presented.

BACKGROUND:

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.210 Cash Policy							
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee						
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete: <table border="1"> <tr> <td>Issue Date:</td> <td>September 24, 2019</td> </tr> <tr> <td>Revised Date:</td> <td>N/A</td> </tr> <tr> <td>Next Review Date:</td> <td>2022</td> </tr> </table>	Issue Date:	September 24, 2019	Revised Date:	N/A	Next Review Date:	2022
Issue Date:	September 24, 2019							
Revised Date:	N/A							
Next Review Date:	2022							

Policy Number and Name:	B.210 Cash Policy
Procedure # and Name:	N/A
VP Responsible:	VP Finance and Administration
Proponent Responsible:	Director Financial Services
Summary	Renew policy with changes to section 4.7

Rationale for review

B.210 Cash policy was a new policy created in 2019 in response to a request received from the Ministry for all public post-secondary institutions to review their cash acceptance policies to mitigate money laundering concerns in the province.

As per the university's processes, all new policies are reviewed after three years and thus this policy is scheduled to be reviewed in Fiscal 2022.

Proponent recommendation

Financial Services is recommending renewal of the policy with changes proposed to section 4.7. As per the university's processes, the next review date should be set for 2027 (5 years).

Financial Services, Bookstore and the Foundation has not experienced any issues with this policy since it has been implemented. Cash transactions at the university continue to be limited and of low dollar values.

Consultation

As cash transactions occurring outside of the Financial Services department are low dollar values, stakeholders consulted was limited to the areas that could potentially receive large cash transactions. Imelda May, Manager of the Bookstore & Print Services, and Cary Gaymond, Director Philanthropy & Alumni Relations at the Foundation, confirmed that there were no changes in their cash transactions and no issues with the B.210 Cash Policy.

Review and approval process timelines


The review and approval processes to renew B.210 Cash Policy is summarized in the table below:

Date	Committee	Purpose
October 20, 2022	SLC Policy Sub-Committee	SLC Policy Subcommittee accepted renewal of policy with no revisions as presented and recommended policy move to next step (submitting to Finance Committee).
N/A	CapU Community	Policy not posted on Frontlines as there are no changes.
November 8, 2022 and December 8, 2022	Finance Committee	Finance Committee recommendation to Board of Governors to approve renewal of B.210 Cash Policy as presented.

Date	Committee	Purpose
November 23, 2022	SLC	For information only.
November 29, 2022 and February 28, 2023	Board of Governors	Board of Governors to approve renewal of B.210 Cash Policy as presented.

Attachment:

#	Name
1	B.210 Cash Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.210	Vice-President, Finance and Administration		
Policy Name			
Cash Policy			
Approved by	Replaces	Category	Next Review
Board	New		2022
Date Issued	Date Revised	Related Policies, Reference	
September 24, 2019		B.211 Credit and Debit Card Policy	

1. PURPOSE

The purpose of this policy is to mitigate the risks associated with accepting and refunding cash and cash equivalents.

2. DEFINITIONS

“**Cash**” legal tender notes and coin.

“**Cash equivalents**” items that can be used as or converted to cash including cheques, debit cards, credit cards, money orders and wire transfers.

“**Student-related fee**” mandatory fees paid by students that are directly attributable to attending courses and residing at the University, including application, tuition and course fees, residence fees, and charges levied by the Students Association. This excludes purchases of books from the Bookstore.

3. SCOPE

This policy applies to employees and students of the University and to individuals associated with and/or working on behalf of the University.

4. POLICY

4.1 The University does not accept payments by cash for student-related fees.

4.2 Cash may be accepted for donations and non-student-related purchases up to a maximum of \$1,000 per person in a 24-hour period.

- 4.3 Refunds for student-related fees cannot be made in cash. Cash refunds for non-student related purchases and cash payments for book re-purchases are limited to a \$500 maximum per person.
- 4.4 Acceptable payment and refund methods must be authorized by the Vice-President, Finance and Administration and posted on the University's website.
- 4.5 Credit and debit card transactions must be processed in accordance with the *B.211 Credit and Debit Card Policy* and related procedures.
- 4.6 The Vice-President, Finance and Administration will ensure that employees who handle cash and credit and debit card information are adequately trained to securely process credit card and debit card information, handle cash and identify and report suspicious transactions.
- 4.7 Exceptions to this policy must be jointly authorized in advance by any two of the Vice-President, Finance and Administration, Director Financial Services or Manager Student Financial Accounts and reported to the Finance Committee.

5. RELATED REFERENCES

B.211 Credit and Debit Card Policy



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.1 – 10.5: Board of Governors Committees’ Terms of Reference	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Tally Bains, VP of Finance and Administration	

PURPOSE

To review the proposed changes to the Terms of Reference for the following Board of Governors Committees and recommend the revised Terms of Reference to the Board of Governors for approval.

- Audit and Risk Committee
- Executive and HR Committee
- Finance Committee
- Governance and Planning Committee
- Investment Management Committee

This report was received by the Governance and Planning Committee at their February 9, 2023 meeting. The Committee passed motions to recommend the Board of Governors approve the changes to the Terms of Reference for each of the Board’s Committees.

MOTIONS

The following motions are proposed for the Board of Governors:

THAT the Board of Governors approve the changes to the Audit and Risk Committee’s Terms of Reference.

THAT the Board of Governors approve the changes to the Executive and HR Committee’s Terms of Reference.

THAT the Board of Governors approve the changes to the Finance Committee’s Terms of Reference.

THAT the Board of Governors approve the changes to the Governance and Planning Committee’s Terms of Reference.

THAT the Board of Governors approve the changes to the Investment Management Committee’s Terms of Reference.

BACKGROUND

In the Fall of 2022, Vice President of Finance and Administration, Tally Bains, reviewed the Terms of Reference for each of the Board’s Committees with the intent to make each Terms of Reference clear,



allowing new Committee members to be able to carry out the duties of the Committee should the Committee's and/or management composition change.

These changes have been presented and approved at each Board Committee and are now being presented to the Governance and Planning Committee to recommend that the Board of Governors approve the terms of reference for each committee.

DISCUSSION

Major changes proposed to the Board Committees' Terms of Reference are listed in the table below. Redline versions of each committee's Terms of Reference are included in the agenda package.

Board Committee	Major Changes	Date Approved by Committee
Audit and Risk Committee	<ul style="list-style-type: none"> • Section 1 Purpose clarified & updated • Section 3 Duties and Responsibilities: updates to clarify responsibilities of the Committee including enhancing responsibilities for risk management • Section 8 Committee Calendar updated to be used as the committee work plan reflective of Board calendar year (September to June) and tied to Section 3 Duties and Responsibilities. 	February 8, 2023
Executive and HR Committee	<ul style="list-style-type: none"> • Section 3 Duties and Responsibilities: updates to clarify responsibilities of the Committee • Section 8 Committee Calendar updated to be used as the committee work plan reflective of Board calendar year (September to June) and tied to Section 3 Duties and Responsibilities. 	November 21, 2022
Finance Committee	<ul style="list-style-type: none"> • Section 3 Duties and Responsibilities: updates to clarify responsibilities of the Committee including: <ul style="list-style-type: none"> • Clarified activities of the committee regarding the financial information to be reviewed and recommended to the Board for approval • Removed review of information provided by external auditors as it will be reviewed by the Audit & Risk committee • Review of fees and capital projects added • Section 8 Committee Calendar updated to be used as the committee work plan reflective of Board calendar year (September to June) and tied to Section 3 Duties and Responsibilities. 	November 8, 2022
Governance and Planning Committee	<ul style="list-style-type: none"> • Section 3. Duties and Responsibilities: updates to clarify responsibilities of the Committee • Section 8. Committee Calendar updated to be used as the committee work plan reflective of Board calendar year (September to June) and tied to Section 3 Duties and Responsibilities. 	February 9, 2023



Board Committee	Major Changes	Date Approved by Committee
Investment Management Committee	<ul style="list-style-type: none"> • Section 3 Duties and Responsibilities: updates to clarify responsibilities of the Committee • Section 8 Committee Calendar updated to be used as the committee work plan reflective of Board calendar year (September to June) and tied to Section 3 Duties and Responsibilities. 	November 2, 2022



Audit and Risk Committee

TERMS OF REFERENCE

Approved by the Board of Governors on November 30, 2021

1. PURPOSE

The purpose of the Audit and Risk Committee is to assist the Board in fulfilling its obligations and oversight responsibilities related to the internal and external audit processes, financial reporting, risk management and the system of internal controls regarding financial reporting, accounting compliance and the prevention and detection of fraud. ~~over the financial affairs of the University and to fulfil obligations and oversight related to the integrity of the University's financial reporting with respect to matters involving external and internal audit processes, internal control system and risk management.~~

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee. Only appointed members of the Board will be appointed to this Committee by the Board Chair.

