

 CAPILANO UNIVERSITY	<p>AGENDA</p> <p>OPEN MEETING OF THE BOARD</p> <p>Tuesday, April 29, 2025 4:45 pm to 6:45 pm Main Campus, Room BR126</p>
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Capilano University is named after Chief Joe Capilano, an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the territories of the Lílwat, xʷməθkʷəy̓əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Approval of Agenda – David Ayriss, Chair Motion: <i>THAT the Board approve the agenda as presented</i>	Approval	-	2 min	Page 1
2. Welcome New Board Members – David Ayriss, Chair Dr. Laureen Styles, Interim President Louisa Lun, newly appointed member	Information	-	5 min	-
<i>(Disclaimer: The Consent Agenda includes the minutes of the Board’s previous meeting, Committee reports since the previous Board meeting, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i>				
3. Consent Agenda – David Ayriss, Chair Motion: <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		5 min	
3.1. Minutes from the February 25, 2025 Board Meeting		3.1		Page 3
3.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee’s last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
3.2.1. Executive and HR Committee		3.2.1		Page 8
3.2.2. Governance and Planning Committee		3.2.2		Page 9
3.3. Correspondence				
3.3.1. Letter from BC Crown Agencies Secretariat with OAG Audit titled “BC Public Sector Boards: Oversight of the Appointment Process”		3.3.1		Page 10
3.3.2. Letter from CSU re Translink UPass and updated CSU Fees		3.3.2		Page 36
4. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	5 min	-
5. Board Chair’s Report – David Ayriss, Chair	Information	Verbal	5 min	-
6. Senate Report – Deb Jamison, Senate Vice Chair and Amina El mantari, Senate Liaison	Information	Verbal	10 min	-
7. President’s Report – Dr. Laureen Styles, Interim President	Information	7	10 min	Page 39

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE	
8. Digital Transformation Strategy – Rav Goodison, AVP Digital Technology Services	Information		20 min	-	
9. People Plan Update – Kartik Bharadwa, VP People, Culture & Diversity	Information	9	15 min	Page 60	
10. Executive and HR Committee – David Ayriss, Committee Chair					
10.1. B.310 Public Interest Disclosure Policy Update – Jacquetta Goy, Director Risk Management Motion: <i>THAT the Board of Governors approve the revised B.310 Public Interest Disclosure Policy as presented.</i>	Approval	10.1		Page 62	
10.2. B.506 Standards of Conduct Policy Update – Jacquetta Goy Motion: <i>THAT the Board of Governors approve the revised B.506 Standards of Conduct Policy as presented.</i>	Approval	10.2		20 min	Page 122
10.3. B. 517 Conflict of Interest Policy Update – Jacquetta Goy Motion: <i>THAT the Board of Governors approve the revised B.517 Conflict of Interest Policy as presented.</i>	Approval	10.3			Page 132
10.4. Chancellor Search Procedure – Brittany Haavaldsrud, Manager, Philanthropy & Alumni Relations Motion: <i>THAT the Board of Governors approve the revised Chancellor Search Procedure as presented.</i>	Approval	10.4	15 min	Page 142	
11. Governance and Planning – RJ Wallia, Committee Chair					
11.1. Board of Governors Governance Manual – Angela Ruggles, Executive Assistant to VP Finance & Administration and David Ling, Director Labour Relations, People, Culture & Diversity and Motion: <i>THAT the Board of Governors approve the revisions to the Board of Governors Governance Manual as presented.</i>	Approval	11.1	5 min	Page 144	
12. Meeting Close	-	-	-	-	

Next Board of Governors Meeting: June 24, 2025



MINUTES
BOARD OF GOVERNORS MEETING
Tuesday, February 25, 2025
4:45 – 6:35 pm
Main Campus, BR126

Present: David Ayriss, Board Chair
 RJ Wallia, Board Vice Chair
 Yuri Fulmer, Chancellor
 Paul Dangerfield, President
 Janet Cox, Elected Non-Faculty Member
 Amina El mantari, Appointed Member
 Shelley Frost, Appointed Member
 Sophia Kara, Elected Student Member
 Owen McLachlan, Elected Student Member
 Pegah Yaghmaie, Elected Faculty Member

Resource: Tally Bains, VP Finance and Administration
 Kartik Bharadwa, VP People, Culture & Diversity
 Tracy Penny Light, Interim VP Academic & Provost
 Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness
 Aurelea Mahood, Vice-Provost and AVP Academic
 Ryan Blades, AVP Facilities and Campus Planning
 Claire Carolan, Director, Academic Planning & Quality Assurance
 Jacquetta Goy, Director, Risk Management
 Deb Jamison, Senate Committee Vice Chair
 Angela Ruggles, EA to VP Finance and Administration
 Marianne Johnstone, EA Board Secretariat (minutes)

Regrets: Rodger So, Board Vice Chair
 Troy Abromaitis, Appointed Member
 Katrina Paddon, Appointed Member
 Sam Tecle, Elected Faculty Member

Guests Christopher Girodat, Executive Director, Capilano Students Union
 Angad Brar, President, Capilano Students Union

The meeting started at 4:46 pm.

David Ayriss, Chair of the Board of Governors, opened the meeting by noting that Capilano University is named after Chief Joe Capilano, an important leader of the Sk̓wx̓wú7mesh (Squamish) Nation of the Coast Salish Peoples. On behalf of the Board, he respectfully acknowledged that our campuses are located on the territories of the Líl̓wat, x̓m̓əθk̓w̓əy̓əm (Musqueam), shíshálh (Sechelt), Sk̓wx̓wú7mesh (Squamish) and Səl̓íl̓wətaʔ/Selilwitulh (Tseil-Waututh) Nations.

1. Approval of Agenda

It was moved by RJ Wallia, seconded by Owen McLachlan, and resolved:

THAT the agenda be approved as presented in this meeting.

2. Consent Agenda

It was moved by Sophia Kara, seconded by Amina El mantari and resolved (Shelley Frost abstained because she was not present at the meeting on November 26, 2024):

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

- 2.1.** Minutes from Closed Board Meeting November 26, 2024
- 2.2.** Board Committee Reports

- 2.2.1. Audit and Risk Committee
- 2.2.2. Executive and Human Resources Committee
- 2.2.3. Finance Committee
- 2.2.4. Governance and Planning Committee
- 2.3. Correspondence**
 - 2.3.1. Letter of Acknowledgement to CapU for IAPR
 - 2.3.2. Letter from CSU to Board Regarding Tuition Increase
 - 2.3.3. Emails from Students Regarding Tuition Increase

3. Placeholder from the Consent Agenda

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

4. Board Chair's Report

David Ayriss, Board Chair honoured Paul Dangerfield, President as this was Paul's last meeting before retiring in April. David welcomed Dr. Laureen Styles, who will be taking on the role of Interim President in April.

5. Senate Report

Deb Jamison, Senate Committee Vice Chair provided an update on 3 senate meetings since the last Board of Governors meeting:

Dec 2024 – Deb highlighted the work being done on senate and board policies on course numbering, credits, discontinuance, and program and course review and approval policies.

Jan 2025 – Deb highlighted the work being done by the Senate Committee on Graduate Studies and reported on a 30% increase in the number of graduates in January 2025 as compared to January 2024.

Feb 2025 – Deb highlighted work on new policies in 2025 and noted that Senate approved four new certificate programs to be offered at the Squamish campus, which will be presented to the Board of Governors for approval at today's meeting.

6. President's Report

Paul Dangerfield provided an update on University activity and achievements since the last Board meeting. Paul joined the meeting from a business trip in Manilla and therefore highlighted the exchange partnership that Capilano University has with the University of Manilla. Paul noted his appreciation of staff, faculty, administration and Elders providing leadership in the current difficult economic and political climate.

7. Ministers' Mandate Letters

- 7.1. Ministry of Post-Secondary Education and Future Skills**
- 7.2. Ministry of Infrastructure**
- 7.3. Joint Ministries re Establishment of the Ministry of Infrastructure**

Paul Dangerfield pointed out that Capilano University has already incorporated the four main mandates listed in the two Ministers' mandate letters into the University administration's planning for

2025-26 in anticipation of receiving mandate letters from those ministers. Paul noted that the University has developed strong relationships with both Minister Kang (Ministry of Post-Secondary Education and Future Skills) and Minister Ma (Ministry of Infrastructure) which will help in fulfilling the government's priorities.

Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness noted that in schedule 2.3.2 of this meeting's agenda package – Letter of Acknowledgement to CapU for IAPR, Minister Kang congratulated Capilano University on the Institutional Accountability Plan and Report in last year's mandate letter.

8. Academics

8.1. Outdoor Filmmaking Certificate

8.2. Communication for Professionals Certificate

8.3. Computing Systems Certificate

8.4. Sustainable Economics Certificate

Dr. Tracy Penny Light, Interim VP Academic and Provost provided background on the expedited review process for approving new programs of study, which enables the University to offer new academic credentials. The expedited approval process enables CapU to deliver new programs of study to students on a one-time basis. Depending on the type of academic credential, the full development, approval and implementation process can take upwards of two years to complete.

Aurelea Mahood, Vice-Provost and AVP Academic explained the process for determining the prospective academic programming by fields of study for delivery at CapU Squamish, including enrolment projections, local need and expertise, and opportunities for destination programming. Claire Carolin, Director, Academic Planning and Quality Assurance, noted that the Indigenous Education Steering Committee (IESC) communicated there is significant interest in and the potential for all four programs of study should they move to the full approval process.

It was moved by RJ Wallia, seconded by Pegah Yaghmaie and resolved:

8.1 Outdoor Filmmaking Certificate

THAT the Board of Governors approve the Outdoor Filmmaking Certificate as presented.

8.2 Communication for Professionals Certificate

THAT the Board of Governors approve the Communication for Professionals Certificate as presented.

8.3 Computing Systems Certificate

THAT the Board of Governors approve the Computing Systems Certificate as presented.

8.4 Sustainable Economics Certificate

THAT the Board of Governors approve the Sustainable Economics Certificate as presented.

9. CSU Presentation – Proposed International Student Tuition Increase

Chris Girodat, Executive Director of Capilano Students' Union (CSU) and Angad Brar, President referred to the correspondence to the Board - Schedules 2.3.2 and 2.3.3 of today's meeting agenda package. Chris and Angad explained that the CSU urges the Board to limit the increase in tuition for returning international students to 2%. Chris and Angad provided some examples of reasons that the higher tuition increase is difficult for returning international students:

- International students are facing challenges in that they have limited ability to work and earn the money they need and students report that they run out of food on a regular basis.
- Many international students made a multi-year financial plan for their education in Canada and expected a 2% yearly increase, and they had not planned to account for the 5% jump.

Chris and Angad requested that if the University goes ahead with the 5% increase, that a policy is created to expand financial aid to assist international students.

10. Finance Committee

10.1. Fiscal Year 2025-26 Budget

Toran Savjord provided an overview of the integrated planning process noting a shift in the timelines this year to an earlier start in March instead of September which conflicted with start of the busy fall term for the academic areas. Toran highlighted the resource allocation priorities established for the planning cycle which includes Squamish campus full launch, Student housing and transition to 24-hour campuses, Graduate studies, and continuing of our foundational plans such as the people plan, DTS plan, Chénchenstway, and our SEM program. Toran also explained the challenges presented by Immigration, Refugees and Citizenship Canada (IRCC) changes to international education policy.

Tally Bains, VP Finance and Administration provided an overview of the budget development process noting that the earlier start enabled the Finance team to complete analysis on the impacts of the IRCC changes. Tally explained that the University's budget changed by \$9.5M from this year's \$3.1M surplus budget to the 25-26 \$6.4M deficit budget, largely due to a decline in international tuition revenue plus \$10 million increase in budget related to the committed priorities. Tally provided an overview of the \$166.2 million capital budget which includes \$109.6 million of university funds and \$56.5 million external funding.

Tally acknowledged the presentation made by Chris Girodat and Angad Brar and the challenges international students face. She provided an overview of the tuition analysis completed by Finance on the international tuition rate increase between 2% and a 5% increase which contributed to an overall increase in revenue for the university of \$1.9 million. The impact of the increase in tuition for an international student that takes 18 credits is estimated at \$355 annually, which is the required number of credits an international student must take. The annual impact was estimated at \$591 if an international student took 30 credits annually.

Shelley Frost thanked the CSU team for collecting and delivering the views of students. Shelley explained that given that the University needs to balance cuts to programming and tuition increases in this entirely new arena of skyrocketing costs, she supports tuition increases of 2% domestic and 5% international.

A discussion arose around why the University only considered a 5% instead of 10% as many other institutions have. Tally explained that the University considered the impact on students and therefore proposed a smaller increase than is being proposed at other institutions.

Sophia Kara expressed that in considering the proposed tuition increase she is grappling with how to balance the needs of students with the needs of the university.

It was moved by Shelley Frost, seconded by Pegah Yaghmaie and approved (Sophia abstained):

THAT the Board of Governors approve the 2025/26 operating and capital budget.

THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic students and a 5 percent increase in tuition and mandatory fees for international students for the 2025/26 academic year. The 2% and 5% increase will not be applied to the 2D, 3D and VFX programs. The 2025/26 year is the last year that this exemption applies to.

9 Meeting Close

The meeting ended at 6:36 pm



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTER: David Ayriss, Executive and HR Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Executive and Human Resources Committee meeting that took place on April 14, 2025.

SUMMARY

The Committee approved the minutes of the February 13, 2025 Committee meeting and discussed the following items:

- OAG Audit: BC Public Sector Boards Appointment Process:** Angela Ruggles, Executive Assistant to the VP Finance and Administration provided a review of the Auditor General of BC report on the audit of CABRO's oversight of the BC public sector Board appointment process. The audit report is included as part of the correspondence in the Board consent agenda.
- Policies:** The Committee reviewed three policies and passed motions to recommend that the Board approve the revisions presented for each policy. These policies and motions are provided to the Board under separate cover.
- Chancellor Search Procedure:** Kari Wharton, VP of University Relations and Brittany Haavaldsrud Manager, Philanthropy and Alumni Relations presented revisions to the Chancellor Search Procedure. The Committee passed a motion to recommend that the Board approve the revisions as presented. This motion is provided to the Board under separate cover.
- CFA/MoveUP Collective Bargaining Update and Board's Role:** Kartik provided an update to the Committee on the CFA/MoveUP Collective Bargaining and the Board's role. The Committee passed a motion to receive the update for information.
- Board Chair & Vice Chair Elections and Transition Date:** Angela provided information to the Committee about the updates to the Capilano University Board of Governors Governance Manual regarding the Board Executive Elections Process.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.2: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTER: RJ Wallia, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the April 8, 2025 Governance and Planning Committee meeting.

