



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on November 25, 2025

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 35(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 the Committee.

Annually, a vice-chair of the Committee will be appointed by the Board Chair.

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).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

¹ Capilano University Board Governance Manual ("Board Manual"), section 35(e).

3.1. Terms of Reference

- a) Annually review the Committee's Terms of Reference and orient new Committee members;
- b) receive, at the end of the year, a year in review report from management to confirm work set out in the committee's duties and responsibilities was completed.

3.2. Policies

- a) oversee the review of Board policies on human resources, compensation and labour relations matters, in accordance with conditions prescribed by government (including the Public Sector Employer's Council) and make recommendations for developing, updating, or rescinding such policies to the Board for approval;
- b) receive at the first meeting of the year the Committee's policy list and workplan of expected activities for the year, and receive, at the end of the year, a summary report on what was actually completed against the plan;

3.3. Human Resources Strategies

- a) receive updates on People Plan, diversity, equity and inclusion audits and other human resources strategies as required; and
- b) receive updates on labour relations as required.

3.4. 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 same;
- 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; and

- c) ensure that the President has a sound plan for senior leadership succession planning.

3.5. Board Oversight

- a) provide oversight on the Board's direction and the annual goals and priorities of the Board;
- b) assist in implementing actions to improve the effectiveness of the Board and develop the annual goals/priorities of the Board by:
 - i. reviewing annual attendance record, board annual self-assessment survey report, recommendations received from the Governance and Planning Committee;
 - ii. make recommendations for discussion with the Board of Governors at the closed meeting;
- c) provide oversight on the development and management of the Board's annual meeting calendar; supervise the conduct of Board members; and
- d) provide advice to the Board Chair and President as needed.

3.6. Board Succession and Nominations

- a) maintain and review the Board's skills and competence 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;
- 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 the annual election of Chair and Vice-Chair;
- c) discuss succession of chair for each committee and make recommendations to the Board about Board composition and/or identify candidates for appointment.

3.7. Expediting Matters on Behalf of the Board

- a) 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;
- b) based on review and recommendation from the Audit and Risk Committee, approve the audited financial statements on behalf of the Board to expedite submitting to the Ministry and share the audited financial statements with the Board at the next regularly scheduled Board meeting.

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 will review its Terms of Reference annually and recommend any changes to the Governance and Planning Committee for review and recommendation to the full Board.³

The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and make recommendations for Board's approval.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 two (2) times 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 online platforms 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 32(a) of the Board Governance Manual.

In accordance with section 35(c) of the Board Governance 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.

² Board Manual, section 35(a)(e)

³ Board Manual, section 35(d)

⁴ Board Manual, section 35(d)

⁵ Board Manual, section 32(a)

⁶ Board Manual, section 32(a)

7. COMMITTEE CALENDAR

The chart below summarizes the Committee's meetings for the academic year and the duties and responsibilities of the Committee as per section 3 of the terms of reference. The Committee Chair may amend the chart without Board approval if necessary to accomplish the work of the Committee.

	Activity	Information/ Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
3.1	Board Oversight						
a)	Review Terms of Reference and orient new committee members	Approval	X				
b)	receive year in review report to confirm work set out in the committee’s duties and responsibilities was completed	Information					X
3.2	Policies						
a)	Review policies on human resources, compensation and labour relations matters	Information	As required				
b)	Receive Committees’ policy list and workplan of expected activities for the year.	Information	X				
	Receive summary report on policies work completed during the year against the workplan.						X
3.3	Human Resources Strategies						
a)	Receive updates on the People Plan, diversity, equity and inclusion audits and other human resources strategy as required	Information	As required				
b)	Receive labour relations updates	Information	As required				
3.4	President’s Evaluation, Compensation, Contract & Senior Leadership Succession						
a) i.	Develop President’s annual performance objectives	Approval (In-Camera Board)				X	
a) ii.	President’s Performance Appraisal – Mid-Year review	Discussion (In-Camera Board)		X			
	President’s Performance Appraisal – End of year review	Approval (In-Camera Board)				X	
b)	President’s compensation	Approval (In-Camera Board)				X	
	President’s employment contract	Approval (In-Camera Board)	As required				
c)	Senior leadership succession planning	Information (In-Camera	As required				
3.5	Board Oversight						
a)	Provide oversight on the Board’s direction and the annual goals and priorities of the Board	Information/ Discussion	X	And as required			
b i)	Review annual attendance record, board annual self-assessment survey report,	Information					X

	recommendations received from the Governance and Planning Committee						
b ii)	Make recommendations for discussion with the Board of Governors at the closed meeting	Approval					X
c)	Development of Board’s annual meeting calendar	Information	X				
d)	Supervise conduct of Board members		As required				
e)	Provide advice to Board Chair and President		As required				
3.6	Board Succession and Nominations						
a)	Maintain, annually review the Board’s skills and competency matrix	Information		X			
	Identify skills and characteristics required of future Board member		As required				
b)	Nominations for election of Chair and Vice-Chair	Information			X		
c)	Discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment	Information	As required				
3.7	Expediting Matters on Behalf of Board						
a)	Address urgent matters	Approval	As required				
b)	Approve audited financial statements based on review and recommendation from the Audit and Risk Committee; share with the Board at the next regularly scheduled Board meeting. Approval will be done via email in June to comply with Ministry deadlines	Approval					X