All Committee members shall be independent and "financially literate"¹. At least one member shall have "accounting or related financial management expertise"². Preferably one member will hold a financial designation (Canadian CPA).

The terms of membership will be two-year renewable terms commencing in August of each year. Where possible the terms of membership will be staggered.

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.

Committee quorum will be a majority of the Committee members.³

The auditors will be advised of the names of the Committee members.

¹ "Financial literacy" means the ability to read and understand a balance sheet, income statement and a cash flow statement in accordance with current accepted professional accounting standards.

² Where there is a requirement for a director to have accounting or financial expertise, this means the director shall have the ability to analyze and understand a full set of financial statements, including the notes attached thereto in accordance with current accepted professional accounting standards.

³ Capilano University Board Governance Manual ("Board Manual"), section 33(e).

3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following duties:

3.1 Terms of Reference and Policies y Review

~~The Committee will:~~

- a) ~~annually review the Committee's Terms of Reference and orient new Committee members and develop a work plan for the coming year;~~
- b) ~~oversee the development and review of Board policies on audit and risk management matters and make recommendations for developing approving, updating, or rescinding such policies to the Board for approval; and~~
- c) ~~receives annually from management the policy priority list for the year establish annual policy priorities on audit and risk management matters for approval by the Board.~~

Commented [TB1]: The TOR and the Committee calendar collectively are the "work plan"/responsibilities of the committee.

3.2 External Audit

- a) ~~The Committee will~~ review the planning and results of external audit activities and the ongoing relationship with the external auditor; ~~including: - This includes:~~
 - i. reviewing and recommending to the Board, ~~for approval,~~ engagement of the external auditor and the appropriateness and reasonableness of the proposed audit fees based on a competitive process;
 - ii. ~~reviewing and recommending to the Board the annual external audit plan; meeting annually with the external auditor to review and discuss the external audit plan;~~
 - iii. meeting with the external auditor to review and discuss the annual audited financial statements and the auditor's report, including the appropriateness of accounting policies and underlying estimates;
 - iv. ~~reviewing and advising the Board with respect to the planning, conduct and reporting of the annual audit and recommending to the Board the approval of the annual audited financial statements;~~
 - v. ~~assessment of the performance, independence and consideration of the annual appointment (where applicable) of the external auditors for recommendation to the Board; and~~
 - vi. ~~meeting at least annually with the external auditor without management present.~~

3.3 Internal Audit

- a) ~~The Committee in consultation with the Vice President Finance and Administration, will~~ review the planning and results of internal audit activities and the ongoing relationship with the internal auditor; ~~including: - This includes:~~
 - i. reviewing and approving the appointment or termination of the internal auditor, for recommendation to the Board and annually evaluating the internal auditor's performance;
 - ii. reviewing and approving the annual internal audit plan with the internal auditor and management for recommendation to the Board;
 - iii. ensuring the internal auditor's approach to risk and internal controls is appropriate and that the internal audit plan is consistent with international standards for the professional practice of internal auditing;
 - iv. ensuring that adequate resources are available for the internal auditor to implement the internal audit plan, including any restrictions imposed by Senior Leadership management or difficulties or disagreements with Senior Leadership management;

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- v. reviewing the findings of the internal audit reports and receiving periodic reports to ensure that recommendations are implemented; and,
- vi. meeting with the internal auditor in camera at least annually without other management present.

3.4 Risk Management

- a) ~~Initial provide~~ oversight responsibilities for risk management ~~are conducted by the Committee~~ on behalf of the Board; ~~including: and include:~~
- i. ~~review the risk management framework; and~~
 - i. ~~receive/receiving reports on all high risks, progress with Enterprise Risk Management program and risk register with updated action plans regular updates from management on the risks monitored by the Committee and management's risk mitigation strategies.~~
 - ii. Review insurance coverage of material business risks and uncertainties.

3.5 Internal Controls

- a) ~~The Committee will,~~ through discussions with administration and the external auditors, obtain reasonable assurance that the University has implemented appropriate systems of internal control:
- i. over financial reporting and that these systems are operating effectively;
 - ii. to ensure compliance with its policies and procedures and that these systems are operating effectively; and,
 - iii. to identify, monitor, mitigate and report significant financial or operational risk exposures and that these systems are operating effectively.

3.6 Other Services

- a) ~~The Committee will~~ review independence of external auditor and ~~and recommend to the Board, for approval,~~ engagement ~~of the external auditor~~ for other professional services.

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

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

⁴ Board Manual, section 33.

⁵ Board Manual, section 33(d).

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

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

5. MEETINGS

The Committee will meet at least two (2) times each year, or more frequently as deemed necessary by the Committee.

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

The auditors will receive notice of and be invited to attend at least one meeting annually. The auditors will be heard at those meetings on matters relating to the auditor's duties.

The Committee shall meet with the auditors as it deems appropriate to consider any matter that the Committee or the auditors determine should be brought to the attention of the Board.

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

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

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

~~7. TIMETABLE COMMITTEE CALENDAR~~

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

⁷ Board Manual, section 30(a).

⁸ Board Manual, section 30(a).

	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Terms of Reference and Policy Review												
1	Terms of reference review					X							
2	Orientation and Planning									X			
3	Review and recommend changes to the University's audit and risk management policies	As required											
4	Review policies status and develop plan and priorities	X											
	External Audit												
5	Review external auditor's engagement, fees and performance						X						
6	Review External Audit Plan	X											
7	Meet with External Auditor without management			X									
	Internal Audit												
8	Review internal auditor's engagement and performance			X									
9	Review Internal Audit Plan			X									
10	Meet with Internal Auditor without management			X									
	Risk Management												
11	Review management's report on identification and management of material risks					X							
12	Review insurance coverage of material business risks and uncertainties					X							
	Internal Controls												
13	Review internal controls and ensure adequacy					X							
14	Review applicable Board and organization documents	As required											

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	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
3.1	Terms of Reference and Policies					
a)	Review Terms of Reference	Approval	X			
	Orient new Committee members		X			
b)	Review Board policies and make recommendations to Board	Approval	As required			
c)	Receive annual policy priorities list	Information	X			X
3.2	External Audit					
a)i	Review and recommend to Board engagement of external auditor and proposed audit fees based on a competitive process	Approval	As required			
a)ii	Meet annually with external auditor to review external audit plan	Information		X		
a)iii	Review annual audited financial statements and audit findings report include appropriateness of accounting policies and underlying estimates					X
a)iv	Review and advise Board on planning, conduct and reporting of the annual audit and recommend Board approval of audited financial statements	Approval				X
a)v	Assess performance, independence and consideration of annual appointment of external auditor	Approval				X
a)vi	Meet with external auditor without management					X
3.3	Internal Audit					
a)i	Review and approve appointment/termination of internal auditor and annually evaluate internal auditor performance					
a)ii	Review and approve the annual internal audit plan					
a)iii	Ensure internal auditor's approach to risk and internal controls is appropriate and consistent with international standards for professional practice		As required			
a)iv	Ensure adequate resources are available for internal auditor to implement the internal audit plan		As required			
a)v	Review finding of the internal audit reports and receive periodic reports to ensure recommendations are implemented		As required			
a)vi	Meet with internal auditor in camera at least annually without management		As required			
3.4	Risk Management					

	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
a)i	Receive reports on all high risks, progress with ERM program and risk register with updated action plans and managements risk mitigation strategies	Information	X	X		X
a)ii	Review insurance coverage of material business risks and uncertainties	Information	As required			
3.5	Internal Controls					
a)i – a)iii	Through discussions with external auditors obtain reasonable assurance that the university has implemented appropriate systems of internal controls					X
3.6	Other Services					
a)	Review independence of external auditor and engagement for other professional services					X



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on March 24, 2020; June 2, 2021

1. PURPOSE

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

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

2. COMPOSITION AND QUORUM

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

The Board Chair will serve as the chair of Committee.

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

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

¹ Board Manual, section 33(e).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

3.1. Board Oversight

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

Commented [TB1]: This seems redundant – boards annual goals and priorities are in c)

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

- a) annually conduct the evaluation of the President in accordance with their employment contract, including:
 - i. in consultation with the President, develop the President's annual performance objectives for approval by the Board;
 - ii. annually coordinate feedback from all Board members for the President, assemble a written performance appraisal to be approved by the Board at an *in camera* meeting, and meet with the President to discuss the same; and
 - ~~iii. ensure that the President has a sound plan for senior leadership succession planning;~~

Compensation and President's Employment Contract

- b) oversee matters relating to compensation and the President's employment contract, including:
 - i. review and make recommendations to the Board on compensation for the President consistent with the Public Sector Employers' Council Secretariat (PSEC) Excluded and Executive Compensation Guidelines and government policy direction;
 - ii. review and make recommendations to the Board on the President's employment contract;

- ~~c) ensure that the President has a sound plan for senior leadership succession planning.~~

3.3. Human Resources Policies

- a) oversee the ~~development and~~ review of Board policies on human resources, compensation and labour relations matters, in accordance with conditions prescribed by government (including the Public Sector Employers' Council) and make recommendations for developing, updating, or rescinding such policies to the Board for approval;
- b) ~~receive from management the establish~~ annual policy priorities ~~list~~ on human resources, compensation and labour relations matters ~~for approval by the Board;~~

Commented [TB2]: For information not approval

3.4. Board Succession and Nominations

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

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

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

² Board Manual, section 33.