SUMMARY

The Committee approved the minutes of the February 11, 2025 meeting and discussed the following:

- BoG Governance Manual Update:** Kartik Bharadwa, VP People, Culture and Diversity, Tally Bains, VP Finance and Administration and David Ling, Director, Labour Relations presented revisions to the Capilano University Board Governance Manual related to Labour Relations, Board Officers election procedures and the administration of the Oath of Office and Annual Declarations. The Committee passed a motion to recommend that the Board approve the revisions to the Board Governance Manual. This motion is provided to the Board under separate cover.
- Board Members' Political Activity Policy Review:** Jacquetta Goy, Director Risk Management presented a review and recommended no changes to current policies or guidance on political activity by Capilano University Board of Governors members or employees.
- Academic Policy Update:** Claire Carolan, Director Academic Planning and Quality Assurance provided a status update to the Committee on the academic policies that were scheduled for completion in 2024-25 but are delayed.

RECOMMENDATION

This is for the Board's information only.



Good morning, Crown Board Chairs, Chief Executive Officers, and Crown Board Secretaries,

I am writing to inform you that the Office of the Auditor General (OAG) of British Columbia released an audit yesterday, entitled “[B.C. Public Sector Boards: Oversight of the Appointment Process](#)” which aimed to evaluate the effectiveness and transparency of the appointment process for public sector boards.

The audit examined the role of the Crown Agencies and Board Resourcing Office (CABRO) in overseeing appointments and reappointments to public sector boards to determine whether four criteria were met:

- Ensuring boards identify their competency and diversity needs and gaps, including providing good practice guidance.
- Conducting due diligence reviews and ensuring boards or ministries have plans to mitigate conflicts of interest.
- Ensuring boards assess the performance of members seeking reappointment, including providing good practice guidance.
- Ensuring appointments and reappointments occur in a timely way.

The audit period covered January 1, 2023, to December 31, 2023. During this time, a total of 51 board appointments were reviewed, consisting of 25 new appointments and 26 reappointments to 16 public sector boards (see Appendix C of the audit report). The audit did not examine appointments to administrative tribunals due to the unique nature of those positions, nor did it include boards that fall outside the government reporting entity, such as WorkSafeBC.

The audit produced two recommendations:

Improve Support for Needs Assessments: CABRO should enhance its guidance on how boards should identify and assess their competency needs, including obtaining information on diversity from their members.

- Confirm Conflict of Interest Mitigation: CABRO should ensure that boards or ministries have plans to mitigate any declared conflicts of interest before appointing candidates.

The audit also identified positive aspects of the current appointment process:

- Effective Oversight: CABRO provided effective oversight of the public sector board appointment process, supporting boards in fulfilling their responsibilities.
- Guidance on Competency Needs: CABRO developed good-practice guidance for boards to identify and assess their competency needs.
- Conflict of Interest Declarations: CABRO ensured that candidates declared any conflicts of interest before their appointment.
- Performance Assessments: CABRO ensured that boards assessed the performance of members before reappointment, helping retain valuable board members.
- Timely Appointments: CABRO made critical appointment recommendations promptly, ensuring that boards were not left with vacancies that could affect their governance.

The Crown Agencies Secretariat has committed to taking immediate action on the recommendations. These recommendations will enhance the effectiveness and accountability of our governance structures and further support the Crown Agencies Secretariat's mandate of building strong governance practices across the public sector.

Thank you for your continued commitment to public service and strong governance. I would also like to thank the CABRO staff for their commitment to public sector governance. If you have questions or need further information, please email abc@gov.bc.ca.

Sincerely,

Elenore Arend



Elenore Arend
Associate Deputy Minister
Crown Agencies Secretariat
<https://crownagencies.fin.gov.bc.ca/>

The Crown Agencies Secretariat respectfully acknowledges that it carries out its work on the territories of First Nations throughout British Columbia.

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B.C. Public Sector Boards: Oversight of the Appointment Process



An independent audit report



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Auditor General
of British Columbia

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The Honourable Raj Chouhan
Speaker of the Legislative Assembly
Province of British Columbia
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Mr. Speaker:

I have the honour to transmit to the Speaker of the Legislative Assembly of British Columbia the report, *B.C. Public Sector Boards: Oversight of the Appointment Process*.

We conducted this audit under the authority of section 11(8) of the *Auditor General Act*. All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001 – Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the *CPA Canada Handbook – Assurance*.

Sheila Dodds, CPA, CA, CIA
Acting Auditor General of British Columbia
Victoria, B.C.

February 2025



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Source: Getty Images

Audit at a glance

Why we did this audit

- B.C. public sector organizations, such as health authorities and Crown corporations, deliver important services, programs and infrastructure for the province. Their boards are expected to ensure their organizations use resources appropriately and serve the public interest.
- Board members are appointed by government. The recruitment and appointment of board members plays an important role in whether a board functions properly.
- The Crown Agencies and Board Resourcing Office (CABRO) oversees board appointments for about 230 B.C. public sector organizations.

Objective

To determine whether CABRO provides effective oversight of government's public sector board appointment process to support boards in fulfilling their responsibilities.

Audit period:

January 1, 2023 – December 31, 2023

Conclusion

CABRO provided effective oversight of government's public sector board appointment process to support boards in fulfilling their responsibilities.

We found shortcomings in two areas but they did not impact the overall effectiveness of CABRO's role.

CABRO has accepted our two recommendations to improve its support of needs assessments and conflict of interest mitigation for public sector boards.

What we found

CABRO had processes in place to identify and assess board needs, with some gaps

- CABRO provided guidance on how boards should identify and assess their competency needs, but it was unclear how boards should obtain information on diversity from their members.
- CABRO received competency assessments from boards, with some exceptions.
- Board assessments of their members' diversity were limited and had gaps.

Recommendation 1

CABRO ensured candidates declared conflicts of interest, but it didn't confirm if mitigation strategies were in place

- CABRO checked public information about candidates before they were recommended for appointment to public sector boards.
- Candidates declared conflicts of interest before they were appointed, however CABRO didn't confirm whether boards or ministries had plans to mitigate any declared conflicts of interest.

Recommendation 2

CABRO ensured boards assessed member performance before reappointment

- CABRO offered guidance for boards to assess the performance of board members.
- Boards assessed member performance, such as attendance and participation, before reappointment.

CABRO made critical appointment recommendations in a timely manner

- CABRO guided boards and ministries on when and how to flag upcoming vacancies, and when a board member's term was ending.
- Critical appointments, such as the board chair, were prioritized.
- Most appointments and reappointments that we reviewed were done on schedule.

Background

About 230 public sector organizations deliver important services, programs and infrastructure for the people of British Columbia. Approximately 2,000 appointed board chairs and directors govern public sector organizations.

Public sector organizations range in size and complexity. They include Crown corporations, post-secondary institutions, and health authorities. They also include advisory boards and tribunals.

Public sector boards are appointed by and accountable to government (through the minister responsible for the organization). Boards oversee their organization's performance and compliance with policies and legislation.

Board chairs are the main links between the organization and government. They are responsible for helping board members understand and implement government priorities and directions. They are also responsible for assessing the board's needs (in terms of its composition), member performance, and managing conflicts of interest, if they arise, involving board members. Boards are collectively responsible for overseeing the organization in a manner consistent with its mandate.

The Crown Agencies Secretariat (CAS) supports public sector organizations and boards. The Crown Agencies and Board Resourcing Office (CABRO), part of CAS, recommends public sector board appointments. Part of their role is to ensure that boards are represented by people who are qualified, dedicated, and reflect the province's diversity. CABRO also provides orientation training, resources, and professional development for board members.

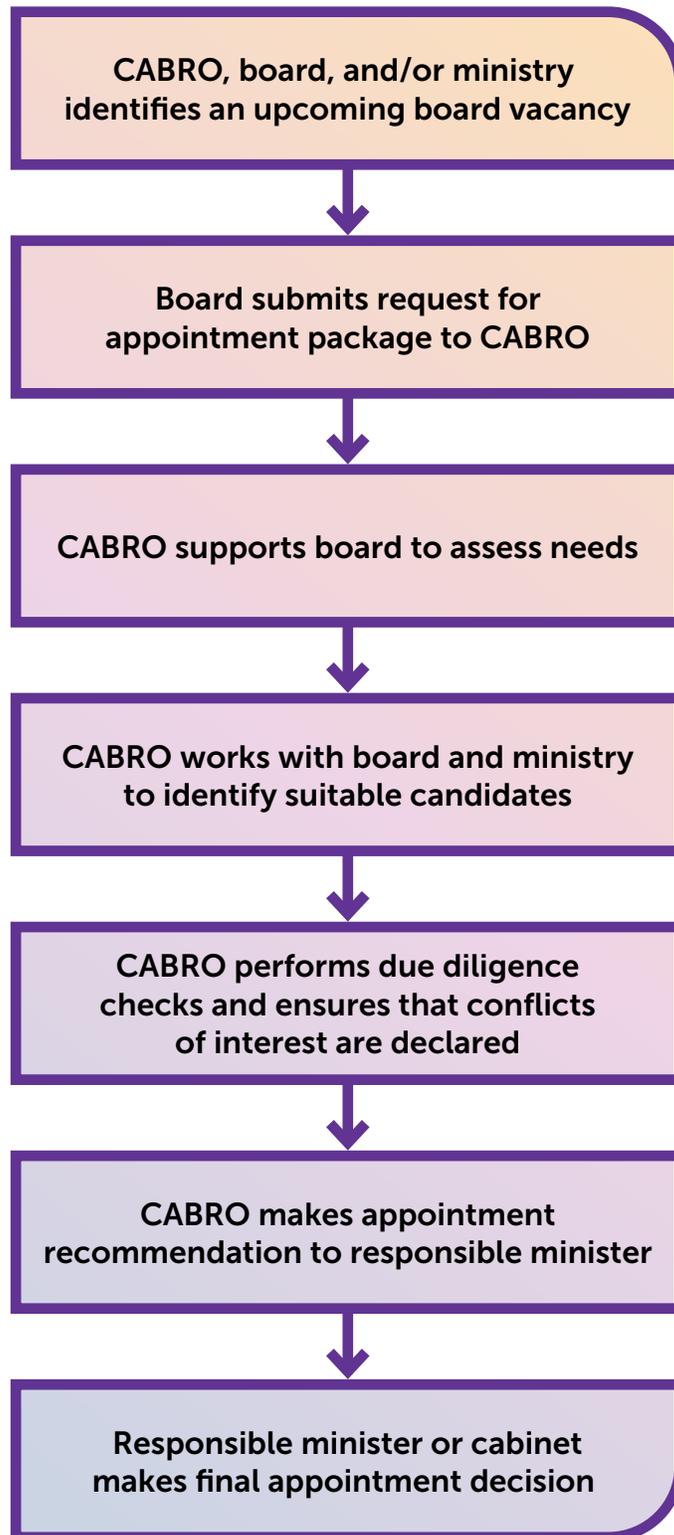
CABRO works closely with boards and ministries during the appointment process. The process usually begins either when CABRO reaches out to the board before a board vacancy, or if ministries or boards themselves identify upcoming vacancies (see the flow chart on the following page). CABRO expects boards to identify their needs (e.g., financial expertise, regional representation, etc.) prior to recruitment, with CABRO's support. CABRO, boards, and their responsible ministries work to identify candidates who meet the board's needs.

Once candidates have been found, CABRO undertakes due diligence checks. At this stage CABRO also expects candidates to declare any conflicts of interest. CABRO then makes an appointment recommendation to the minister responsible for the organization. The last step is for the minister or cabinet (depending on the board) to approve the appointment. The process can vary depending on the nature of the board.

In 2023, CABRO oversaw 956 board appointments and reappointments for B.C. public sector organizations.



Public sector board appointment process



British Columbia has about



Objective

The objective of the audit was to determine whether the Crown Agencies and Board Resourcing Office (CABRO) provided effective oversight of government's public sector board appointment process to support boards in fulfilling their responsibilities.

Scope

The audit examined CABRO's role in the oversight of appointments and reappointments to public sector boards to see whether they:

- ensured boards identified competency and diversity needs and gaps, including providing good-practice guidance;
- undertook due diligence reviews and ensured boards or ministries had plans to mitigate conflicts of interest;
- ensured boards assessed the performance of members seeking reappointments, including providing good-practice guidance; and
- ensured appointments and reappointments occurred in a timely manner.

Audit period: January 1, 2023, to December 31, 2023.

We reviewed 51 board appointments (25 new appointments and 26 reappointments) made to 16 public sector boards during 2023. To learn more, [see "About the audit" on page 19](#). To see the list of boards included, [see Appendix C on page 23](#).

We did not look at appointments to administrative tribunals (e.g., B.C. Human Rights Tribunal) due to the unique nature of those positions, or boards of entities that are outside the government reporting entity (e.g., WorkSafeBC).

We did not audit the roles of public sector boards or ministries in the appointment process, nor did we look at CABRO's other functions (e.g., board member training).



Conclusion

We found the Crown Agencies and Board Resourcing Office had processes in place to oversee the government's public sector board appointment process to support boards in fulfilling their responsibilities. This included providing guidance to boards, identifying conflicts of interest, ensuring performance assessments were complete, and filling board vacancies in a timely manner.

We found shortcomings related to competency and diversity needs assessments, and in confirming mitigation strategies for any declared conflicts of interest. However, the shortcomings did not impact the overall effectiveness of CABRO's oversight role.



Source: Getty Images



Findings and recommendations

Identifying boards' competency and diversity needs

Public sector boards require members with certain competencies, attributes, and diversity to effectively provide oversight and stewardship of their organization's programs and services.

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for working with boards and ministries to recruit and recommend candidates for appointment and reappointment to public sector boards. The process includes boards assessing the current competencies and diversity of their membership and identifying what they need to meet the future goals of the organization.

Before CABRO makes recommendations for appointments or reappointments, it's responsible for ensuring that boards and ministries identify their needs. CABRO is also expected to ensure that boards reflect the province's diversity.

CABRO had processes in place to identify and assess board needs, with some gaps

What we looked for

We examined whether CABRO developed good-practice guidance and worked with ministries and boards to assess competency and diversity needs. We also examined whether needs were documented for those making decisions about board appointments and reappointments.

[Learn more about the audit criteria on page 22.](#)

Of the 51 appointments and reappointments we reviewed, 37 were relevant to assessing competency and diversity needs. Of the 37 we reviewed, 17 were appointments and 20 were reappointments. Fourteen were not applicable to our review because of the types of board positions (e.g., where board positions are part of an elected official's duties).



What we found

CABRO developed competency assessment guidance for boards, but diversity guidance lacked clarity

We found that CABRO developed good-practice guidance, with some exceptions.

CABRO developed a competency matrix and accompanying guide as an optional tool for boards. They provided examples of competencies, attributes, and diversity, including financial, environmental, and regional representation as well as ethno-cultural background, gender expression and/or identity, and Indigenous identity. Other forms provided guidance to boards to identify and communicate their needs to CABRO, including the request for appointment and performance assessment forms.