³ Board Manual, section 33(d)

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

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

5. MEETINGS

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

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

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

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

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

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

⁵ Board Manual, section 30(a).

⁶ Board Manual, section 30(a).

7. ~~TIMETABLE~~COMMITTEE CALENDAR

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

	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Board Oversight												
1	Terms of reference review					X							
2	Orientation and planning									X			
3	Annual Board goals & priorities									X			
4	Annual Meeting Calendar									X			
5	Supervise Board conduct	As required											
6	Advise Chair and President	As required											
7	Address urgent matters	As required											
	President's Evaluation & Succession												
8	Develop President's Annual Performance Objectives						X						
9	Coordinate feedback from Board members for the President						X						
10	Prepare President's Performance Appraisal									X			
11	Meet with President regarding Performance Appraisal										X		
	Human Resources Policies												
12	Review policies on human resources, compensation and labour relations matters	As required											
13	Review policies status and develop plan and priorities										X		
	Board Succession and Nominations												
14	Review and update skills and competencies matrix									X			
15	Nominations for election of Chair and Vice-Chair						X						
16	Develop succession plan and identify candidates for appointment									X			

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

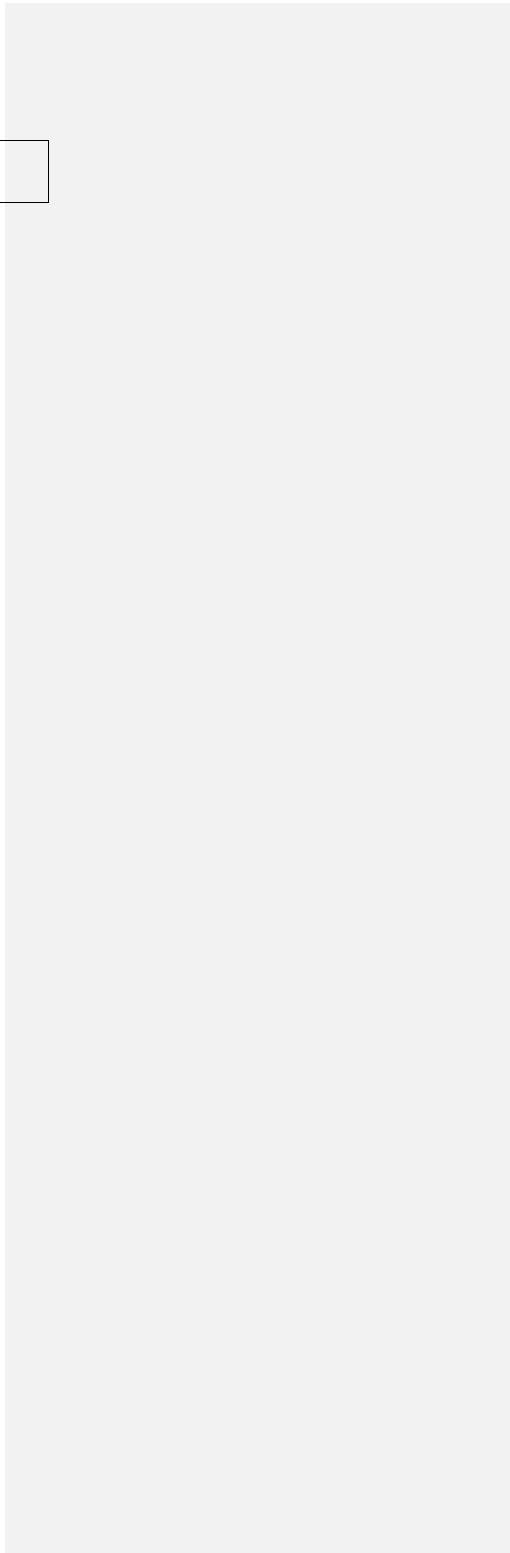
Commented [TB3]: Numbering ties to TOR

Commented [TB4]: Edits requested by the Executive and HR committee at their Nov 21, 2022 meeting are highlighted in yellow.

6

Executive and Human Resources Committee Terms of Reference Revised: March 24, 2020; June 2, 2021.

	appointment						
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Finance Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on March 24, 2020; June 2, 2021; November 30, 2021

1. PURPOSE

The purpose of the Finance Committee is to assist the Board in fulfilling its oversight responsibilities over the financial affairs and property of the University, to ensure the establishment of sound financial practices that lead to the long-term financial sustainability of the University, and to fulfil obligations and oversight related to the integrity of the University's financial reporting. The Finance Committee considers matters relating to the financial affairs of the University other than those matters that are within the mandate of the Audit and Risk Committee.

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee.

All Committee members shall be "financially literate"¹. At least one member shall have "accounting or related financial management expertise"². Preferably one member will hold a financial designation (Canadian CPA).

The terms of membership will be two-year renewable terms commencing in August of each year. Where possible the terms of membership will be staggered.

Annually, a chair and a vice-chair of the Committee will be appointed by the Board Chair.

Committee quorum will be a majority of the Committee members.³

¹ "Financial literacy" means the ability to read and understand a balance sheet, income statement and a cash flow statement in accordance with current accepted professional accounting standards.

² Where there is a requirement for a director to have accounting or financial expertise, this means the director shall have the ability to analyze and understand a full set of financial statements, including the notes attached thereto in accordance with current accepted professional accounting standards.

³ Capilano University Board Governance Manual ("Board Manual"), section 33(e).

3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following duties:

~~Terms of Reference and Policy Review~~

~~The Committee will:~~

3.1 Terms of Reference and Policies

- ~~(a) annually review the Committee’s Terms of Reference and orient new Committee members and develop a work plan for the coming year;~~
- ~~(b) oversee the development and review of Board policies on accounting and financial matters and make recommendations for developing, updating, or rescinding such policies to the Board for approval; and~~
- ~~(c) establish annual policy priorities on accounting and financial matters for approval by the Board. receives from management the annual policy priorities list on accounting and financial matters.~~

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Commented [TB1]: The TOR and the Committee calendar collectively are the "work plan"/responsibilities of the committee.

Commented [TB2]: Incorporates feedback received from Duncan October 29th email.

3.2 Financial Statements and Other Financial Reporting

~~The Committee will:~~

- ~~(a) review and recommend for approval to the Board, financial information that will be forwarded to the Government or made publicly available, including the annual audited financial statements and financial content of the annual report, including:

 - ~~i. actual to budget reports and quarterly forecast reports submitted to Ministry;~~
 - ~~ii. final fiscal year actual to budget financial results;~~
 - ~~iii. five-year capital plan;~~
 - ~~iv. student enrollment FTE reports;~~
 - ~~v. executive compensation and disclosure; and~~
 - ~~vi. statement of financial information~~~~
- ~~(b) ensure that the Board receives timely, meaningful reports that keep it properly informed of the University’s financial situation and that provide the information needed for decision-making, and~~
- ~~(c) review and discuss:

 - ~~i. appropriateness of Board accounting policies and financial reporting practices;~~
 - ~~ii. any significant proposed changes in financial reporting and accounting policies and practices;~~
 - ~~iii. management’s key estimates and judgments that may be material to the financial statements; and~~
 - ~~iv. any new or pending developments in accounting and reporting standards that may affect the University.~~~~

Commented [TB3]: I moved these to Audit and Risk Committee as this would be reported by the external auditors.

3.3 Financial Planning and Budget Development

- ~~a) The Committee will, with the assistance of the Vice President Finance and Administration, monitor review the budget development process including appropriateness and validity of material assumptions and estimates methodology used to establish operating and capital budgets;~~

- b) ~~The Committee will review and~~ recommend the annual operating and capital budgets to the Board for approval; ~~and~~
- c) ~~review the setting, determining and collecting of fees as per the University Act.~~

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3.4 University Property and Capital Planning

- a) ~~The Committee will~~ review and make recommendations to the Board on matters relating to the acquisition, disposition, development, and management of the real property of the University.
- b) ~~The Committee will review and make recommendations to the Board on matters relating to capital plans, including recommending the Five Year Capital Plan for Board approval.~~ Receive and review quarterly updates on capital projects.

Commented [TB4]: 5 year capital plan added under reporting; capital budget included above as well under 3.3

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

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

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

5. MEETINGS

The Committee will meet at least four times each year, or more frequently as deemed necessary by the Committee.

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

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

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸

⁴ Board Manual, section 33.

⁵ Board Manual, section 33(d).

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

⁷ Board Manual, section 30(a).

⁸ Board Manual, section 30(a).

Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 30(a) of the Board Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

7. ~~TIMETABLE COMMITTEE CALENDAR~~

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

	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Terms of Reference and Policy Review												
1	Terms of reference review					X							
2	Orientation and Planning									X			
3	Review and recommend changes to the University's accounting and financial policies												
		As required											
4	Review policies status and develop plan and priorities									X			
	Financial Statements and Reporting												
5	Review audited financial statements					X							
6	Review quarterly reporting to the Ministry						X			X			X
7	Review FTE summary and audited enrolment report					X							
8	Review Executive Compensation Reporting					X							
9	Review Statement of Financial Information									X			
10	Review financial reporting practices and any proposed changes												
		As required											
	Budget Development												
11	Budget Development	X								X	X	X	X
	University Property and Capital Planning												
12	Review Five Year Capital Plan												
		As required											
13	Review status of major University capital projects												
		As required											

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Activity	Information/ Approval	Meetings					
		#1 September	#2 November	#3 December	#4 February	#5 April (if needed)	#6 June
3.1 Terms of Reference and Policies							
a)	Review Terms of Reference	Approval	X				
	Orient new Committee members		X				
b)	Review Board policies and make recommendations to Board	Approval	As required				
c)	Receive annual policy priorities list	Information	X				
3.2 Financial Statements and Reporting							
a)i	Review actual to budget reports and quarterly forecasts submitted to Ministry	Information	Q1 Forecast	Q2 Forecast	Q3 Forecast	Jan Forecast	Year- end final
a)ii	*Chair of Finance Committee signs forecast report confirmation page		Prel Q2				
a)iii	Review 5 year capital plan and make recommendation to Board to approve	Approval	X				
a)iv	Review student enrollment FTE reports submitted to Ministry	Information		Interim FTE			Final FTE
a)v	Review Executive Compensation Report	Approval					X
a)vi	Review Statement of Financial Information	Approval	X				
b)	Ensure Board receives timely meaningful reports to keep informed of university's financial situation		Reports are shared as part of consent agenda; reports that require board approval are shared under separate cover				
3.3 Financial Planning							
a)	Review the process of developing the operating and capital budget and appropriateness and validity of material assumptions	Information		X	X		
b)	Review and recommend to the Board to approve the operating and capital budget	Approval				X	
c)	Review the setting, determining and collecting of fees as per the University Act	Approval	As required; annual fee increase to be approved with budget				
3.3 University Property and Capital Planning							
a)	Review and make recommendations to the Board relating to the acquisition, disposition, development, and management of the real property of the University		As required				
b)	Receive and quarterly updates on capital projects (real estate dashboard)	Information (closed Board)	X		X	X	X

Commented [TB5]: Interim FTE has not come to committee in the past



Governance and Planning Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on March 24, 2020; November 30, 2021

1. PURPOSE

The purpose of the Committee is to oversee the Board's governance activities and policy ~~development~~ responsibilities, including:

- (a) ensuring the Board has an effective governance framework and the Board is effective in carrying out its responsibilities;
- (b) developing and recommending Capilano University's approach to good governance;
- (c) overseeing the ~~development and~~ review of matters relating to Board-specific policies, in accordance with section 4 below;
- (d) assisting the Board in fulfilling its strategic oversight responsibilities by providing advice as needed on strategic planning for the University; and
- (e) leading processes to support and evaluate the effectiveness of the Board, committees, the Board Chair and individual Board members.

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee and the chair of the Committee.¹

Committee quorum will be a majority of the Committee members.²

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are: ~~to:~~

3.1. Governance

- a) annually review the Committee's Terms of Reference ~~and~~ orient new Committee members ~~and develop a work plan for the coming year;~~

¹ Bylaws Policy B.306, article 11.1.

² Bylaws Policy B.306, article 11.1

- b) annually review the Board's governance framework, including:
- i. reviewing the Board Manual for effectiveness, relevance and clarity;
 - ii. reviewing the roles and responsibilities of the Board, the Chair, and other Board members;
 - iii. reviewing the relevance of individual committees and committee terms of reference;
 - iv. taking into account changes to the *University Act* and other governing legislation, policy and/or strategic direction that affect the duties and responsibilities of the Board;
 - v. taking into account developments and emerging best practices in corporate governance, ~~including the BRDO's BC Governance and Disclosure Guidelines for Governing Board of Public Sector Organizations~~, and ensuring compliance by the University, with all applicable regulatory requirements relating to corporate governance;
- assist and support the annual review processes for evaluating the effectiveness of the Board, committees, Chair and individual Board members, including the Board's annual self-assessment survey, and make recommendations to the Board to improve its effectiveness;
- c) provide oversight for the Board's Codes of Conduct and Ethics;
 - d) ensure appropriate Board member orientation, and ongoing professional development taking into account the Board's Skills and Competencies Matrix and the Board's annual self-evaluation.

Commented [TB1]: BRDO is now CABRO – Crown Agencies and Board Resourcing Office. They have resources listed but I cannot find the one referenced here.

[Crown Agencies and Board Resourcing Office - Province of British Columbia \(gov.bc.ca\)](https://www2.gov.bc.ca/gov/content/cabro/)

3.2. Policy

- a) oversee ~~develop and the~~ review of Board ~~policy-policies~~ and make recommendations for developing, updating, or rescinding board policies to the Board for approval, in accordance with section 4 below;
- b) ~~receive from management the annual annually establish~~ policy priorities list, in accordance with section 4 below for approval by the Board;
- c) seek and receive the advice of Senate on Board educational policies pursuant to section 35.2(6) of the University Act. The Committee will inform the Board of Senate's advice;
- ~~d) liaise with Senate as necessary;~~
- ~~e) Receive annual report on B.401 Sexual Violence Policy as per sections 15.2 and 15.4 of the policy.~~

3.3. Strategic Oversight ~~Planning~~

- a) Review and provide advice as needed on strategic planning for the University;
- b) Review and recommend to the Board approval of the strategic plan;
- c) Review and recommend to the Board approval of the academic plan;
- d) Review strategic initiatives and the integrated plans and key performance indicators;
- e) Monitor, on a regular basis, performance against strategic plans, with a focus on key risk and strategies; and
- f) Annually review and recommend to the Board approval of the draft Institutional Accountability Plan and Report (IAPR).
- ~~b) review and provide advice as needed on strategic planning for the University, including the strategic plan and initiatives and operational plans; monitoring, on a regular basis, performance against strategic and operational plans, with a focus on key risks and strategies; and~~
- ~~e) annually reviewing the draft Institutional Accountability Plan and Report (IAPR).~~

Commented [DB2]: "Strategic Oversight" is more consistent with the Board's responsibilities, the wording in the Governance Manual and the wording in the "purpose" section of this terms of reference.

Also, the following are the Committee's responsibilities as adopted by the Board in April 2022.

4. POLICY DEVELOPMENT AND REVIEW BY BOARD COMMITTEES

The duties and responsibilities of the Executive and Human Resources, Finance ~~Committee, and Audit and Risk Committee~~ and Investment Management ~~Committees~~ include policy ~~development and~~ review on certain matters as set out in the terms of reference for those committees. Each of the committees is responsible for making recommendations for developing, updating, or rescinding board policies on those matters to the Board for approval.

The Governance and Planning Committee is responsible for ~~developing and~~ reviewing board policy and making recommendations for developing, updating, or rescinding board policies to the Board for approval on matters not covered in the terms of reference for the other Board committees.

5. ACCOUNTABILITY

The Committee is accountable to the Board.

The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through the Committee's Terms of Reference or otherwise.³

The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board.⁴

The Committee will review its Terms of Reference annually and recommend any changes to the Board for approval.⁵

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.⁶

6. MEETINGS

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

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

³ Board Charter (Policy B.308), article 2.5.

⁴ Board Bylaws (Policy B.306), article 10.4.

⁵ Board Bylaws (Policy B.306), article 10.4.

⁶ Board Charter (Policy B.308), article 2.5.

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

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in- person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in article 9.1(e) of the Board Bylaws (Policy B.306).

In accordance with article 10.3 of the Board Bylaws (Policy B.306), Committee meetings are not public and shall be attended by Board members only, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Chair.

The Committee shall maintain minutes of its meetings.

7. EXTERNAL ADVISORS

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

8. ~~TIMETABLE~~COMMITTEE CALENDAR

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

⁷ Board Bylaws (Policy B.306), article 9.1(c).

⁸ Board Bylaws (Policy B.306), article 9.1(e).