One component of the board's needs assessment process relates to the diversity of board membership. We found that CABRO's definition of diversity aligned with that of the Public Service Agency and included legally protected differences (e.g., ethnicity, gender, disability) and non-visible categories (e.g., diversity of thought and perspectives, education, socio-economic status, and life experiences).

However, the guidance did not explain how boards should obtain information on diversity from their members. This could partially explain why we also found that CABRO received competency assessments from most boards but received limited information about board diversity.

CABRO received competency assessments from boards, with some exceptions

CABRO provides oversight of the appointment process, which includes reviewing board needs assessments. While CABRO developed the competency matrix as an optional tool for boards to assess their needs, we expected that CABRO would receive a needs assessment (in some form) from each board.

We reviewed the competency assessments that boards and responsible ministries provided to CABRO to support 37 appointment and reappointment recommendations. We found that the majority provided thorough assessments, with some exceptions:

- 27 thoroughly assessed the competencies needed;
- Seven partially assessed competency needs (e.g., for some reappointments, boards indicated candidate competencies met future organization needs, but didn't explain how); and
- Three did not indicate the competencies needed by the board.

While the needs assessment is the responsibility of the board, CABRO's review of these assessments helps to provide assurance that they are recommending the appropriate person for appointment or reappointment.



CABRO received limited diversity information from boards

We reviewed the diversity information provided to CABRO for 37 appointments and reappointments. We found that nearly all boards provided information on non-visible categories of diversity, such as education and experience. However, boards rarely included information on legally protected differences, such as disability or ethnicity.

Monitoring board diversity across public sector organizations

CABRO worked with BC Stats in 2019, 2020, and 2024 to survey public sector boards to determine the status of board diversity.

All board members were invited to respond to the surveys. Results were used to establish baseline demographics, help CABRO understand board member diversity, and identify areas for improvement.

Why this matters

CABRO provided guidance and forms to help boards identify their needs and appoint suitable candidates. However, unclear expectations and incomplete needs assessments created a risk that boards had competency and diversity gaps that could limit their ability to provide effective stewardship of their organizations.

Recommendation

1. We recommend that the Crown Agencies and Board Resourcing Office work with boards and ministries to ensure that appointments and reappointments are consistently supported by an assessment of board needs related to competencies and diversity.

[See the response from the auditee on page 21.](#)



Conflicts of interest

Conflicts of interest can occur if personal or private interests (financial, professional, social) influence a board member's judgment and actions on the board. Conflicts may become known during the appointment process or they may arise after an appointment has been made.

Conflicts of interest can be:

- **real** – judgment and actions are affected by personal or private interests;
- **potential** – a conflict of interest has the potential to arise in the future; or
- **perceived** – it could appear to a reasonable person, with all relevant facts, that a conflict of interest exists.

It's important for conflicts of interest to be disclosed during the appointment process so that boards and CABRO can decide if the candidate is suitable for the role and so that the board can plan to mitigate any risks associated with the conflict, should the appointment proceed.

CABRO ensured candidates declared conflicts of interest, but it didn't confirm if mitigation strategies were in place

What we looked for

We examined whether CABRO:

- undertook due diligence reviews of candidates before they were recommended for appointment;
- ensured that candidates declared any conflict of interest prior to appointment; and
- ensured boards had plans to mitigate any conflict of interest prior to appointment.

[Learn more about the audit criteria on page 22.](#)

Of the 25 appointments we reviewed, 17 were relevant to due diligence checks. We didn't assess seven of the appointments because they fell within CABRO's policy to delete due diligence data after one year. One appointment wasn't assessed because the check was done by another entity. All 25 appointments we reviewed were relevant to declarations of conflicts of interest.



What we found

We found that CABRO did due diligence reviews and ensured candidates declared conflicts of interest before they were recommended for appointment. CABRO did not ensure that boards had plans to mitigate conflicts of interest (either real, potential, or perceived).

Due diligence checks completed

CABRO completed due diligence checks to verify information declared by candidates and to identify any activities that could suggest the candidate was not suitable for the position.

These checks were done by CABRO portfolio leads or other delegated staff and included scans of social media, court documents, and other public information.

In our review of appointment documentation, CABRO completed a due diligence review for every candidate where it was appropriate to do so.

Conflicts of interest declared

CABRO provided candidates with a form for them to declare any real, potential, or perceived conflicts of interest with the organization. The form asked them to disclose any obligations, commitments, relationships, or interests that might conflict, or be perceived to conflict, with their duty to or interest in the organization. It also provided examples of conflicts of interest. Candidates included information about their background and credentials. They gave CABRO permission to verify all relevant information and to obtain personal information.

In all 25 appointments we reviewed, candidates completed the conflict of interest form before they were appointed.

Mitigation strategies not documented

Boards are responsible for developing mitigation strategies for any declared conflicts of interest. However, CABRO's oversight of the process is crucial to ensure they have full confidence in their appointment recommendations. Where candidates declared a conflict of interest, we expected to see that CABRO – before recommending the appointment – had confirmed that the board had a mitigation strategy in place.

CABRO informed us that they discussed declared conflicts of interest with boards and ministries during the appointment process. However, we found that CABRO generally didn't have documentation to confirm whether it had discussed any conflicts of interest with the board and/or the responsible ministry prior to candidate appointment, or whether the board had a plan to mitigate the conflict.



Of the 25 appointments we reviewed, 11 had declared either real, potential, or perceived conflicts of interest. Of the 11, just one board provided a mitigation strategy in the appointment documents it gave to CABRO.

Why this matters

CABRO completed due diligence checks, which allowed them to gauge candidate's suitability for a board. CABRO also ensured that board candidates declared any conflicts of interest, helping to ensure that board members act in the best interest of the organization. However, because CABRO didn't confirm that boards had mitigation plans in place, there was a risk that the conflict would not be managed appropriately. Confirming mitigation strategies is an important final step in ensuring that any competing interests do not influence a board's decisions.

Recommendation

2. We recommend that the Crown Agencies and Board Resourcing Office confirms with the board or the ministry responsible that the board has a plan to mitigate any declared conflicts of interest prior to the appointment of board members.

See the response from the auditee on page 21.



Source: Getty Images



Performance assessment

Performance assessments enable the board to assess a board member's contributions and value to the board, their attendance record, nature of committee work, and whether the member's competencies fit the future needs of the organization. CABRO required boards to complete a performance assessment for board members who sought reappointment.

CABRO ensured boards assessed member performance before reappointment

What we looked for

We examined whether CABRO:

- provided good-practice guidance on performance assessment to the boards; and
- ensured boards assessed the performance of board members before recommending reappointment.

[Learn more about the audit criteria on page 22.](#)

Of the 26 reappointments we reviewed, 20 were relevant to assessing board member performance. Performance assessments weren't expected for six of the reappointments because of their unique nature (e.g., board membership is a requirement of certain government positions).

What we found

CABRO provided guidance for boards to assess the performance of board members seeking reappointment. CABRO also ensured boards assessed the performance of board members prior to reappointment.

CABRO provided guidance to boards in several ways, including through its guidance for board chairs, and the performance assessment form available on the CABRO website. The form asked boards to assess factors such as attendance, participation and contributions, and commitment to the organizational mandate.

CABRO expected boards to submit a completed performance assessment form with each request for reappointment.

In our review of reappointment documentation, performance assessments were completed and returned to CABRO for the 20 reappointment candidates.

CABRO used the completed performance assessment forms to ensure that boards assessed the performance of individual board members who were recommended for reappointment. CABRO worked with boards and ministries to determine the suitability of candidates for reappointment.



Why this matters

By providing guidance and ensuring boards assessed the performance of members recommended for reappointment, CABRO helped ensure boards retained members whose contributions and value to the board fit the future governance needs of public sector organizations.

Recommendation

We had no recommendations in this area.

Timely appointments

CABRO's role includes working with boards and ministries to ensure timely appointments and reappointments. A timely appointment or reappointment occurs when a position is filled before it becomes vacant so that a board is not left with a vacancy that affects its ability to govern.

Delayed appointments or reappointments, or prolonged vacancies on boards, could negatively impact the board's effectiveness and the operations of the organization it oversees. This can particularly affect smaller boards or pose additional risks when key positions, such as the chair, remain unfilled.

CABRO made critical appointment recommendations in a timely manner

What we looked for

We examined whether CABRO:

- informed boards about when and how to notify about upcoming vacancies;
- had a risk-based approach to identify and prioritize upcoming vacancies; and
- recommended candidates for appointment or reappointment before critical positions became vacant.

[Learn more about the audit criteria on page 22.](#)

Of the 51 appointments and reappointments we reviewed, 45 were relevant to assessing whether critical appointments were made in a timely manner. Of the 45 we reviewed, 23 were appointments and 22 were reappointments. Six were not applicable to our review because of the nature of the appointments (e.g., a new position where a vacancy did not previously exist).



What we found

CABRO informed boards about when and how to notify it of upcoming vacancies. It had a risk-based approach to prioritize upcoming vacancies. It also worked with ministries and boards to try to ensure that appointments and reappointments, including critical ones, were made before positions became vacant.

Guidance made available to boards

CABRO provided online appointment and reappointment forms and instructions for boards. They included details on how and when to submit the forms to CABRO (at least six months prior to an expected vacancy). In some sectors, such as health, the ministry responsible may notify CABRO of upcoming vacancies.

Vacancies were prioritized

We found that CABRO took steps to prioritize critical vacancies that, if unfilled, would likely affect how the board functions.

CABRO had a process to monitor upcoming vacancies and the timing of expiring terms. We found it considered several factors when prioritizing appointments and reappointments, including:

- the relative importance of chair and member positions;
- board quorum;
- legislated membership requirements (e.g., board size, professional requirements); and
- board size and the number of vacancies.

Most appointments and reappointments were made before positions became vacant

With some exceptions, CABRO recommended candidates for appointment or reappointment before positions, including critical ones, became vacant.

In our review, 34 of the 45 applicable appointments and reappointments were made before positions became vacant or they were filled in a timely manner, given constraints around board membership (e.g., a board made up of elected officials would result in temporary vacancies during an election period).



The remaining 11 appointments and reappointments were made after they became vacant. Three of the 11 were potentially critical positions due to board size and the role of the position:

- One case was delayed by approximately six months after an unexpected resignation.
- One case was delayed eight months and one was delayed 20 months. CABRO staff attributed these delays to the challenges of finding candidates with the right skills and experience in specific regions.

The remaining eight non-critical appointments and reappointments were delayed because of factors that included:

- recruitment challenges (e.g., finding highly skilled candidates in rural or remote areas); and
- board size (e.g., some larger boards can comfortably operate below their maximum membership and can batch together multiple appointments).

Why this matters

Timely appointments and reappointments help ensure boards function well and meet their legislated requirements.

Recommendation

We had no recommendations in this area.



About the audit

We conducted this audit under the authority of section 11(8) of the *Auditor General Act* and in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001 – Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the *CPA Canada Handbook – Assurance*. These standards require that we comply with ethical requirements and conduct the audit to independently express a conclusion against the objective of the audit.

A direct audit involves understanding the subject matter to identify areas of significance and risk, and to identify relevant controls. This understanding is used as the basis for designing and performing audit procedures to obtain evidence on which to base the audit conclusion.

The audit procedures we conducted included document reviews, file reviews and interviews with staff of the Crown Agencies and Board Resourcing Office.

We reviewed files from 51 board appointments (25 new appointments and 26 reappointments) made to 16 public sector boards from Jan. 1, 2023, to Dec. 31, 2023 ([see Appendix C on page 23](#)). We selected the boards to represent:

- a range of government sectors;
- a mix of board sizes;
- a variety of board types, such as Crown corporations, advisory boards, and health authority boards;
- different appointment mechanisms such as orders in council, ministers' letters, ministerial orders, and shareholder resolutions; and
- different levels of financial significance.

Because the audit criteria cover different stages of the appointment process, some criteria apply only to appointments, some criteria apply only to reappointments, and some criteria apply to both. In addition, for some appointments or reappointments, criteria were not always applicable for various reasons. As a result, the number of appointments and/or reappointments reviewed in each section varies.



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

Our office applies the Canadian Standard on Quality Management (CSQM 1), and we have complied with the independence and other ethical requirements of the code of professional conduct issued by the Chartered Professional Accountants of British Columbia (CPA BC) that are relevant to this audit.

Audit report date: February 8, 2025



Sheila Dodds, CPA, CA, CIA
Acting Auditor General of British Columbia
Victoria, B.C.



Source: Getty Images



Appendix A: Recommendations and auditee response

Recommendation 1: We recommend that the Crown Agencies and Board Resourcing Office work with boards and ministries to ensure that appointments and reappointments are consistently supported by an assessment of board needs related to competencies and diversity.

Recommendation 1 Response: Crown Agencies and Board Resourcing Office accepts this recommendation and notes that work is underway to revise tools used to assess board needs related to competencies and diversity in accordance with the *Anti-Racism Data Act* legislation.

Recommendation 2: We recommend that the Crown Agencies and Board Resourcing Office confirms with the board or the ministry responsible that the board has a plan to mitigate any declared conflicts of interest prior to the appointment of board members.

Recommendation 2 Response: Crown Agencies and Board Resourcing Office accepts this recommendation and notes that while boards have processes in place to mitigate conflict of interest, a procedure is being developed to document these plans prior to appointments being made.



Appendix B: Audit criteria

Objective

To determine whether CABRO provides effective oversight of government's public sector board appointment process to support boards in fulfilling their responsibilities.

Line of Enquiry 1 – Identifying board needs and diversity

- 1.1 CABRO provides good practice guidance for boards on how to identify and assess gaps and needs in competencies and diversity to inform appointments and reappointments
- 1.2 CABRO obtains information from the board or the ministry responsible on board gaps and needs in competencies and diversity to inform appointments and reappointments

Line of Enquiry 2 – Due Diligence

- 2.2 CABRO undertakes a due diligence review of all candidates before they are recommended for appointment

Line of Enquiry 3 – Conflicts of Interest

- 3.1 CABRO ensures that candidates have declared conflicts of interest prior to appointment
- 3.2 CABRO confirms with the board or the ministry responsible that the board has a plan to mitigate any conflicts of interest prior to appointment

Line of Enquiry 4 – Performance Assessment

- 4.1 CABRO provides good practice guidance for boards to assess the performance of individual board members seeking reappointment
- 4.2 CABRO ensures boards assess the performance of individual board members seeking reappointment

Line of Enquiry 5 – Timely Appointments

- 5.1 CABRO informs boards on when and how to notify CABRO of upcoming vacancies
- 5.2 CABRO has a risk-based approach to identify and prioritize upcoming vacancies
- 5.3 CABRO recommends candidates for appointment or reappointment before critical positions become vacant



Appendix C:

Boards included in file review

General Government:

- BC Financial Services Authority
- BC Infrastructure Benefits

Health:

- Interior Health
- Medical Services Commission

Education:

- College of New Caledonia
- Simon Fraser University
- BC Teachers' Council

Social Services:

- Poverty Reduction Advisory Committee

Natural Resources:

- Climate Solutions Council
- BC Hydro and Power Authority

Transportation:

- Victoria Regional Transit Commission
- Transportation Investment Corporation

Protection:

- Insurance Corporation of BC
- Judicial Council of the Provincial Court of BC

Economic Development:

- BC Arts Council
- Forestry Innovation Investment Ltd.