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 Orientation and Planning									X			
2 Review Terms of Reference					X							
3 Governance												
Review Governance Framework and Manual					X							
Review Board evaluation process	X											
Conduct Board evaluation			X									
Board orientation								X				
Recommend and lead professional development for Board members	As required											
4 Policy												
Establish Annual Policy Priorities					X							
Develop and review Board policies and any recommended changes	As required											
Review and provide advice on strategic planning for the University	As needed											
5 Planning												
Planning advice – strategic planning	As required											
Planning advice – operational plans			X									
Monitor strategic plans	As needed											
Review IAPR						X						

	Activity	Information /Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
3.1 Governance							
a)	Review Terms of Reference	Approval	X				
	Orient new Committee members		X				
b)	Review Governance Framework and Manual	Approval	X				
c)	Review effectiveness of Board, Committees, Chair and individual Board members (Annual Board Self-Assessment Survey) and make recommendations to the Board to improve its effectiveness					*	X
d)	Provide oversight for Board's Code of Conduct and Ethics		As required				
e)	Board member orientation		X				
	Professional development for Board members		As required				
3.2 Policy							
a)	Review Board policies and make recommendations to Board	Approval	As required				
b)	Receive annual policy priorities	Information	X				
c)	Seek and receive advice of Senate on Board educational policies and inform Board of Senate's advice	Information	As required				
d)	Liase with Senate		As required				
e)	Receive annual report on B.401 Sexual Violence Policy as per sections 15.2 and 15.4 of the policy						X
3.3 Strategic Oversight Planning							
a)	Review and provide advice as needed on strategic planning for the University.		As required				
b)	Review and recommend to the Board approval of the strategic plan	Approval	As required				
c)	Review and recommend to the Board approval of the academic plan	Approval	As required				
d)	Review strategic initiatives and the integrated plans and key performance indicators	Information					
e)	Monitor, on a regular basis, performance against strategic plans with a focus on key risk and strategies.	Information					X
f)	Annually review and recommend to the Board approval of the Institutional	Approval					X

Commented [DB3]: The Board Self-Assessment Survey has a three stages:
 1. The Committee reviews the survey in February. Last year was the first time that this review resulted in changes; however, these recommended changes were first discussed when the Committee discussed the survey results in the previous year.
 2. The Survey is conducted in March.
 3. The Committee reviews the survey results and reports any observations or recommendations to the Board at its June meeting.

Commented [TB4R3]: Added based on Jan23/23 mtg with DB

Commented [DB5]: The Committee has discussed orientation and made recommendations at several different times over the years, e.g. at their first meeting after the fall orientation; when they discuss the annual Board Self-Assessment Survey; and they have even met in August to discuss the upcoming September orientation. We should review how and when this is done.

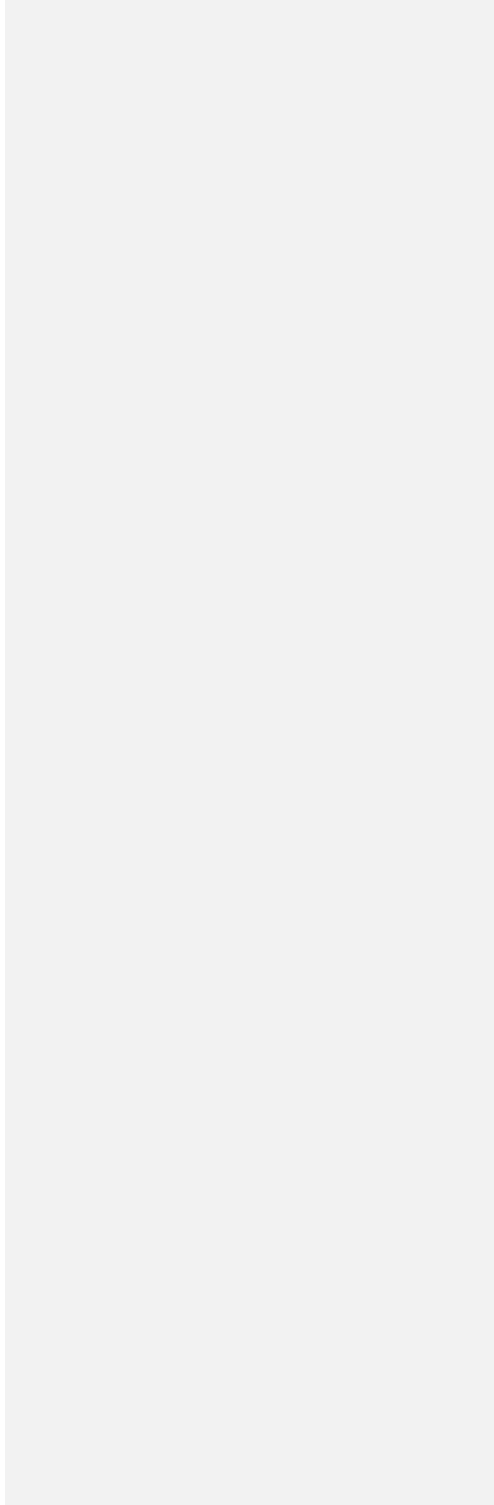
Commented [DB6]: The Committee & Board receives two annual reports on policies: 1) Discrimination, Bullying and Harassment; and 2) Sexual Misconduct and Violence. The first is a required annual operational review of the policy. The second is a required annual report on the policy. Over the years these have fallen between the cracks. Perhaps we should document them in the Committee ToR and Calendar?

Commented [TB7R6]: Added sexual violence as e). DBH goes to Executive and HR committee and I did not see an annual reporting requirement

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Commented [DB8]: Strategic initiatives - as need Integrated plan - November and February

	Accountability Plan and Report (IAPR)						
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Investment Management Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on March 24, 2020; June 2, 2021

1. PURPOSE

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

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

2. COMPOSITION AND QUORUM

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

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

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

Committee quorum will be a majority of the Committee members³.

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

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

³ Board Manual, section 33(e).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are to:

- (a) Annually review the Committee’s Terms of Reference and orient new Committee members, ~~and develop a work plan for the coming year;~~
- (b) Monitor the performance of the University investment portfolio and the Foundation investment portfolio on a quarterly basis and ensure compliance with the Board of Governors Investment Policy (B.201);
- (c) Review the asset mix (contained in B.201) for the University investment portfolio and the Foundation investment portfolio on an annual basis ~~quarterly~~ and recommend any changes to the Board of Governors for the university portfolio and to the Foundation Board for the foundation portfolio. ~~Any recommended changes to the Foundation investment portfolio asset mix must also be approved by the Foundation Board;~~
- ~~(d)~~
~~(e)~~(d) Participate in the selection of, and monitor the performance of, the University’s investment manager(s) on a quarterly basis, including an in depth review every three years for the Committees consideration ~~annual review of the University’s investment managers~~. If performance results are unacceptable or if there is a material change to the investment manager, identify options for consideration;
- (e) Receive quarterly reports and recommendations from the University’s investment manager(s);
- (f) Receive presentations from the investment manager(s) at least twice per year;
- ~~(f)~~(g) Review the performance benchmark of the University investment portfolio and the Foundation investment portfolio on a quarterly basis and annually recommend any changes to the Board of Governors for the university portfolio and to the Foundation Board for the foundation portfolio. ~~Any recommended changes to the Foundation investment portfolio must also be approved by the Foundation Board;~~
- ~~(g)~~(h) Oversee the ~~development and~~ review of Board policies on investment matters and make recommendations for developing, updating, or rescinding such policies to the Board for approval;
- ~~(h)~~(i) Receive from management the ~~Establish~~ annual policy priorities on investment matters for approval by the Board;
- (i) Annually review the University Investment Guidelines and revise as necessary;
- ~~(j)~~(k) Review university portfolio’s capital requirements and new contributions; and
- (l) Annually recommend a ~~Disbursement~~ ~~disbursement~~ rate from the Foundation investment portfolio to the ~~Board of Governors and the~~ Foundation Board for approval and provide to Board of Governors for information, and-
- ~~(j)~~(m) Provide for information ~~Review~~ Foundation portfolio disbursements, new contributions

Commented [TB1]: Ash – please confirm that this should be annually.

Commented [TB2]: 3 d) IMC meeting Nov 2, 2022 change requested –
 1) added s to pluralize manager
 2) added on a quarterly basis as Ellement is providing this service (took out annual)
 3) Added “in depth review every three years for the Committees consideration.”

Commented [TB3]: 3 e) and f) IMC meeting Nov 2, 2022 change requested – s added to pluralize manager as there will be more than one investment manager

Commented [TB4]: Ash on the old timetable this was X each quarter – not sure if this is correct or not.

Commented [TB5]: This was included in the timetable but not in the body

Commented [TB6]: 3(m) IMC meeting Nov 2, 2022 change requested – change to “provide for information” and delete “review”

and stabilization fund.

Commented [TB7]: This was included in the old timetable – I don't believe the investment committee has looked at this in the past – but not sure?