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March 17, 2025

David Ayriss, Chair
Board of Governors
Capilano University
2055 Purcell Way
North Vancouver, BC V7J 3H5

Re: Update to Student Society Fees for the Capilano Students' Union

Dear David,

This letter serves as **an amendment** to the notice to the board of governors that is required under section 27.1 of the *University Act* respecting student society fees to be collected by Capilano University and remitted to the Capilano Students' Union.

We have updated our fees set out in appendix 5 (U-Pass BC program fees) as a result of a recent agreement between TransLink, participating post-secondary institutions, and participating student societies to defer the next scheduled increase to the U-Pass BC fee to September 1, 2025, to align with when other student society fees are updated. (We had previously communicated that this increase would occur on May 1, 2025.)

Our updated fee schedules are attached as appendices:

- **Appendix 5** (U-Pass BC program fees)

We are pleased to advise that, pursuant to section 27.1(4)(a)(iii) of the *University Act*, we have made available to our members the audited financial statements for the year ended May 31, 2024, and that a report on those statements was provided to the members by an auditor meeting the requirements of section 112 of the *Societies Act*.



Thank you for your attention to this matter. If you need any clarification, please contact Saulo Ferreira, financial controller of the Capilano Students' Union, via email message at sferreira@csu.bc.ca or by telephone at (778) 990-7690.

Yours sincerely,



Christopher Girodat
Executive Director

cc: Paul Dangerfield, President and Vice-Chancellor (Capilano University)
Tally Bains, Vice-President, Finance & Administration (Capilano University)
Narisha Jessani, Director, Financial Operations (Capilano University)
Angela Ruggles, Executive Assistant, VP Finance & Adm. (Capilano University)
Sukh Sohal, Vice-President Finance & Services (Capilano Students' Union)
Saulo Ferreira, Financial Controller (Capilano Students' Union)



Appendix 5

U-PASS BC PROGRAM FEES

Our fee schedule for the 2024-2025 academic year is as follows:

All students eligible for the U-Pass BC program	
Effective date	Fee per month
May 1, 2024	\$46.00
May 1, 2025 <u>September 1, 2025</u>	\$46.90*
<p><i>* U-Pass BC fees for May 1, 2025 <u>September 1, 2025</u>, and onward are subject to change based on negotiations between Capilano University, the Capilano Students' Union, and TransLink, and other post-secondary institutions and student societies for the renewal of the U-Pass BC agreement. If a change is required, a supplemental fee notice shall be sent as soon as revised information becomes available.</i></p>	

PRESIDENT'S REPORT TO THE BOARD

Reporting period from February 4 to April 4, 2025

PRESIDENT'S OFFICE

As I prepare to retire in April after nearly nine years as president & vice-chancellor, I am pleased to announce that Laureen Styles, EdD, was appointed as interim president and vice-chancellor on February 21, 2025, effective April 22, 2025. With her deep commitment to student success, academic excellence and community engagement, Laureen will provide strong leadership during this transitional period.

In February, I travelled to Asia along with a few colleagues to attend the [Canada-in-Asia Conference 2025](#), hosted by Universities Canada and the Asia Pacific Foundation of Canada. During our visit, CapU's alumni relations team organized alumni workshop events in Singapore, Bangkok and Manila. These workshops were excellent opportunities to connect with alumni, learn from their experiences, and explore global opportunities for expanding CapU's innovative academic and work-integrated learning programs for students in Canada and abroad. We were also hosted by universities in Singapore and Manila to develop partnerships.

The provincial budget for the 2025/26 fiscal year was unveiled on March 4, 2025. It focuses on strengthening public services, supporting businesses and preparing for potential economic challenges, and aims to create a stable, sustainable economy while addressing a projected \$10.9 billion deficit. We continue to collaborate with colleagues at the provincial level to deliver high-quality, accessible and innovative education to learners and to partner with the communities we serve.

Capilano University, which joined [Universities Canada](#) in 2020, has also successfully completed the 2025 reaffirmation process. This process ensures that the university continues to meet the high standards of governance, academic freedom, program offerings, and commitment to research required by Universities Canada. This reaffirmation further strengthens Capilano University's standing as a quality institution within the Canadian higher education community.

ACADEMIC & PROVOST

The work undertaken by academic colleagues contributes to the ability of the University to recruit and retain students and provides them with high-quality learning experiences, while fostering operational sustainability.

FACULTY OF ARTS & SCIENCES

- » As the 2024 recipient of the Charles C. Eldredge Prize for outstanding scholarship in the field of American Art, Megan A. Smetzer lectured on her book *Painful Beauty: Tlingit Women, Beadwork, and the Art of Resilience*, published by the University of Washington Press in 2021. The talk took place at the Smithsonian American Art Museum on March 13 in Washington, DC. The recording of the livestreamed talk will be available on the Smithsonian American Art Museum's website shortly. [Read additional details](#) about the prize, as well as access to the press release announcing her win.



- » The Applied Behaviour Analysis—Autism department had two students present their ABA 412 Directed Studies literature review projects at the 17th Annual British Columbia Association for Behaviour Analysis Conference. Niruya Ninan (pictured left) presented her project on behavioral strategies for teaching imitation and Alessandra Pinto Rosendo (pictured right) presented her project on video modelling for teaching vocational skills to individuals with autism.



- » Faculty of Arts & Sciences instructor Caroline Dingle, participated in Genome British Columbia's Ideas Lab, "Biodiversity in BC: Future Visions and Novel Solutions." This three-day workshop brought together multidisciplinary experts to tackle the challenges of monitoring and conserving biodiversity in B.C.

Participants explored innovative solutions, formed teams and developed research proposals for the chance to submit a full proposal to Genome BC for a share of \$2 million in funding.

- » Hande Gurses presented a paper titled “Friendship in Exile: Poetics and Politics of Friendship in Hisham Matar’s My Friends” at the 56th Annual Northeast Modern Language Association (NeMLA) Convention on March 8, 2025. Hande also gave a book presentation titled “Displacing Fictions of Orhan Pamuk” at the University of Toronto, Department of Near & Middle Eastern Civilization on March 28, 2025.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » On March 13, 2025, Azita Shafai, IBUS 341 Introduction to Supply Management instructor, accompanied 22 of her students on a site visit to Neptune Terminals—one of Canada’s largest bulk shipping facilities that operates within the Port of Vancouver and plays a vital role in Canada’s global trade network. During the visit, students gained firsthand insight into the logistics and infrastructure involved in exporting two of Canada’s key commodities: potash and steelmaking coal, primarily destined for markets in Asia and South America. The experience offered a valuable real-world perspective on global supply chain operations, reinforcing classroom concepts and enhancing students’ understanding of international trade logistics.
- » On March 12–15, 2025, Enactus Capilano participated in the Enactus Western Canada Exhibition in Edmonton and won two trophies against teams from much larger universities. Students took home the Desjardins Youth Empowerment Challenge AND the TD Entrepreneurship Challenge, regional runner-up awards (a.k.a. second place in both categories) at the Enactus Canada Western Canada Exhibition. We are very proud of this team’s hard work and dedication!



- » The School of Communication recently received Senate approval for the launch of a Squamish exclusive certificate. Launching in Fall 2025, the Communication for Professionals Certificate will give students in Squamish and the Sea-to-Sky corridor the knowledge and applied skills needed to be successful in their current or future workplace.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » The Rehabilitation Assistant diploma program received funding from the Ministry of Post-Secondary Education and Future Skills to support a second delivery of the program in partnership with Vancouver Island University (VIU). Students enrolled in the program will be based on Vancouver Island and conduct their practicums locally and their clinical training at lab facilities at VIU. Theory components of the program will be taught in-person and online by Capilano University faculty and, upon graduation, the students will receive their credential from CapU. The program starts in the fall of 2025 and lasts 16 months.
- » On February 20–21, faculty in the Early Childhood Care and Education department coordinated and participated in the 2025 Squamish Early Years Conference, the first conference held at the Squamish campus. The theme was “Inclusion: Creating Spaces of Inclusion” and welcomed delegates from across the Sea-to-Sky corridor. Faculty member Annabella Cant gave the keynote address at the conference.
- » Several members of the Early Childhood Education and Care department and the Children’s Centre staff had their work published:
 - Anita Ewan, “Developmental Screening with Indigenous Families: Perspectives of Early Years Home Visitors on the ASQ-3”. *Journal of Research in Childhood Education* (2025), 1–16.
 - Jiyeon Kim, “Reimagining Inclusive Education: Moving Beyond Tokenistic Gestures to Embrace Pedagogical Risk in Education,” *Journal of Early Childhood Educators of BC* (Winter 2025), 13–15.
 - Adrienne Argent, Kelly Pickford and Ali Morrow, “Moving Beyond the Recycling of Mechanistic Practices in Teacher Education: 21st-Century Lab Schools as Sites of Transformative Practice,” in *The How and Why of Laboratory Schools: Innovations and Success Stories in Teacher Education and Student Learning*, ed. Michael Odell, Teresa J. Kennedy, Barbara Meyer and Jill Sarada. Myers Education Press, 2025.

- » The Community Development and Outreach department received federal funding to continue delivery of settlement and language education in communities throughout the Sea-to-Sky corridor and Sunshine Coast for the next three years, 2025–2028. The renewal of this funding continues a longstanding relationship between Capilano University, local community partners, and Immigration, Refugees, and Citizenship Canada in the provision of these services to newcomers and immigrants across our region.

FACULTY OF FINE & APPLIED ARTS

- » Capilano Jazz Studies graduate [Shruti Ramani](#) and Raagaverse received a [JUNO nomination](#) for Jazz Album of the Year. The album features performances by current faculty Jocelyn and Parmela and CapU alumni Feven Kedane and Casey Burns. This prestigious nomination highlights the exceptional caliber of Capilano University's graduates and their impact on the music industry.

- » [Costuming for Stage & Screen celebrates success at industry awards in Toronto](#): Anthea Mallinson, retired CapU faculty and founding member of the Costuming for Stage and Screen program, was honoured as a CAFTCAD Icon at this year's Canadian Alliance of Film and Television Costume Arts and Design (CAFTCAD) Awards, held in Toronto on March 2. More than 30 CapU alumni, including a recent graduate, were nominated this year, showcasing the program's industry impact. Through support from the employer engagement and experiential learning facilitator, all costuming students are CAFTCAD members, allowing them to engage with the industry by viewing and voting on nominees. Strengthening connections between CAFTCAD, students and alumni, the event continues to foster collaborations and industry opportunities. CapU's Costuming for Stage and Screen program is proud to support the event as an alumni sponsor. *Pictured right: Denise Gingrich & Anthea Mallinson at CAFTCAD Awards*



- » The BlueShore Centre for Performing Arts plays an important role in enhancing the campus experience, cultivating a vibrant community at CapU and promoting the University to the wider community. The centre has hosted two productions from the Theatre department: *One Man, Two Guv'nors* and *Alice by Heart*, with the former becoming the best-selling student production in February on record. Through partnerships with CIE



'One Man, Two Guv'nors' and 'Alice By Heart' presented at the BlueShore Centre (photo: Michel Ostoszewski)

- and student life, the BlueShore at CapU offered free programming for students, including movie nights, talent shows and various other events. Moreover, the centre has showcased successful concerts, such as Christen Jensen's workshop with jazz studies students and Nik Bärtsch's Ronin, in collaboration with our presenting partner, the Rickshaw Theatre. The upcoming concert, *Les Égarés*, on March 31, is anticipated to sell out.
- » The productions of *One Man, Two Guv'nors* and *Alice By Heart* presented at the BlueShore at CapU by the CapU Theatre department were a resounding success, showcasing the exceptional abilities of students and faculty. *One Man, Two Guv'nors* featured live music, a cast of graduating students from the Acting for Stage and Screen program, and a production crew of Technical Theatre and CapU Costuming students, all helmed by director and faculty member Cathy Wilmot. The play ran to near-capacity crowds. *Alice By Heart* featured a band led by music director and faculty Melissa Morris, direction by Cathy Wilmot and choreography by Tory McLaughlin. The cast comprised graduating students from the Musical Theatre and Acting for Stage and Screen program, supported by a production crew of Technical Theatre and CapU Costuming students.

- » Alumni Spencer Zimmerman has achieved notable success with his film **HEADCASE** at the Crazy8s Film Society. His work has been recognized for its creativity and impact, further establishing him as a rising talent in the film industry. CapU's nurturing environment and strong film program have undoubtedly played a significant role in Zimmerman's development as a filmmaker. Raine eMay, the production designer for **HEADCASE**, is also a graduate of the Motion Picture Arts program.



- » Michelle Mason (Documentary & MOPA), Gregory Coyes (Indigenous Digital Film & MOPA), Cheryl Schreder (Geography) and Marja de Jong Westman (Biology—retired) co-wrote and submitted a seven thousand word paper to the Film Education Journal, University College London, This bi-annual journal is the world's only publication committed to exploring how educators work with film. The paper is titled *Environment and Society in Atl'ka7tsem: The Howe Sound Biosphere: Towards an Integrated Media Ecology* and is scheduled for a June 2025 publication in a special edition on media education and the environment. This publication not only showcases the interdisciplinary expertise of CapU faculty but also enhances the University's reputation in the global academic community.

FACULTY OF GLOBAL & COMMUNITY STUDIES

School of Kinesiology

- » The Kinesiology Games (Kin Games, KGs) started in 2001 and are one of the largest student-run undergraduate conferences in Canada. Every year in late March, between 400–800 kinesiology students compete in the four pillars of KGs: Academics, athletics, dance and spirit. The CapU KINE team (14 students) participated in the KGs in Calgary. Competing alongside 28 teams and 500 participants. CapU achieved remarkable success, earning: Top five in the dance competition; Second place in the "Dance Off" during the gala night; First-seeded team in athletics prior to playoffs; and the prestigious "BIGGEST BEAUTIES" (a.k.a. spirit) award, as voted by peers. This award includes leaving a great impression on other teams through energy, spirit and interactions. Essentially, kind, charismatic and well-liked amongst the other KG teams.



Schools of Tourism Management and Outdoor Recreation Management:

- » The Tourism and Outdoor Recreation Student Association organized a successful alumni and industry event called RiSE 2025 event in February at JW Marriott in downtown Vancouver. Over 300 students, faculty, alumni and industry professionals—the largest turnout in the event's history.
- » The School of Tourism successfully finalized its first articulation agreement with Universidad de Dagupan, making this a first international articulation agreement in the Philippines in 20 years.
- » Simon (Wenjun) Wang was awarded CapU's Work-Integrated Learning (WIL) student of the year. Simon, a student in the Bachelor of Tourism Management program, completed a WIL placement at Grouse Mountain where he started as a guest services agent.
- » Over 60 tourism students from the Diploma in Tourism Management International program visited Grouse Mountain. Their visit included a tourism sneak peek and a snowshoe tour, introducing them to the basics of snowshoeing and snow safety. This applied learning experience gave students good insights into the winter tourism industry.



School of Public Administration:

- » The School of Public Administration (PADM) successfully renewed its partnership with the Local Government Management Association for another three years, building on a 30-year relationship. This partnership provides local government education to over 100 local government employees in B.C. each year.

- » PADM is beginning a new relationship with the City of Kelowna to provide in-house education to the city's employees. Starting this year, PADM will support 25 City of Kelowna employees with their local government education. Students will graduate in 3 years with the Local Government Administration Certificate.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » HCAP has completed their classes and is now concluding their practicums, ready to embrace the future. Pictured right: faculty Joshua Boyd and Tara Swann with the HCAP class of 2024–2025.
- » Jessica Silvey, a Master Weaver from the shísháhl Nation and a teacher in the Carving Shed—CapU—Shishalh Nation partnership, led a dynamic workshop for eight high school instructors in collaboration with the Sunshine Coast Arts Centre. This workshop showcased the impressive shísháhl timeline prominently installed at the kálahx-ay campus.
- » March 28 was the final day of the Coast Music Theatre production of *Joseph and the Amazing Technicolor Dreamcoat*, featuring CapU faculty Joshua Boyd and Lydia Watson.
- » Tracy Penny Light, interim vice-president academic & provost, chaired the biannual Capilano-kálahx-ay Advisory Council Meeting this month. The meeting shared updates and included a discussion on the role of education's contribution in the economic and social well-being of the Sunshine Coast community.



SQUAMISH CAMPUS

- » Squamish campus welcomed Frank Panagopoulos as the new acting manager, facilities operations. He began March 26 and will work from the Squamish campus to oversee the planning, scheduling, and daily operations necessary to maintain the campus buildings and grounds. He will play a key role in ensuring our facilities remain safe, functional, and welcoming for all who work and learn here.
- » Four new certificates have been approved for Fall 2025: Communications for Professionals, Computing Systems, Outdoor Filmmaking, and Sustainable Economics ([Squamish Program Listing](#)).
- » Squamish's online presence is growing; there are three new webpages highlighting how the community can engage with campus [Stay at CapU - Capilano University](#) (short-term accommodations), [Squamish Campus Room Booking](#) (for conferences or events), and [Filming on Campus](#) (for industry).
- » CapU Squamish hosted its first conference February 21–22, 2025. The Skwxwú7mesh Early Years Conference 2025 used the classrooms, dining hall, and multi-purpose room spaces for the 182 people attending the plenary sessions and seminars.
- » Partnerships with community groups have highlighted CapU's presence in the Sea-to-Sky corridor. The Squamish Chamber of Commerce holds its "Stepping into Leadership" series on campus, which provides leadership skills to local supervisors, managers and business owners. CapU and the Whistler Film Festival Society signed a memorandum of understanding on February 27, 2025; the new partnership aims to elevate and grow capacity to develop domestic talent for B.C.'s film industry, and will provide a strong educational foundation to expand training and skills.
- » Squamish campus hosted its second Explore CapU event March 8 with representation from faculty (Global & Community Studies, School of Motion Picture Arts, Education, Health & Human Development, Faculty of Arts & Sciences, and Business & Professional Studies, and student services (housing, student life, career development, WIL, recreation, STEPS Forward, academic advising, student union, Centre for International Experience, Centre for Teaching Excellence and library services). There were more than 100 attendees, many of them high school students, who participated in campus tours and spoke with faculty and student services about programs and offerings this summer and fall. Thank you to Kristie Lummack, Squamish's



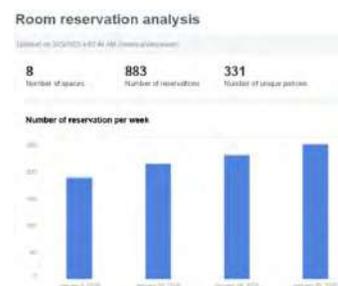
student success facilitator, for organizing the event with support from the recruiting team. *Pictured right: Squamish Learning Strategist Negar Elmieh speaks to prospective students at the Explore CapU Squamish event March 8, 2025.*

INDIGENOUS EDUCATION & AFFAIRS

- » On March 31, the Elder's Circle in partnership with IEA honoured the work of President Paul Dangerfield through a Blanketing Ceremony. This is the highest honour that can be bestowed upon a person and is meant to give guidance and protection to the blanketed person in their future endeavours.
- » CapU attended Gathering our Voices as part of our development of the Indigenous student recruitment strategy.
- » The land acknowledgement was updated and will be released through the official MDX process. Through the Indigenous Education Steering Committee, the Nation representatives highlighted the importance of the land acknowledgement solely acknowledging the Nations on whose lands that Capilano University has established itself upon. Lil'wat Nation is no longer acknowledged as CapU has been invited to work in their Ts'zil Learning Centre, but the Ts'zil Learning Centre does not belong to CapU. Those working in the Ts'zil Learning Centre can continue to acknowledge the lands and the people of the lands that they are working on, but in a way that conveys their personal relationship as guests.

LIBRARY

- » **Spaces:** *New room reservations dashboard!* As a continuation of enhancing our analytics, the library's assessment team created a new dashboard to visualize the utilization of the library's bookable spaces. Across eight bookable spaces, 883 reservations were made by 331 unique users in January 2025. Responding to specific program needs, the library is offering a bookable room for a psychology peer-support pilot in February.



- » The library acquired new furniture to meet student demands in our collaboration spaces on the main floor, including additional privacy screens and replacement of soft seating.

- » **Library instruction:** Librarian faculty taught over 90 classes this term across CapU's five areas of study. Some forms of teaching involve more specialized presentations and workshops including Librarian Sabrina Wong's work with students to assist them in sharing their capstone research in the University's Institutional Repository as part of its Student Research Collection. *Pictured right: Jen Goerzen, librarian and Victoria Gauthier, library technician assisting a student.*



- » **Engagement:** There is always a lot of activity in the library and this term is no exception. In addition to regular offerings, including supporting notable days and events at CapU, the library team also provided a fun space for exploring new resources. Complementing an outer space display, Collection Development Librarian Jocelyn Hallman and Library Technician Talia Armour, invited students to join them in playing the logic puzzle board game *The Search for Planet X*. At our Squamish location, Jen Goerzen and Victoria Gauthier introduced library services to community members at Explore CapU Squamish and introduced visitors to the art of button making.
- » **Scholarship:** Teaching & Learning Librarian Krystyna Nowak led CapU faculty through two sessions to explore strategies for SoTL research, as part of the *CTE's Scholarly Inquiry workshop series*. Faculty learners valued having the space to share their research interests with the group and suggested relevant resources to each other.

ACADEMIC INITIATIVES & QUALITY ASSURANCE

- » The academic programming and quality assurance office currently has 18 new programs in various stages of development, with anticipated launch dates within a 12–24-month timeframe. Eighteen proposed programs include four master's degrees, four baccalaureates, one associate degree, three diplomas, four minors and two certificates.

- » More new programs are suggested by deans and faculty on a weekly basis. In addition, eight existing programs are undergoing curriculum renewal.
- » On February 25, 2025, the Board approved four innovative certificate programs for launch at the Squamish campus in Fall 2025: Outdoor Filmmaking, Sustainable Economics, Computing Systems, and Communications for Professionals. These programs respond directly to community and industry needs in the Sea-to-Sky corridor, aligning closely with our strategic vision outlined in *Illuminating 2030* and *Envisioning 2030*. This achievement significantly advances our *Illuminating 2030* commitment to expanding accessible, relevant and community-focused education.
- » Cohort A has successfully completed and submitted comprehensive self-study reports under the updated program and unit review process. These insightful reviews were submitted by the Institute for Interdisciplinary Studies, the School of Humanities, and the School of Allied Health. Each self-study provides essential data-informed insights into program strengths and areas for continuous improvement, crucial for maintaining educational excellence. This initiative supports our institutional commitments under *Illuminating 2030* and *Envisioning 2030* to foster robust, high-quality academic offerings through ongoing evaluation and reflection.
- » **External review Institute for Interdisciplinary Studies:** Panelists, Dana Landry (UFV) and Shelly Jones (RRU) met virtually over three days with the dean, faculty, employees and students in the Institute for Interdisciplinary Studies. The reviewers also met with the associate vice-president & vice-provost and the director, academic & quality assurance. Maryam Babu, program review liaison, organized and facilitated the successful review. The panelists will submit their report in late April.
- » **External review Institute for Humanities:** Panelists, Claire Grogan, dean faculty of arts & humanities (VIU) Jacqueline Turner, interim dean faculty of culture & community (ECUAD) and Darren Bernaerdt, dean of arts (Langara), virtually over three days with the dean, faculty, employees and students in the Humanities. The reviewers also met with the Interim Vice-President Academic & Provost Tracy Penny Light and director, academic & quality assurance. Maryam Babu, program review liaison, organized the successful review. The panelists will submit their report in late April.

WORK-INTEGRATED LEARNING

- » The Work-Integrated Learning (WIL) unit works to support curricular work-integrating learning engagement University-wide and focuses on the following long-term goals:
 - To identify structural solutions and new revenue streams to attain a strong and sustainable alignment between academic coursework, program learning outcomes, and labour market trends, so students gain straightforward access to quality WIL opportunities and can achieve the skills they need to be successful and help grow our regional economy.
 - To create and nurture relationships with external partners in the region, collaborate with businesses, chambers, local governments, and communities to portray the ways our students can contribute to the economic growth in the region and generate new ideas businesses can rely on.
- » From February–March 2025, the WIL team organized the following events to increase visibility for WIL at CapU and strengthen our relationships with both external collaborators and the CapU community.
- » **Let's Talk WIL:** On February 26, we held the third edition of this reoccurring session happening every February, June and October. The conversations are intended to create new collaborations between faculty members engaged in WIL and external partners in our region. These café-style sessions have brought to light over 20 new ideas and possible WIL applied projects.
- » CapU WIL External Advisory committee meeting on March 27. The committee meets three times a year and plays an important role in maintaining close relationships with the external partners who are providing advice on labour market trends. Chaired by the WIL senior manager and includes two CapU alumni voting members.
- » The University-wide CapU WIL Committee met on February 12. One faculty representative from each of the five Faculties provided updates and advice to the WIL team. This committee oversees the annual WIL



Awards at CapU and a subcommittee is created every fall to adjudicate nominations for both a WIL student of the year and a WIL partner of the year.

- » CapU WIL Awards and the month of WIL. Every March we celebrate the month of WIL by featuring [student success stories](#) on WIL social media channels, advocating for WIL in our region, and supporting ACE-WIL and CEWIL Canada. At the end of March, we have an awards ceremony and a media release to celebrate the [CapU WIL Awards winners](#).
- » WILCAP on March 12: the vice-provost & AVP academic and the WIL senior manager presented a program proposal to the executive team at CapU. WILCAP program overview: CapU students enrolled in a course with a WIL component, including a capstone, practicum, co-op or other types of WIL, can access WILCAP to engage with short-term WIL opportunities made available within CapU non-academic units or departments. Each WILCAP opportunity will be aligned with CEWIL Canada and will: (1) be initiated/ supported by a WIL project liaison; (2) consistently follow agreed upon program requirements; and (3) have a pre-determined number of hours, contingent on the WIL type, the number of course credits, and course/program requirements. CapU students engaged in WILCAP will be informed of the program requirements, eligibility criteria, and will attend a mandatory orientation session. A collaboration between WIL and People, Culture & Diversity, this program is expected to launch in Fall 2025.
- » The WIL unit worked on developing a better communication system to expand the knowledge our communities have about WIL and its impact on both our students and the regional economy. We launched our Frontlines page in February and currently working on launching a WIL newsletter. Our [LinkedIn](#) and Instagram (experientialcapu) social media channels have kept us connected with students, faculty members, and external partners and helped us celebrate our talented students and their successes.
- » During Spring 2025, the two WIL liaisons supported 25 courses to engage in a WIL applied projects and meet learning outcomes through collaborations with external partners. Several new partnerships have been solidified, including with Cedar Springs Retirement, Life Space Gardens, North Van School District, North Shore Community Resources, Summerhill Residences Parc, Coast Consignments, View Optometry, North Shore Sports Medicine, Lower Mainland Humane Society, Ginger Jar Furniture, Listifyy, Mt. Seymour Resort, Chef Agathe, Presentation House Theatre, Native Courtworkers Association of BC, Reglan Bistro, Silver Harbour Centre—to name just a few of the newly added collaborations.



TEACHING & LEARNING

- » On March 3, 2025 the Centre for Teaching Excellence (CTE) welcomed Ally Quinney (PhD) into the role of educational developer—Indigenous pedagogies and welcomed Yi Cui (PhD) back from parental leave.
- » Ally (she/her/hers) is proudly Métis and an educational developer specializing in Indigenous pedagogies and decolonizing education at CapU. She holds a PhD in sport management from Florida State University, in which she specialized in decolonizing education and DEI issues in sport, as well as both a master's degree in journalism and a BA in Critical and Creative Studies from the University of British Columbia. With 10 years of research and teaching experience, Ally has taught post-secondary courses and supported faculty across various disciplines ranging from early childhood education, DEI, sport sociology, sport management, physical cultural studies, as well as media and film studies. Her research interests include decolonizing education, Indigenous cultural revitalization, community-based research and Indigenous-led research.
- » Yi (she/her/hers) is an educational developer with extensive experience in teaching, research and instructional development. She has worked as a language instructor and researcher in several post-secondary institutions, including Iowa State University, New York University, Peking University and Simon Fraser University (SFU). Prior to joining CTE, Yi worked as a program developer at CapU's Continuing Studies for three years. Yi is enthusiastic about improving teaching and learning through design, technology and learning analytics. She received her PhD in Educational Technology and Learning Design from SFU.

- » Lydia Watson, educational developer, published a chapter titled “Placing Students at the Heart Centre: Using A Compassionate Lens in the Selection and Use of Open Assessment” in the Open Access book titled [“Open Educational Resources for and as Assessment”](#).
- » The Student Digital Ambassadors (SDA) have become a familiar sight in the Learning Commons in the Library Building. They provide students with peer support for using eLearn, Zoom, Teams, Kaltura and PebblePad ePortfolios, logging over 85 support visits from February 4 to April 4 alone.
- » The CTE website continues to be a first stop for many instructors and students as they navigate teaching and learning at CapU. Between February 4 and April 4, over 1,500 unique visitors viewed over 7,300 pages. Pages on the symposium, the SDA and consultations drew the most traffic.



CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- » Congratulations to the following faculty members who received CARS grants to fund section release, student research assistant hiring and research project expenses. Pictured left to right: Lydia Watson, David Matijasevich, Sara El Rayess, Melissa Panjer, Jay Manuel Carreiro and Sarah Yercich.



- Lydia Watson (CTE & BPS) was awarded a CARS-SIA Section Release grant for her project titled, *Restoring Trust and Engagement in K-12 Classrooms: Open Educational Practices as a Response to the Challenges of Generative AI and Student Disengagement*.
 - David Matijasevich (FAS) was awarded a CARS-SSHRC Explore grant for his project titled, *Canada's Indo-Pacific Strategy in Southeast Asia: The Voice of Pro-Democratic Forces in Singapore*.
 - Sara El Rayess and Melissa Panjer (BPS) were awarded a CARS-SSHRC Explore and CARS-SIA Section Release grant, for their project titled, *Community Paralegal Clinic*.
 - Jay Manuel Carreiro (EHHD) was awarded a CARS-SSHRC Explore and CARS-SIA Section Release grant for his project titled, *Exploring Systemic Influences on Youth Mental Health in North Shore Education*.
 - Sarah Yercich (FAS) was awarded a CARS-SIA Section Release grant for her project titled, *When one-size-fits-all doesn't 'fit': Innovative community-based peer support programing for survivors of gendered violence*.
- » Congratulations to Caroline Dingle (FAS), was selected to participate in Genome BC's Ideas Lab, *Biodiversity in BC: Future Visions and Novel Solutions*. The Ideas Lab brought together multidisciplinary experts to tackle the challenges of monitoring and conserving biodiversity in BC. Participants explored innovative solutions, form teams, and develop research proposals targeted at Genome BC's \$2M in funding.
 - » Congratulations Robert Omura (BPS), for his successful CARS-led *Test Your Concept (TYC)* pitch to the UNESCO designated Howe Sound Biosphere Society. In support of this work, Robert was awarded CARS-NSERC Mobilize funding to run two community-based research projects: *Woodfibre Creek StoryMap in the Howe Sound Biosphere* and *Run of the River in the Howe Sound Biosphere*. Both projects will offer training opportunities for legal studies students to work in community-based research.



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- » Our area was busy with fiscal year-end activities and preparations for the upcoming financial statement audit.
- » We are also pleased to welcome Ferinaz Haji as our new payroll manager. Ferinaz has over 10 years of payroll experience across multiple industries. She brings strong expertise in payroll operations, compliance, and system integrations, and is looking forward to enhancing our payroll processes and overall efficiency.

CORPORATE SERVICES

- » Mohammad Daeipour joined the procurement team as the senior buyer, replacing Iain Medcalf who has been seconded to the Enterprise Resource Planning (ERP) project. Mohammad has been working for the team as a contractor, supporting key procurement initiatives and activities.
- » Purchasing services supported the RFP processes for an update to CCTV video surveillance systems on the North Vancouver main campus and for landscaping services at Squamish. Invitations to tender were completed for upgrades to the heating and cooling systems for the Bosa Centre for Film & Animation.
- » 162 purchase orders and 28 agreements were processed during this period.

POLICY, PRIVACY & GOVERNANCE

- » The policy office continues to update the CapU policy suite. In April, Senate approved updates to the S2017-01 Grading Profile and S1990-01 Attendance policies. The Senior Leadership Council (SLC) approved the new OP.422 Facilities Access policy, updates to OP.421 Technology Surveillance Systems policy and OP.420 Safety & Emergency Services policy. SLC rescinded E.403 Facilities Access Policy After Hours Access Students, E.408 Facilities Access Policy After Hours Access Employees and E.404-Crisis-Emergency-Management.

FACILITIES SERVICES & CAMPUS PLANNING

- » We welcomed Frank Panagopoulos as the new acting manager, facilities operations, at Squamish campus.
- » Facilities operations successfully completed several mechanical upgrades at the main campus, including Cedar boiler plant Upgrade, and Bosa Centre for Film & Animation boiler plant and render farm & server room cooling upgrades. Additionally, we completed projects at the Squamish campus: modular heat pumps replacement and campus-wide fire alarm system replacement. These upgrades and replacements have contributed to improving the performance, efficiency and reliability of our facilities at both campuses.
- » The Fulmer Family Centre for Childhood Studies was granted occupancy on February 21. Multiple departments are collaborating to operationalize the building fully by the fall.
- » Implementation has begun for the campus functional program project—a campus-wide initiative providing a data-informed approach to the utilization of campus spaces that prioritizes the student learning experience. In collaboration with faculty and department leaders, information regarding functional requirements was gathered to inform the strategic planning tool.
- » In support of operational continuity planning, Safety & Emergency Services (SES) completed 95 per cent of the impact assessments with SLC, operational directors and business managers.
- » SES successfully supported the PacWest basketball tournament with advanced security screening of over 700 attendees.
- » SES began the installation of the wiring for the CapU Safe Alert (mass communications) project; completed camera installations in the Fulmer Family Centre for Childhood Studies and Squamish campus; and received upgraded camera technology for the main campus. Additionally, training sessions in fall protection, Naloxone, de-escalation, and Floor Warden (Squamish) were provided to the CapU community.

DIGITAL TECHNOLOGY SERVICES

- » Digital Technology Services (DTS) welcomed Scott Holynaty as the manager, integration & web services on March 10. Scott is responsible for developing the new operational integration services and updating the web services used across CapU.
- » Enterprise Resource Planning (ERP) project: The project's detailed design phase is in progress with end-to-end business processes being completed. Customer confirmation sessions using Workday functionality are in progress.
- » Integration services: The data integration project continues and is in the process of developing interfaces inbound/outbound to Workday. Included in this work is establishing data governance in collaboration with a steering committee with University-wide representation, the focus of the steering committee is to develop standards relating to people, culture & diversity, finance and payroll data.
- » Cybersecurity: Multi-Factor Authentication (MFA) was rolled out to students. The team is also enhancing security tools and closing gaps. New solutions are being implemented to improve the security posture such as a cloud email security solution for advanced threat detection, account remediation and reduce spam.
- » Curriculum management system: In collaboration with academic integrated planning and the registrar's office, a project is being initiated to implement a curriculum management system to deliver a single definitive source of reliable curriculum information and support timely and efficient development of programs.
- » The DTS management team attended and presented at the BCNET 2025 CONNECT Higher Ed & Research Summit and won second place for team spirit! Our cybersecurity team presented "[Cybersecurity, A Journey through Time: People, Processes, and Technology](#):" and Chris Jacques, director, student & academic, presented "[Building a Digital Transformation Roadmap: Leveraging Business Architecture for Educational Excellence](#)"
- » The cybersecurity team attended the Microsoft Education Cybersecurity Summit and shared insights, challenges, and key lessons learned from the rollout of MFA for students.



PEOPLE, CULTURE & DIVERSITY

EMPLOYEE EXPERIENCE (EE)

- » HR business partner's (faculty) provided joint training on the reduction process and evaluation process.
- » HR business partner's (faculty) and EE manager provided training to academic leadership on the reduction process and participated in a round table discussion.
- » The EE manager participated in the Joint Standing Working Group on reduction mitigation strategies.
- » Clara Pucci, HR advisor, moved into the HR business partner role to replace a parental leave.
- » Beatriz Chams joined the EE team as HR advisor (staff) on March 5. Beatriz is replacing Clara's position.

TALENT ACQUISITION (TA)

- » Presented one offering of Introduction to Talent Acquisition Workshop to the faculty group to highlight how TA can support the faculty search hire process.
- » Attended the Jobs for U! Hiring fair at CapU. Connected with current and upcoming graduating students to connect them with current/future job opportunities at CapU.
- » Attended the WorkBC Squamish hiring fair with Stephanie Merinuk and Vedan Mehra. Connected with Squamish locals and connected them with current/future job opportunities at CapU.

ORGANIZATIONAL DEVELOPMENT

- » Launch of updated Goals and Performance (GAP) program for administrators and exempt employees. 138 self-assessments and leader assessments completed.
- » Launch of inaugural Envisioning and Illuminating Awards to recognize outstanding contributions from employees, with recipients announced in April and celebrated alongside the Long Service Awards recipients.
- » DEI governance model approved by the executive team, defining roles and shared responsibilities for advancing DEI at CapU. Plans to re-establish a DEI advisory council was also approved, with recruitment in May. DEI Roadmap progress update shared with SLC members.
- » With the ERP team, we defined the new self-identification approach into employee data management.
- » Partnered with HR analytics to create self-identification dashboards for both employees and candidates.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

ENVISIONING 2030

- » The planning team worked with plan owners to request a progress update at the April SLC planning retreat. This is a key piece for the team to follow up on themes and goals outlined in *Envisioning 2030*. Progress updates for the Digital Transformation Roadmap, the Campus Master Plan, the International Plan, the People Plan and Chénchenstway were presented.

INTEGRATED PLANNING

- » The team facilitated the senior discussion to identify key elements to frame the 2026–2027 planning cycle, including planning and context constraints. Due to the current state of things, the team outlined the connections between the recently developed academic outcomes, financial planning and resource allocation principles, and the 2026–2027 planning priorities also identified during these discussions.
- » The Integrated Planning team worked on the design and implementation of the new planning template for this year's cycle, using the feedback gathered from budget owners. In close collaboration with finance and People, Culture & Diversity (PCD), a fillable template was presented to the executive team and to SLC. Key improvements from previous years is that one customized template is used, and it provides both the financial reporting and planning sections, as well as the forward planning requirements; it also includes marketing and academic and faculty capital requests; and it incorporates the request for people engagement initiatives and actions.
- » In collaboration with the president's office, the academic collective, PCD and finance, the team designed and co-facilitated the annual two-day SLC retreat in early April. This event marked the start of the 2026–2027 planning cycle and represents the end of the 2024–2025 fiscal year. We shared some of the most relevant feedback gathered around the planning process and templates. The 2026–2027 planning cycle was kicked off, and the new planning template was presented, along with the respective planning priorities, constraints and timeline.

STRATEGY, ANALYTICS & TRANSFORMATION

- » The team completed the roll out of the redesigned Performance Metrics (CapU Analytics) dashboards, which offer a revamped user interface, better navigation and new data visualizations created based on user feedback. This was followed by two webinar series introducing the updated dashboard set with over 90 attendees. More user engagement and educational activities are currently being planned.
- » We concluded the design of new dashboards in support of Strategic Enrolment Management (SEM), including one set providing time tracking of application decisions, and a second set related to English-language proficiency. In order to enable future products in support of SEM, the team created new data views, namely Point-in-Time and Transfer Credit datasets.

- » The IR team continues to strengthen their capabilities in the advanced analytics space. Over the past two months, we launched a predictive modelling and planning dashboard for English 100 section planning. We are also in constant communications with DTS regarding the necessary technology stack required for predictive analytics to support SEM and the University's academic outcomes.

INTERNATIONAL

- » The changes imposed on international education by IRCC and the global trade and political uncertainty generated by the Trump administration in the USA have left international education in a state of disarray. Markets are unclear whether or not to make the commitment to engage in international education due to concerns of safety and cost certainty. In addition, Canada immigration seems uncertain on whether to accept applications or not. We are currently seeing the worst visa rejection patterns where valid applications are being rejected. All of this has contributed to a distinct reduction in applications for the Fall 2025 term and likely the lowest registration level since 2017. With political changes on the landscape and more certainty we are confident these patterns will change; however, they will require some clear and positive communications from the Canadian government that welcome international students back to Canada as a world class and welcoming place to study.
- » One of the highest priorities from an international enrolment perspective is to generate new internationally attractive programming at CapU. Our international team has been collecting feedback and insights from our global network on market conditions and market interests, and we have crafted a memo for executive and academic leadership proposing several revised or new program suggestions that will help rebuild the lost market share.
- » The much-appreciated Global Skills Opportunity program reached its conclusion, and the final report was submitted to Global Affairs Canada and Universities Canada by CIE. The program helped support 95 students in COIL-related activities and 90 students in four field schools, including 48 underrepresented students. These were significant accomplishments as we tripled field school activities for CapU last year with schools to Vietnam, Ghana and Thailand. We hope the GSO project will receive renewed funding so we can apply for support again. It was extremely important and helpful to provide transformative and unparalleled learning experiences for mostly domestic students here.
- » After several years in the making, we have signed our first 2+2 dual degree articulation agreement in the Philippines with Universidad de Dagupan. This is the first such agreement in over 20 years for CapU. Several more are in process including two more in the Philippines and one in Vietnam, and three initiatives underway in Nepal and India. These are important agreements to help build resilient and sustainable recruitment to our degree programs and generate productive academic relations with offshore partners.



STUDENT SUCCESS

ATHLETICS & RECREATION

- » Athletics & Recreation hosted the PACWEST men's and women's basketball provincial championship from February 28–March 1, at the main campus. The top six teams of each gender participated in the championship. Our men's basketball team won gold, earning a berth to the national championship at Vanier College in Montreal, and our women's basketball team won bronze that this event. The women's volleyball team also secured a bronze medal at the PACWEST men's & women's provincial championship hosted by Vancouver Island University from February 20–22, 2025.

- » Recreation hosted a few unique offerings for students and employees to participate in this term such as bunny stretch, meal planning and Restart a Heart and Naloxone training.

CAREER DEVELOPMENT CENTRE

- » The Career Development Centre (CDC) hosted its annual Jobs for U! Hiring Fair on Thursday, March 6, welcoming 129 student participants from a range of programs and 18 exhibitors. During the fair, free professional LinkedIn portraits were offered to CapU students, with 73 students getting portraits done.
- » On March 13, CDC hosted its annual Tourism Hiring Fair in collaboration with the School of Tourism Management and Outdoor Recreation. The fair welcomed 164 students and 19 exhibitors. Additionally, 11 students took part in Marriott Bonvoy's University Programs Information Session hosted on campus March 4.



- » CDC team delivered 32 in-person and online workshops to 533 students, covering a various career and professional development topics. In addition, advisors conducted 238 advising appointments, supporting students in their career development journey. Career ambassadors connected with over 230 students during in-class CDC intro presentations, sharing information about CDC services with their peers.
- » CDC is promoting its services to Squamish students and employees. On March 8, the CDC joined other CapU student services and programs during the Explore CapU Squamish event. On April 2, we hosted the first-ever in-person resume workshop and drop-in advising appointments at the Squamish campus; eight students attended the workshop, and one additional student accessed the advising services.
- » CDC collaborated with various schools, student services and clubs to deliver career development programming and information to students. We piloted a skills articulation workshop "Around the World in 30 Skills" with the CIE for students who are returning from study abroad or field school experiences; joined students and Elder Rose at the Kéxwusm-áyaḵn Student Centre for regular bi-weekly drop-in sessions; participated as panelists in CSB's Elevate Your Career to New Heights panel for third- and fourth-year students and Next Steps Panel for students in the Education and Employment Access certificate program; supported student-led initiatives such as the CLA Legal Networking Fair and the CAA 2nd Annual Accounting Case Competition.