4. ACCOUNTABILITY

The Committee is accountable to the Board of Governors.

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

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

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

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

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

5. MEETINGS

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

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

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

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

⁴ Board Manual, section 33.

⁵ Board Manual, section 33(d).

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

⁷ Board Manual, section 30(a).

⁸ Board Manual, section 30(a).

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

~~7. TIMETABLE/COMMITTEE CALENDAR~~

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

	Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Terms of Reference review					X							
2	Orientation and Planning									X			
3	Monitor the performance of the investment portfolios, and ensure compliance with B.201			X		X				X		X	
4	Review the asset mix for the investment portfolios and recommend any changes			X		X				X		X	
5	Participate in the selection of the investment manager	In accordance with terms of contract											
6	Monitor the performance of the investment manager, including an annual review the long term investment performance of the investment managers					X	X						
7	Receive quarterly reports and recommendations from the investment manager			X		X				X		X	
8	Review and recommend changes to the performance benchmark of the investment portfolios			X		X				X		X	
9	Review and recommend changes to the University's investment policies	As required											
10	Review policies status and develop plan and priorities									X			
11	Review and recommend changes to the University's Investment Guidelines					X							
12	Review University Portfolio capital requirements and new contributions	X											
13	Recommend a Distribution Rate from the Foundation portfolio			X									
14	Review Foundation Portfolio disbursements, new contributions and stabilization fund			X									

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

Commented [TB8]: Ash – please confirm when this is done or when it should be done moving forward

3c) IMC meeting Nov 2, 2022 change requested move X from September to November

Commented [TB9]: 3 d) IMC meeting Nov 2, 2022 change requested –
 1) added s to pluralize manager
 2) added on a quarterly basis as Ellement is providing this service (took out reference to annual) and put the X in each column
 3) Added “in depth review every three years for the Committees consideration.

Commented [TB10]: I know that with Brad we are doing this more frequent; is the plan to continue using Ellement?

Commented [TB11]: 3 e) and f) IMC meeting Nov 2, 2022 change requested – s added to pluralize manager as there will be more than one investment manager

Commented [TB12]: This was quarterly on the old timetable

Commented [TB13]: 3(g) IMC Meeting Nov 2, 2022 change requested – moved X from February to November as this would be done at the same time as asset mix review which is in November.

Commented [TB14]: I changed this to annual; did not think we would be making quarterly changes to the benchmark

Commented [TB15]: 3(m) IMC meeting Nov 2, 2022 change requested – change to “provide for information” and delete “review”

Commented [TB16]: On the old timetable



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.6: Board Governance Manual Amendments	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Duncan Brown, Committee Chair	

PURPOSE

To amend the [Board Governance Manual](#) to clarify the role of the Board Secretary and further define in-camera Board meeting discussion matters, such as internal governance and functioning of the Board.

This report was presented to the Governance and Planning Committee at their February 9, 2023 meeting. The Committee passed a motion to recommend that the Board of Governors approve the changes to the Board Governance Manual.

MOTIONS

The following motions are proposed for the Board of Governors:

THAT the Board of Governors approve amendments to its Board Governance Manual as follows:

1. *To include a new section 22, as follows:*

The Board Secretary will be the University's Vice President of Finance and Administration, or such other person as the Board appoints.

And renumber the remaining sections of the Manual.

2. *To amend Section 30(b)(a) by replacing the words "Executive Assistant to the Board" with the words "Board Secretary".*

THAT the Board of Governors approve amendments to s. 20(d)(iii) of its Governance Manual as follows:

After the closed session of a Board meeting, the Board will regularly debrief in camera without any members of the University executive present to allow Board members to freely address any issues they wish to raise privately.

In addition, the following matters will be considered at the in-camera session:

- a) *the internal functioning of the Board;*
- b) *the President's appointment, performance, evaluation or compensation;*
- c) *the President's annual goals; or*
- d) *President succession planning.*

If discussing matters related to the President, in (b), (c) or (d), the President will also be excused.

~~If discussing any of the following, the President will also be excused:~~

- ~~a) *the President's appointment, performance, evaluation or compensation;*~~
- ~~b) *the President's annual goals; or*~~



~~c) —President succession planning.~~

Immediately following this debriefing session, the Chair will report to the President on issues discussed at the debriefing session, as appropriate.

No Board member will discuss any matter raised during an in camera meeting outside that meeting.

A. BOARD SECRETARY

BACKGROUND

When the Board adopted its Governance Manual in 2020, a proposed provision regarding Board Secretary was not included in the final draft. The duties and responsibilities of the University's Vice President of Finance and Administration include those of a Board Secretary. For clarity the Board should amend its Governance Manual to add a provision for a Board Secretary.

B. BOARD IN-CAMERA MEETINGS

BACKGROUND

Matters involving the internal governance and functioning of the Board are discussed in-camera; however, this is not specified in the Board Governance Manual. For clarity the Board should amend its Governance Manual to add the internal governance and functioning of the Board to matters to be discussed by the Board in-camera.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.1: B.201 Investment Policy and Investment Guidelines	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

The purpose of this briefing report is to present to the Board of Governors background information to support the approval of the changes to Policy B.201 Investment Policy.

This report was received by the Investment Management Committee (IMC) at their February 1, 2023 meeting. The Committee passed a motion to recommend that the Board of Governors approve the changes to B.201 Investment Policy as presented. The Capilano University Foundation Board also passed a motion at their February 17, 2022 meeting to use a staged approach to implement the new asset mix that is shown in the Investment Policy.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve changes to B.201 Investment Policy as presented.

BACKGROUND


As part of the university's policy management processes, B.201 Investment Policy was last updated in May 2019 and was scheduled to be reviewed in March 2020. The Investment Guidelines are referenced in the policy under section 6 and the IMC terms of references requires an annual review of the guidelines with revisions to be made as necessary.

Management with support from Brad Body of Ellement Consulting reviewed both the policy and the investment guidelines. Our review determined that it was not clear why there were two separate documents and if the investment guidelines could be merged into the policy. Thus, a two-step approach was taken with a focus on making changes to the Investment Policy to reflect the new asset mix and inclusion of the alternatives for now. Management's proposed next step would be incorporating the policy and guidelines into one document to present at a future IMC meeting. This approach was supported by the IMC with the additional request to create a separate policy for the University and the Foundation.

Attachments

#	Name
1	B.201 Investment Policy
2	Investment Guidelines

Attachment 1

 POLICY			
Policy No.	Officer Responsible		
B.201	Vice-President, Finance and Administration		
Policy Name			
Investment Policy			
Approved by	Replaces	Category	Next Review
Board	Policy 47	A	March 2020
Date Issued	Date Revised	Related Policies, Reference	
January 25, 2005	March 19, 2019	B.306	

1 PURPOSE

- 1.1 Investment earnings are an important source of funding for the University; ~~therefore, –Therefore,~~ the protection and enhancement of the principal assets of all the University's portfolios is crucial if the University is to meet the expectations of stakeholders – be they students, academics, government, or donors. The purpose of this policy is to establish guidelines to ensure that the assets of Capilano University (the University) and the Capilano University Foundation (herein both referred to as the University) are invested in a prudent and effective manner.

2 INVESTMENT PORTFOLIOS — GENERAL DISCUSSION

- 2.1 The University has two investment portfolios, which can be broadly categorized by the type of spending obligations. Spending obligations dictate liquidity requirements, and thus have significant implications for investment time horizons. The two investment portfolios are:
- a) **Short-term Portfolio:** Surplus cash flows that may be needed in the near term (< 1 year) or earlier, and that relate to timing differences between sources and uses of funds. For example, the University receives its tuition revenue in concentrated amounts during certain months of the year, while expenditures for the delivery of courses occur more evenly throughout the year. Other sources are flow through or restricted funding arrangements whereby the University receives funds for a specific purpose, but there is a delay in the outlay of those funds, such as funds received for the purchase of capital items, awards financed on an annual or flow-through basis, and funds received from a variety of provincial or federal agencies for specific program deliverables. In each of these cases, an opportunity exists to invest these funds to defray additional operating costs of the University, but the investments must have a high degree of liquidity, as well as a low propensity for returns to be volatile. The investments may be directed toward short term Government of Canada Treasury

Bills, Provincial Treasury Bills, or the Government of BC's Central Deposit Program.

- b) **Long-term Portfolio:** Represents longer liability streams, including endowments and fund surpluses set aside for future use. Investment policies and practices must ensure that this portfolio may be able to sustain a stable flow of funds for the intended recipients or purposes. This requires maintaining the purchasing power against the erosive effect of inflation. Liquidity is not paramount as long as the regular payment requirements can be achieved. Given a longer investment time horizon, this portfolio is able to absorb some volatility of return in order to obtain the long-term benefits of those asset classes that have historically provided superior rates of return. The investments may be directed toward short-term Government of Canada Treasury Bills, Bankers' Acceptances of Schedule "A" Canadian Banks, R1 rated commercial paper, appropriately rated bonds and mortgages, ~~or~~ appropriately rated preferred and common shares, [or alternative investments including real estate, infrastructure, private debt and private equity.](#)

3 INVESTMENT OBJECTIVES

Short-term Portfolio

- a) to maximize returns on excess funds not needed for operating purposes within acceptable levels of risk
- b) to ensure sufficient liquidity exists to meet cash disbursements as they become payable

Long-term Portfolio

- a) to provide adequate cash flow to meet cash disbursement objectives (liquidity)
- b) to provide growth in cash flows to meet rising expenditures over the long term (growth expectations)
- c) to protect the value of the fund against the erosive effect of inflation by preserving capital in real terms (capital preservation)

- 3.2 It is recognized that these objectives have competing demands for current cash flow and long-term asset growth. Operationally, the objectives are to be achieved by adopting an investment framework that emphasizes total return. Cash management is related but distinct – cash requirements are to be budgeted and communicated to the investment managers to ensure that cash is available when needed and in the appropriate amount.

4 ASSET MIX

- 4.1 This investment policy may not attempt to stratify the list of assets eligible for inclusion in either the short-term or long-term portfolio. In selecting appropriate assets, the following criteria, in addition to any other relevant criteria, should be considered:
- a) general economic conditions

- b) the possible effect of inflation or deflation
- c) the expected tax consequences of investment decisions or strategies
- d) the role that each investment plays within the overall portfolio
- e) the expected total return from income and appreciation of capital
- f) needs for liquidity, regularity of income and preservation or appreciation of capital

4.2 Investment managers should comply with the entire Code of Ethics and Standards of Professional Conduct as set forth by the CFA Institute and, when selecting investments for the long-term portfolio, shall comply with Standard III C of the Standards of Professional Conduct. This standard requires that investment managers, when taking an investment action for a specific portfolio or client, consider its appropriateness and suitability for such portfolio or client. In considering such matters, investment managers shall take into account:

- a) the need and circumstances of the client;
- b) the basic characteristics of the investment involved;
- c) the characteristics of the total portfolio; and
- d) Environmental, Social and Governance factors (ESG).

4.3 Environmental, Social, and Governance (ESG)

ESG refers to environmental, social, and governance factors that may have a material impact on an investment.

The University supports and encourages its investment managers to incorporate ESG factors, along with other conventional analytical tools, when evaluating investment opportunities and risks. It should be noted that ESG factors are only one aspect of analysis and should not be used as an exclusionary screen to eliminate specific entities or sectors from consideration. Relevant ESG factors will vary by industry and should be applied appropriately to help assess both risk and return.

When selecting Investment Managers, the Investment [Management](#) Committee should consider how investment managers analyze and integrate ESG factors into their investment activities and determine if they are signatories of the United Nations' Principles for Responsible Investing (UNPRI).

Derivatives, defined as options, forward exchange contracts or futures may only be used to hedge foreign currency exposure.

With the exception of commercial mortgages [and alternative investments](#), all investments shall be in assets that are the subject of regular price quotation by recognized investment dealers in Canada or listed on a recognized Canadian, US, or foreign country stock exchange.

Investment managers may provide recommendations subject to the general guidelines herein to achieve reasonable diversification and shall ensure that the fund is invested in quality securities. In judging quality, investment managers should be guided by the position of an issuer within the

economy or company within its industry; earnings and dividend history; financial strength; debt rating; rate of return on capital, and other relevant factors.

Investment managers may recommend the appropriate asset mix and strategy based on this policy and present this to the University quarterly or some more frequent period, should circumstances prevail that could have a material impact on the investment strategy. A list of the current investment parameters shall be maintained at all times and be available to the University for review.

5 TARGET ASSET ALLOCATIONS AND RANGES – LONG TERM FUND

5.1 The strategic investment mix for the long-term portfolios of both the University and the Foundation is set forth in the tables below. The Investment Management Committee has been established to oversee the investments through a professional investment manager~~s~~. The Investment Management Committee’s principal duties are detailed in ~~Board Policy 306~~their terms of reference. The Investment Management Committee will be directed by the Investment Management Guidelines.

The Investment Management Committee has the latitude to invest ~~up to the maximums~~within ranges as per the table below. Should the investment manager~~s~~ wish to invest funds outside the investment mix ~~maximums~~ranges on a short-term basis, the proposed deviation shall first be discussed with the Investment Management Committee to obtain its agreement.

UNIVERSITY ASSET MIX

Asset Class	Range or Max	Benchmark or Target
Fixed Income	Range 40% to 60	Benchmark 50%
Total Equities	Range 40% to 60	Benchmark 50%
Real Assets	10%	Benchmark ??

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FOUNDATION ASSET MIX

Asset Class	Range or Max	Benchmark or Target
Fixed Income	Range 30% to 50	Benchmark 40%
Total Equities	Range 50% to 70	Benchmark 60%
Real Assets	20%	Benchmark ???

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UNIVERSITY ASSET MIX

Asset Class	Reference Benchmark	Target Allocation	Range	
			Minimum	Maximum
Total Fixed		45%	25%	65%

Income				
Cash & Equivalents	FTSE Canada 91 Day T-Bill	0%	0%	5%
Short Term Bonds	FTSE Canada Short Term Bond	30%	20%	40%
High Yield Bonds	FTSE Canada Universe Bond	10%	0%	15%
Mortgages	FTSE Canada Short Term Bond	5%	0%	10%
Total Equity		40%	30%	50%
Canadian Equity	S&P/TSX Composite	15%	10%	20%
Global Equity	MSCI World (\$C, Net)	25%	20%	30%
Alternative Assets	Canadian CPI + 4%	15%	10%	20%

FOUNDATION ASSET MIX

Asset Class	Reference Benchmark	Target Allocation	Range	
			Minimum	Maximum
Total Fixed Income		35%		
Cash & Equivalents	FTSE Canada 91 Day T-Bill	0%	0%	5%
Short Term Bonds	FTSE Canada Short Term Bond	20%	10%	30%
High Yield Bonds	FTSE Canada Universe Bond	5%	0%	10%
Mortgages	FTSE Canada Short Term Bond	10%	5%	15%
Total Equity		45%	35%	55%
Canadian Equity	S&P/TSX Composite	17.5%	12.5%	22.5%
Global Equity	MSCI World (\$C, Net)	27.5%	22.5%	32.5%
Alternative Assets	Canadian CPI + 4%	20%	15%	25%

The investment managers, with the Investment Management Committee will set an estimated target return annually and disclose it annually through the University's budgeting process.

6 SUMMARY

- 6.1 The Investment Management Committee and the Investment Managers will adhere to a detailed Investment Management Guideline which the Investment Management Committee will review at least once per year and revise as necessary.



Investment Management Committee Guidelines for the Long-Term Portfolios of Capilano University and Capilano University Foundation

-The Investment Management Committee Guideline is a set of detailed investment restrictions and clarifications that have been delegated to the Investment Management Committee to review and revise as outlined. The asset mix within the guideline is subject to Board of Governors approval as per Board Investment Policy B.201. The Investment Manager must adhere to these Guidelines.

DIVERSIFICATION

The investment portfolios must be diversified to an extent that is appropriate to,

- the requirements of the portfolios; and
- general economic and investment market conditions.

MORTGAGES

Mortgages may be held through a pooled fund. The portfolios must consist of a broad range of Canadian mortgages, diversified by geographic location, type of mortgage, size of mortgage, and type of real estate (office, industrial, retail and residential). It may include direct mortgage loans and mortgage instruments (e.g., mortgage bonds). All mortgage loans will be eligible investments under the Federal *Pension Benefits Standards Act* and Pension Benefits Standards Regulations.

Any individual mortgage held in the portfolio shall meet the following requirements:

1. The portfolio shall only contain first mortgages on properties located in Canada and shall not exceed 75% of the appraised value,
2. No one mortgage shall exceed 2% of the total market value of the fixed income portfolio, and
3. The total value of all mortgages shall not exceed the Fixed Income Investment Restrictions.
4. It shall be valued externally by an Accredited Appraiser Canadian Institute (AACI) appraiser when the individual mortgages are approved except in the case of a Canada Mortgage and Housing Corporation insured loan where CMHC has provided a certificate of insurance.

POOLED FUNDS

With approval, the Investment Manager may hold any part of the portfolio in one or more pooled or co-mingled funds managed by the Investment Manager, provided that such pooled funds are expected to be operated within constraints similar to those described in this Investment Guideline. It is recognized by the Investment Management Committee that complete adherence to this Guideline may not be entirely possible; however, the Investment Manager is expected to advise the Investment Management Committee in the event that the pooled fund exhibits, or may exhibit, any departure from this Guideline.