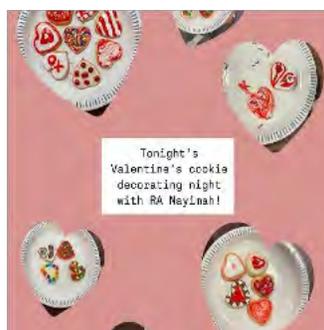
COUNSELLING & LEARNING SUPPORT

- » We are getting clinical consultation with Collective Healing to address serious concerns and provide the best ethical and clinical support for students. The CSU and Student Care updated the team on the insurance coverage and benefits related to mental health issues.
- » Learning support services continues to assist students to build confidence, skills, and strategies as they navigate university life. A variety of resources were developed to assist students with their learning needs, techniques and habits. Our workshops offer practical and engaging strategies to support students with more awareness and intention.

STUDENT HOUSING & FOOD SERVICES

- » Application for academic year 2025/2026: We received 404 completed applications for the North Vancouver Dollarton student housing—an impressive 17 per cent increase over the same period last year. This surge underscores the growing demand for student housing and signals continued enthusiasm for joining the CapU community. Additionally, with the highly anticipated launch of the new on-campus student housing this academic year, we expect this positive trend to continue.

- » Residence events and community building: Residence advisors actively foster a sense of community among residents through an array of creative and engaging events. This term has seen a diverse range of activities, including a trip to the aquarium, a smoothie bar, a pool tournament, mug decorating, LEGO building, tie-dye t-shirts, candy grams, cookie decorating, a Quarry Rock hike, cricket and dodgeball tournaments, flower potting, weekly BINGO, Jeopardy, a graffiti wall, coaster making and an exciting escape room challenge. These events provide residents with opportunities to connect, have fun, and create lasting memories in a vibrant, inclusive environment.



- » Summer housing applications: As of this reporting period, we received 61 completed summer housing applications, a slight decline compared to the same time last year. We attribute this decrease primarily to a reduction in international student enrolment. However, we anticipate application numbers to rise as we approach summer move-in date. We typically see an increase in applications closer to the start of Summer term.
- » Summer conference services: We will be expanding summer conference group stay options at the North Vancouver Dollarton location. This will help offset the seasonal dip in student housing occupancy while also welcoming a broader range of guests to experience our CapU community.

FOOD SERVICES

- » Local spotlight: In March, we continued our Local Spotlight initiative, which brings local vendors to campus to share their products with students and employees. This month, we featured Happy Harvest Juice, offering cold-pressed juices that were well received. Students enjoyed sampling a variety of juice options and supporting regional businesses.
- » Summer conference services: In preparation for the launch of the summer conference rental services at Squamish campus, we are using one of our student housing buildings to accommodate overnight guests and groups throughout the summer. This will complement existing services and work in tandem with other departments on campus, including athletics and recreation, room bookings, food services and facilities to ensure seamless experience for all guests.
- » Food services: Food services operator continues to enhance the variety and nutritional quality of offerings available to students and employees. This expansion reflects our ongoing commitment to providing diverse, health-conscious food options to support the well-being of the campus community.



STUDENT LIFE

- » The Canadian Campus Well-being Survey (CCWS) was launched by the student life team on March 3, 2025, and closed on March 30. The CCWS survey is a biennial Canadian assessment tool to help colleges and universities collect the data they need to support student health and well-being. Coordinated by UBC, the CCWS gives students an opportunity to share their experiences with mental and physical health and well-being at CapU and to inform current and future policies



interventions, programs and additional resources needed. The sample size was 9,142 students, of which 397 students completed the survey, demonstrating a 4.3 per cent response rate. This response rate was significantly lower than 2023, with a sample size of 7,060 students, yielding an institutional response of 11.9 per cent. A report on key findings will be released in the summer.

- » Student Perceptions of Sexual Violence Survey: The Ministry of Post-Secondary Education and Future Skills requested all public post-secondary institutions implement the Student Perceptions of Sexual Violence Survey in the winter 2025 term. Launched on March 10, the survey closed on April 7. The survey was deployed to 9,142 students and as of April 3, generated 473 completions, yielding a 5.17 per cent response rate. This survey aims to gather critical insights into student perceptions of sexualized violence within B.C.'s public post-secondary institutions. In 2022, our past deployment, 158 students participated. A report on key findings will be released later in the summer.

- » Our peer leadership appreciation event, Cheers to Peers, took place on March 19, bringing together over 35 peer leaders, including orientation leaders, student employees, mentors and more. The main event was Family Feud: Peer Leader Edition, where teams competed in a high-energy competition, putting their teamwork and quick thinking to the test for a chance to win exciting prizes. A special round was added with a supervisor joining each team to collaborate with the peer leaders. A testimonial video was also featured where peers shared their personal experiences, reflecting on their roles within the CapU community. Attendees enjoyed delicious food and were presented with a gift of appreciation for their hard work and dedication.



- » The collaboration between student life, the BlueShore at CapU and the Centre for International Experience continues with BlueShore Blockbusters, bringing students together for movie nights. February and March's student-voted lineup featured *Bob Marley: One Love* and *The Substance*. With free popcorn, an open concession and lively pre-show activities, the events created a welcoming space for students to connect through film, culture, and community.

- » CapU students lit up the BlueShore at CapU stage at the first CapU's Got Talent on March 6. Eleven diverse acts—including singing, dancing, stand-up comedy and a blindfolded Rubik's Cube act. This high-energy evening highlighted incredible talent.

- » More than 40 students filled the CSU Student Lounge for a chance to win fun prizes and cheer on their peers



as part of The Price is Right: CapU Edition on April 3. Co-hosts kept the energy high as contestants played classic games like Higher or Lower, One Wrong Price, and even a mini golf challenge. After winning a number of chips, students dropped them down our custom-built Plinko board crafted in-house by facilities! It was a night full of laughs, surprises and unforgettable campus fun.

- » Student life and CSU introduced a new program on our Squamish campus called 'Together Tuesdays'. This is an opportunity to come together every week in the Serratus Residence lounge and take part in different activities like art, board games, snacks, bingo, etc. We get a chance to build community in a non-academic way, get to know one another, and have a good time.
- » Explore CapU Squamish was a project managed by student life. We had representation from 24 different CapU programs and services. It was wonderful to feel the buzz and excitement on campus. We had 103 attendees, and the feedback was overwhelmingly positive. Some attendees have already started their application process, which is fantastic news!



REGISTRAR'S OFFICE

The registrar's office continues to take an active role in the University's Strategic Enrolment Management (SEM) initiatives that impact many of our units, including scheduling, recruitment, admissions, registration, transfer credit and financial aid & awards.

FINANCIAL AID & AWARDS

- » We awarded over \$847,000 in scholarships, bursaries, entrance awards and grants to 476 students.

ACADEMIC ADVISING

- » Nearly 600 individual academic advising appointments took place during the reporting period.
- » The team facilitated three course planning workshops for the summer term registration period.

RECRUITMENT & ADMISSIONS

- » The recruitment team brought back the Explore CapU Info Night—Spring, which last took place in 2019. Held on February 26, we welcomed 250 prospective students, students with incomplete applications for summer and fall 2025, as well as their families and supporters. A big thank you to the entire campus community and employees for their support in making this event a success! [Pictures from the event can be found on MediaValet.](#)
- » On March 8, the Explore CapU Open House—Squamish hosted the highest number of participants among all three editions of the events so far—A total of 103 people attended, with a notable shift to current high school students and adult learners. A big thank you to Kristie Lummack, student success facilitator, for organizing the event, as well as to the entire Squamish team, student success and MDX for their support with logistics and promotion. We also want to recognize employees who made



the trip to Squamish to welcome our future students. [Pictures from the event can be found here](#), and you can access them using your Capilanou.ca email account.

- » Recruitment and admissions are leading a series of new initiatives focused on conversion for all campuses. These include delivering a next-step checklist card with a personalized letter from faculty members of specific programs to newly admitted students, calling campaigns with student ambassadors to assist with registration, and individual appointments with admissions facilitators to help Squamish campus students complete their applications. Thanks to both teams, as well as MDX for their support in preparing these materials, and to all employees involved in these pilot initiatives.

- » Recruitment season is never over for the team! While the busiest time is in the fall, recruiters continue to visit high schools for independent visits focused on conversion while also building CapU's brand awareness among Grade 10 and 11 students. They are actively participating in career and immigration fairs. For many of these visits and large fairs, faculty and/or divisional supervisors are invited to join us, adding more value for prospective students. Over 10 visits and career fairs have taken place during this period. Stay tuned for more!



Pictured right: Student Recruitment Advisor Mei Kawasaki and Divisional Supervisor of the School of Performing Arts Lindsay Warnok attended an independent visit at Langley Fine Arts School on February. 21.

- » In March, MDX and recruitment organized the first joint recruitment planning session. Representatives from both teams came together to discuss current strategies, review statistics and tactics, align plans and goals, and share knowledge about SEM and a data-driven recruitment approach. We are excited and preparing for the 2026–27 season, where we will actively collaborate to recruit domestic students for our campuses!

SCHEDULING

- » Following the publication of the scheduling guidelines, which came into effect Spring 2025 term, the scheduling unit identified four key performance indicators to use for evaluating the effectiveness of the guidelines.
- » Due to the popularity of the in-person training sessions for the new data collection utility scheduling software offered last fall, the team offered a session on April 4 for the upcoming Fall 2025 term.

REGISTRATION & STUDENT INFORMATION SERVICES

- » The team responded to 3,500 emails and 2,400 phone calls from students during this reporting period.

UNIVERSITY RELATIONS

- » On February 11, CapU announced the name of its newest building, the [Fulmer Family Centre for Childhood Studies](#). The name recognizes the generous support of Chancellor Yuri Fulmer and his family for early childhood education at CapU and their \$2-million donation in support of the centre. Several areas within portfolio worked collaboratively to build excitement and garner media for this important occasion. Yuri was [interviewed by Business in Vancouver](#), and other media outlets published the naming of the building.
- » As part of the portfolio's focus on increasing impact and aligning efforts to strategic priorities, university relations unit leaders attended a performance measurement training course (PuMP KPI training) from March 10–12. Learnings from the course will be applied to integrated plans for 2025–26 and in future.

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » Canada is holding a federal election on April 28. CapU has prepared a 2025 Election Advocacy Action Plan outlining the University's key priorities, the federal candidates for CapU ridings, advocacy action tactics and a timeline for engagement activities with candidates. Currently, Liberal Party Members of Parliament (MPs)

represent all three federal ridings where CapU operates, and CapU has had positive working relationships with MP Terry Beech (main campus), MP Jonathan Wilkinson (CapU Lonsdale) and MP Patrick Weiler (CapU Squamish and *kálayx*-ay campuses).

- » CapU's Government Relations and Community Engagement (GRCE) manager continues to build relationships with new staff at the relevant ministries in the provincial government. With the new cabinet announced by Premier Eby in fall 2024, post-secondary institutions work with the Ministry of Infrastructure regarding capital funding and projects and liaise with the Ministry of Post-Secondary Education and Future Skills regarding academic programs.
- » To support the transition of a new president, GRCE has created a President Transition Playbook. The playbook provides the interim and new president with an understanding of the role government relations plays in supporting the University.

COMMUNICATIONS

- » The communications team delivered several significant internal communication activities, including keeping employees updated on the presidential search, announcing new certificate programs at the Squamish campus, and supporting the Multi-Factor Authentication (MFA) roll-out to students with the digital technology services team. We also worked with facilities and security on incident response communications including winter weather closures and earthquake response.
- » CapU's LinkedIn channel continued to grow over this period, ranking fifth in total engagements when compared to other post-secondary institutions in B.C. Employee profiles are performing well; this period featured recent hires, employees involved with Black History Month programming, and employees answering, "Who's the most influential woman you've encountered in your career?" as part of our International Women's Day feature.
- » Newsworthy mentions about CapU this period included the following:
 - [CapU announces Laureen Styles as interim president](#)
 - [CapU and Whistler Film Festival Society launch new partnership](#)
 - [Yuri Fulmer and family donate \\$2M to Capilano University](#)
 - [CapU announces new summer intensives](#)

MARKETING & DIGITAL EXPERIENCE

- » Marketing & Digital Experience (MDX) supported student recruitment through the launch of nearly 20 targeted campaigns for academic year 2025 to boost applications in key areas, as well as promotion for the Squamish Summer Intensives. Planning is underway for four newly approved Squamish certificates and preparations for academic year 2026.
- » Website optimization efforts included the launch of additional new school pages, a refreshed [policy page](#), updated [Squamish housing information](#), and content to support the Fulmer Family Centre for Childhood Studies.
- » The team produced a wealth of new photography and video content during the period, including a lifestyle photoshoot with students at the North Vancouver campus for upcoming recruitment campaigns, a Kinesiology program video and photography for the Alumni Awards of Excellence and Teaching Excellence Awards to showcase our exceptional alumni and faculty.
- » MDX also supported the broader university relations team with promotional materials and planning for key events and initiatives, including the Fulmer Family Centre for Childhood Studies naming announcement, Explore CapU Spring events, Alumni Awards of Excellence, Chancellor's Dinner, Convocation, Employee Awards and Black History Month.

PHILANTHROPY & ALUMNI RELATIONS

- » The PAR team was pleased to welcome two new members to the team.

- Stuart Craig joined the role of manager, fundraising. Stu brings a wealth of experience in strategic fundraising, donor engagement and sponsorship development, having led successful initiatives at BC Children’s Foundation, Cancer Research UK, Canadian Tire Corporation, and RBC. In this role, Stu will lead key fundraising initiatives, strengthen donor stewardship and collaborate across the University to advance CapU’s philanthropic goals.
 - Robin Thorneycroft joined the role of fundraising communications & research specialist. Robin brings a wealth of experience in research, writing, and donor and community engagement, having previously worked with organizations like the Canadian Mental Health Association, Ride Don’t Hide, LynnValleyLife, BC Pharmacy Association and local newspapers. Her background includes supporting communications initiatives, working in journalism, and crafting compelling content to inspire and engage diverse communities.
- » Three new awards have been established to help attract students to the Squamish campus and support their educational journey:
- McGill ECCE Award—A \$50,000 endowed award supporting students enrolled in the Early Childhood Care and Education program at the Squamish campus.
 - Squamish Campus Outdoor Filmmaking Entrance Award—A \$1,000 annual award for a student entering the new Squamish Outdoor Filmmaking Certificate program in Fall 2025.
 - Rise Annual Entrance Bursary—A \$50,000 annual bursary for first-year students residing in the Sea-to-Sky corridor, with preference given to Indigenous students.
- » Confirmed recurring sponsorships include:
- *Guard.me Insurance*—Supporting the International Learning and Mentorship Program
 - *PH&N Institutional*—Supporting the CapU Marketing Association
 - *Northeastern University*—Supporting the Jobs4U Career Fair
- » On March 18, a plaque was unveiled in the Cedar Building foyer, in collaboration with the Faculty of Business & Professional Studies to celebrate the Executive in Residence Program. The plaque recognizes Quay Pacific Property Management as the program sponsor and President Paul Dangerfield as the program’s patron.
- » In February, the alumni relations team hosted alumni gatherings in Singapore and Bangkok, connecting with graduates in the Asia-Pacific region:
- Singapore: An alumni dinner featured keynote Joyce Ip, AVP, strategy, analytics & transformation, on global adoption of generative AI. The event preceded participation in the 2025 *Canada-in-Asia* conference, where leaders from Canada and Asia came together to strengthen ties and explore opportunities.