Version: 4
Created: May 27, 2014
Last Revision Date: October 29, 2019
Draft Revisions: May 14, 2020

CONFLICT OF INTEREST

All investment activities must be conducted in accordance with the *Code of Ethics and Standard of Professional Conduct* adopted by the CFA Institute.

Members of the University's Board of Governors, Investment Manager, and any employee or agent retained by either the University or an investment management firm engaged to provide services related to University's investments must disclose any direct or indirect association or a material interest or involvement that would result in any actual, potential or perceived conflict of interest with regard to the selection of the University and University Foundation investments.

VOTING

Investment Manager are delegated all voting and related rights acquired through investments of the University provided they do not involve any of the following issues:

- public or social policy concerns of the University;
- precedent setting proposals;
- contested management or shareholder proposals; or
- concerns previously raised by a member of the University Board of Governors.

Investment Manager may exercise acquired voting rights with the intent of fulfilling the investment objectives and policies of the University.

All other proxies and pertinent reference material must be forwarded to the Board of Governors, who may then either vote the proxies or direct the Investment Manager to vote the proxies in accordance with the wishes of the University.

VALUATION OF INVESTMENTS

It is expected that all investments held may have an active market and therefore a valuation of the investments held may be based on their market value, with the exception of commercial mortgages.

Commercial mortgages will be valued as follows:

- Daily, utilizing an independent, third party service provider. The valuation methodology and process should be supported by a well-documented process where the results can be easily audited and supported.
- Annual audits by the external auditors of the Investment Manager.

STANDARD OF CARE

In investing trust property, the Investment Manager must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments.

REPORTING & REVIEW PROCESS

The reporting and review process of both investment portfolios is important to the University to enable the University to monitor the performance of Investment Manager and to ensure the investments are being managed in accordance with the Investment Policy Guidelines.

In order to ensure accurate and consistent investment performance data for reporting, recordkeeping, and presentations, the Investment Manager are expected to adhere to the *Global Investment Performance Standards (GIPS)* as adopted by the CFA Institute. These standards seek to ensure the performance information provided by investment management firms is complete, fairly presented, and comparable among investment management firms.

In addition to the regular quarterly reporting required by GIPS, the Investment Manager are to make a presentation at least quarterly at a time and place to be determined by the University. This presentation should include a review of the items in the investment reports, a review of the capital market performance and expectations of future returns, comments on the continued appropriateness of the statement, answer any questions the Investment Management Committee may have, and to discuss the outlook and revisions to planned investment strategies for the next period.

The Investment Manager should also be prepared to make an annual presentation to the University's Board of Governors, if requested to do so. The presentation shall include a measurement of the return on the portfolio (calculated separately) net of trading expenses, investment management fees, and administrative fees (as those terms are defined in the GIPS), against the minimum annualized rate of return in excess of the Canadian Consumer Price Index.

Investment Manager will provide a quarterly report that includes:

- compliance at all times with the Investment Policy and Investment Management Guidelines,
- that no investigation or disciplinary action by the regulatory authorities has taken place since the last letter was issued,
- the Investment Managers continued compliance with GIPS, and
- identify holdings that are impacted by the SRI Principles for Responsible Investment

Investment Manager will provide semi-annual reporting that includes:

- proxy voting including the number of votes with management and any highlights.

Additional reports may be requested from time to time on other related matters as requested by the Investment Management Committee.

LENDING OF SECURITIES

The Investment Manager are authorized to engage in securities lending provided that normal market convention is observed in terms of collateral security being greater than the value of the loaned security, the loan and security being valued daily on a “mark-to-market basis”, and the collateral consisting of highly liquid and marketable securities.

SEVERE DOWNWARD MARKET SWINGS

The Investment Manager are to immediately notify the Chair, Investment Management Committee and the Vice President, Finance and Administration should there be a severe downward market swing. The Chair, Investment Management Committee will schedule a conference call or meeting with the Investment Management Committee as soon as necessary to quickly address such an issue.

FIXED INCOME INVESTMENT RESTRICTIONS - UNIVERSITY

Credit Quality	Maximum in Bond Portfolio¹	Minimum in Bond Portfolio¹	Maximum Position in a Single Issuer
Government of Canada ²	100%	0%	No limit
Provincial Governments ²	100%	0%	40%
Municipals	25%	0%	10%
Corporates	60%	0%	10%
AAA ^{3,4}	100%	0%	10%
AA ³	70%	0%	10%
A ³	50%	0%	10%
BBB	25%	0%	5%
Mortgages	20%	0%	2%

1 Percentage of portfolio at market value.

2 Includes government-guaranteed issues.

3 Does not apply to Government of Canada or Provincial issues.

4 Ratings are at time of purchase.

The Investment Manager may not purchase government or corporate bonds that are rated lower than BBB or equivalent. If the rating of an existing bond in the portfolio should drop below BBB or equivalent (based on the average of the three rating agencies), the Investment Manager shall inform the Investment Management Committee which is empowered to grant exceptions at its discretion. Preferred securities must be rated P2 or better by at least one of the nationally recognized rating agencies at time of purchase. If the Investment Manager wishes to retain or purchase a preferred share that has a rating below P2 they must inform the Investment Management Committee, which is empowered to make exceptions at its discretion. The value of preferred securities in a portfolio of one issuer cannot exceed 5% of the market value of the portfolio.

FIXED INCOME INVESTMENT RESTRICTIONS - FOUNDATION

Credit Quality	Maximum in Bond Portfolio ¹	Minimum in Bond Portfolio ¹	Maximum Position in a Single Issuer
Government of Canada ²	100%	0%	No limit
Provincial Governments ²	100%	0%	40%
Municipals	25%	0%	10%
Corporates	60%	0%	10%
AAA ^{3,4}	100%	0%	10%
AA ³	70%	0%	10%
A ³	50%	0%	10%
BBB	25%	0%	5%
Mortgages	20%	0%	2%
Below BBB	15%	0%	BB- and above 6% B- to B+ 4% CCC- to CCC+ 1%

1 Percentage of portfolio at market value.

2 Includes government-guaranteed issues.

3 Does not apply to Government of Canada or Provincial issues.

4 Ratings are at time of purchase.

HIGH YIELD BONDS – FOUNDATION

High yield bonds may be held through a pooled fund. Holdings in the high yield bond fund may consist of Canadian government, foreign government and corporate fixed income securities, as well as asset-backed securities, private placement and convertible bonds. The fund predominantly concentrates the fund's holdings in bonds issued by U.S. and Canadian companies in the U.S. high yield market.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 12.1: Proposed Course Discontinuance (s) for The Faculty of Business and Professional Studies	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: February 28, 2023	
PRESENTER: Dr. Laureen Styles, Vice President, Academic and Provost	

PURPOSE

Consideration of approval for the proposed courses for discontinuance in the Faculty of Business and Professional Studies.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the following courses be discontinued based on advice of Senate: BADM 103, 203, 270, 274; BCPT 220, 225; BFIN 391; BMKT 366; IBUS 231, 234, 243; RMCP 181; and LGAO 100, 115, 125, 130, 135, 140, 145, 150, 155, 160, 165.*

BACKGROUND

As part of regular curriculum review at program or departmental levels, and in conjunction with a newly instituted review in the Registrar's Office of courses that provide course data on the last time a course was offered, the Faculty of Business and Professional Studies is bringing forward a request to discontinue courses. Rationale is provided for each course that is recommended to be discontinued, and consultation has occurred through either a program chair and/or department (as appropriate), and the Registrar's Office.

Faculty of Business & Professional Studies

School of Business:

Courses: BADM 103, 203, 270, 274; BCPT 220, 225; BFIN 391; BMKT 366; IBUS 231, 234, 243; RMCP 181

School of Legal Studies:

Courses: LGAO 100, 115, 125, 130, 135, 140, 145, 150, 155, 160, 165

The recommendations were first considered at the November 29, 2022 meeting of the Board of Governors, with a motion passed to refer to Senate for advice.

At the January 10, 2023 Senate meeting the course discontinuances were discussed, with the following motion passed:

Laureen Styles moved, and Dennis Silvestrone seconded:

THAT Senate advise the Board of Governors that the courses listed in the January 10, 2023 Senate agenda package be discontinued.

Policy Regarding Course/Program Discontinuance:

The recommendations, for both Faculties and all courses listed, are put forward and aligned with the Board Policy [B.104: Discontinuance of Programs or Courses](#) and the related Senate policy [S2013-02: Teaching Out Suspended or Discontinued Programs](#). As per Section 2 of policy B. 104, the Board may approve discontinuance of any course or program after seeking the advice of the Senate.

RECOMMENDATION

THAT the following courses be discontinued based on advice of Senate: BADM 103, 203, 270, 274; BCPT 220, 225; BFIN 391; BMKT 366; IBUS 231, 234, 243; RMCP 181; and LGAO 100, 115, 125, 130, 135, 140, 145, 150, 155, 160, 165.