- Bangkok: Seventy CapU alumni, industry partners and students from the Thailand Field School gathered for an evening event that featured a panel discussion with Mario Hardy (CapU Honorary Degree recipient), Kylie Ellie (CapU alum), Derek van Pelt and Daniel Fraser. Their insights and support were instrumental to the event’s success.



- » On March 26, five outstanding alumni were recognized at a sold-out celebration at The Polygon Gallery. With 198 attendees, the event showcased the impact of CapU graduates. Presenting sponsors for the event included Neptune Terminals, Clark Wilson LLP, and Quay Pacific Property Management.



UNIVERSITY EVENTS & CEREMONIES

- » In February, the events team attended the annual NAACO (North American Association of Commencement Officers) conference, connecting with peers from over 250 post-secondary institutions across North America. The conference provided insight into a range of topics, including presidential installations, advancing DEI practices and enhancing the student experience.
- » Congratulations to Alexa Morgan, ceremonies & protocol officer, on graduating from the two-year NAACO Certificate in Academic Ceremonies program. Her coursework included an interview with President Paul Dangerfield, reflecting on his experiences with convocation at CapU and his vision for the future. The interview was published in the March edition of *The Mace*.
- » On February 26, CapU welcomed more than 250 attendees to the North Vancouver main campus for the Explore CapU Info Night. The events team supported the recruitment team by managing event logistics and set up in the Birch Building cafeteria.
- » Alumni Awards of Excellence: The events team provided its support to the 2025 Alumni of Excellence Awards event, supporting planning, event concept and overall experience. The team ensured a seamless and immersive evening.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 9: People Plan Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTER: Kartik Bharadwa, VP People, Culture and Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with an update on the People Plan including the development process, systematic prioritization for the next five to six years, and the expected process to regularly communicate progress to employees.

BACKGROUND

In January 2023, the first draft of the People Plan was compiled. This draft used Engagement Pillars as the framework to identify the 16 elements of the employee experience that are proven to contribute to employee engagement. Following the compilation of this draft, feedback was sought from Faculty, Administrators, and the Senior Leadership Council.

In August 2023, a second draft of the People Plan was completed. Strategy activation planning commenced to design and develop the change management and strategic activation plan. After almost a year in development, the People Plan was launched to the CapU community in April 2024. While comprehensive, the People Plan was only loosely attached to Envisioning 2030 (E2030), creating questions on the purposes of each. Prioritization, accountabilities and a direct link to E2030 were areas of improvement identified early after launch.

Many of the actions identified in the People Plan were already underway with resources within People Culture and Diversity assigned to these projects. In addition to this work, over the course of the year the PCD Leadership team developed an approach to prioritizing the action items in the People Plan, operationalizing this prioritization and the communication of annual action plans.

The PCD Team assembled a database of objectives, programs and projects, pulled from all available documents and previous commitments. The team added strategic components as well as completing a risk analysis, change impact analysis, workforce planning, accountabilities and budget for each project. This analysis spread the many action items in the People Plan over six years leading up to 2030.

Years 1 and 2 begin with foundational elements, specifically developing a strong baseline of trust in the university with an emphasis on communication, as well as promotion of the six values in Envisioning 2030, and attending to employee sentiment that we need to do more to develop a culture of recognition.

Years 3 and 4 see a shift towards bolstering Great Leadership at CapU, including launching a Leadership Development Program and operationalizing Succession Planning.

Years 5 and 6 allow space for PCD to refine the finer points of engagement activities while also recognizing that much will change by 2029 and a fresh round of action planning will be required.

While a depth and breadth of work has been happening behind the scenes within the university, the PCD Team knows that we need to do more to communicate this work with employees. If employees are not aware of the measures taken to address their feedback, engagement can actually decrease despite these efforts. To mitigate this, PCD has developed a plan to operationalize how we communicate on engagement actions with employees.

This engagement cycle begins with collecting employee feedback through engagement surveys or other means. This feedback is used to analyze and prioritize our work, and these resulting priorities are incorporated into Integrated Planning. Crucially, we close the cycle with a feedback loop, presenting the feedback back to employees along with specific action plans, and then following up with sustained, ongoing communication on the progress that's been made towards completing these action plans.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.1: B.310 Public Interest Disclosure Policy Update (previously titled Protected Disclosure (Whistleblower) Policy)	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
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.310 Public Interest Disclosure Policy (previously titled Protected Disclosure (Whistleblower) Policy (“Policy”)) and to support the approval of this updated policy. The Executive and Human Resources Committee passed a motion at their April 14, 2025 meeting to recommend updates as set out in the attached, red-lined copy of the Policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised B.310 Public Interest Disclosure Policy (previously titled Protected Disclosure (Whistleblower) Policy).*

BACKGROUND

Policy Number and Name:	B.310 Public Interest Disclosure Policy (previously titled Protected Disclosure (Whistleblower) Policy)			
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee		
Category:	<input type="checkbox"/> New	If Review or Rescind selected, complete:		
	<input checked="" type="checkbox"/> Review	Issue Date:	February 16, 2016	
	<input type="checkbox"/> Rescind	Revised Date:	June 27, 2023.	
		Next Review Date:	May 2028	
Procedure # and Name:	B.310 Public Interest Disclosure Procedure			
VP Responsible:	Tally Bains, Vice President Finance and Administration Kartik Bharadwa, Vice President People, Culture and Diversity			
Proponent Responsible:	Jacquetta Goy, Director, Risk Management Melissa Nichol, Strategic Director People, Culture and Diversity			

Rationale for creation or review

The university developed a whistleblowing policy and procedure in 2016 (B.310 Protected Disclosure (Whistleblower) Policy and B.310.1 Protected Disclosure (Whistleblower) Procedure).

The Public Interest Disclosure Act (PIDA) came into force on December 1, 2019, and establishes a safe disclosure route for employees in the public sector without fear of reprisal. PIDA provisions have been applied incrementally, starting with the provincial government and extending in steps across the broader public sector, applying to Colleges, Institutes and teaching universities in June 2024 and research universities December 2024.

The university updated B.310 Protected Disclosure (Whistleblower) Policy and B.310.1 Protected Disclosure (Whistleblower) Procedure in June, 2023 utilizing preliminary guidance for post-secondary institutions produced by the Post-Secondary Employer's Association. The BC Ombudsperson office has now produced several resources for PIDA implementation including a sample investigation procedure, online training courses and handouts. Chief Executives and Designated Officers were also invited to a one-day PIDA implementation and awareness event in October 2024.

Changes

The Director, Risk Management reviewed the policy and procedure and identified a number of changes required in order to fully align with the Ombudsperson's resources. The major changes that have been made are listed below:

Policy

- adding the Vice President People, Culture and Diversity as responsible owner and the Strategic Director People Culture and Diversity as policy administrator.
- limiting those that can make a disclosure to employees and former employees and board members/former board members who were employed or on the Board at the time the Wrongdoing occurred or when the Wrongdoing was discovered (previously all members of the university community)
- narrowing the definition of Wrongdoing to
 - a) a serious misuse of public funds or assets;
 - b) an act or omission that creates a substantial and specific danger to the life, health or safety of persons or the environment, other than a danger that is inherent in the performance of an employee's duties or functions;
 - c) a serious act or omission that, if proven, would constitute an offence under an enactment of such as laws, regulations and statutes of British Columbia or Canada;
 - d) gross or systemic mismanagement;
 - e) knowingly directing or counselling a person to commit any act or omission described in a) to d) above;
- adding union representatives and the Ombudsperson to those who can provide advice on making a disclosure (previously only the supervisor and the designated officer were listed)
- providing simpler directions on disclosure which can be to the employee's supervisor, the Designated Officer or the Ombudsperson



- clarification that anonymous disclosures are permitted but will only be investigated as a disclosure under this policy where there is a reasonable basis to believe the discloser is an employee or former employee
- providing new directions on public disclosures where the discloser reasonably believes that a matter constitutes an imminent risk of a substantial and specific danger to the life, health or safety of persons, or to the environment in consultation and with the approval of the relevant protection official
- increased direction with regard to the protection of personal information and where information can be shared during an investigation
- using stronger language about protecting the discloser including obligations on identity protection, the inclusion of a reprisal risk assessment, sanctions on anyone taking action against a discloser and clarity of the role of the Ombudsperson's office in the investigation of complaints about reprisal
- Clarifying when advice and support may be provided by the Ombudsperson's office and where the university must support the Ombudsperson's office with an investigation.

Procedure

Changes to the supporting procedure have been approved by the Senior Leadership Council pending approval of the policy by the Board. The changes include:

- Explicit inclusion of the principles of procedural fairness in investigations;
- Updated methods for making a disclosure, including moving from a dedicated email address to a webform;
- More guidance for supervisors and designated officers on how to report imminent risk and investigation determinations
- Added instructions on redirecting employees to other policies or processes where an investigation under the policy will not be undertaken;
- changes to reporting the results of an investigation; and
- explicit directions that only the Ombudsperson can investigate reprisal complaints.

Risk, Benefits and Strategy alignment

This policy encourages employees to seek advice and make disclosures without fear of reprisal. It is anticipated that this will contribute to the development of a mature risk management model and assist with the fulfillment of the People Plan, in particular supporting the growth of trust in the university.

The revisions to the policy and procedure make sure that the university is fully aligned to PIDA, and that there is no conflict with the guidance and training provided by the BC Ombudsperson's office.

Consultation

The Director, Risk Management updated the policy and procedure in accordance with PIDA and using the sample procedure template, online courses and other resource materials provided by the



Ombudsperson. Approaches adopted by other BC PSIs that have produced new PIDA compliant policies have been integrated where appropriate.

A significant amount of assistance with updating this policy and procedure has been provided by the Strategic Director, People, Diversity and Culture and the Director Safety and Emergency Services. Advice on specific matters has been provided by other administrators as necessary, and a line-by-line review performed by the SLC policy subcommittee. Legal review has been completed. CFA and MoveUp executives were informed about the revisions to be made with no comments received.



Review and approval process timelines

Date	Committee or Group	Purpose
3 December 2024 10 March 2025	SLC Policy Sub-Committee	Review and propose improvements.
19 March 2025	SLC	To review, ask for further amendments if required or recommend for Board committee consideration
14 April 2025	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
29 April 2025	Board	Final approval

Plan for associated training or awareness raising

A dedicated page on the CapU website is under development to provide information about the policy and procedure including links to the Ombudsperson’s online course for employees (Speak Up) and a webform to make disclosures. Launch is planned for the end of April to follow approval of the policy and procedure.

Constant Contact messages will be sent to

- all supervisors with information and guidance on their responsibilities and a link to the new webpage and the Ombudsperson’s online course for supervisors
- all employees with information and guidance on how to request advice or make a disclosure including a link to the new webpage.

Attachment(s)

#	Name
1	B.310 Public Interest Disclosure Policy (redlined)
2	B.310 Public Interest Disclosure Policy (clean)
3	B.310 Protected Disclosure (Whistleblower) Policy 2023
4	B.310.1 Public Interest Disclosure Procedure (redlined)
5	B.310.1 Public Interest Disclosure Procedure (clean)
6	B.310.1 Protected Disclosure (Whistleblower) Procedure 2023



 CAPILANO UNIVERSITY		POLICY	
Policy No.		Officer Responsible	
B.310		Vice-President, <u>People, Culture and Diversity</u> <u>Vice-President, Finance and Administration</u>	
Policy Name			
<u>Public Interest Protected Disclosure (Whistleblower) Policy</u>			
Approved by	Replaces	Category	Next Review
Board		Governance	June 2028
Date Issued	Date Reviewed	Related Policies	
February 16, 2016	<u>June 27, 2023</u>	B.511 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy <u>B.701 Student Code of Conduct</u>	

1 PURPOSE

- 1.1 In all its activities Capilano University (“the University”) seeks to maintain the highest standards of ethical conduct and to promote a culture based on honest, transparent and accountable behaviour. It is the expectation that all members of the University community will comply with all applicable regulatory frameworks and University policies. ~~In the event that situations arise where the expected standards are not met, the University recognizes that the good faith disclosure of Wrongdoing (“whistle blowing”) is a necessary and valuable service to all its stakeholders and must not be cause for reprisals.~~
- 1.2 ~~The University is committed to acting immediately on any reported Wrongdoing. So that the University can take prompt action, Employees Members of the University community, acting in good faith, are encouraged to responsibly disclose to University authorities Wrongdoing through this Policy and its related Procedures without fear of Reprisal. Members of the University community and can expect that Any such Disclosures will be treated with due confidentiality in accordance with this Policy, the Public Interest Disclosure Act (“PIDA”), and B.700 Privacy and Access to Information Policy to and protection of the individuals involved.~~
- 1.3 This Policy provides a mechanism for confidential ~~Good-Faith~~ Disclosures of Wrongdoing, and protection of those who make such Good-Faith Disclosures from any Reprisals. This Policy also, and sets out the University’s approach for the appropriate investigation of and response to such Disclosures in accordance with PIDA.

- 1.4 Nothing in this Policy relieves those responsible for the administration and management of University academic, administrative or service units from the responsibility of addressing ~~situations of Wrongdoing Employee conduct issues arising~~ in accordance with good management practices and existing policies, guidelines and procedures.
- 1.5 ~~All Members of the University Community~~ This Policy in not intended to replace existing ~~complaint, reporting and disclosure processes in applicable University policies. It is designed to provide an additional avenue for the confidential Disclosure of Wrongdoing (as defined in this Policy), consistent with PIDA. Employees are encouraged to continue to report Wrongdoing-any misconduct or improper activity in breach of any other applicable University policy, in accordance with the that does not constitute Wrongdoing through the~~ complaint, reporting, or disclosure processes provided for by ~~the applicable policies and procedures of the University policy. This includes, but including but is not limited to, those policies listed in the Related Policies section of this procedure., described in 3.2 below, or using the Protected Disclosure (Whistleblower) Procedure (B.310.1).~~
- ~~1.6 Any Member of the University community~~ Employees that are ~~who is uncertain about their possible duty to report or~~ unsure which policy or procedure to follow in a particular instance may seek advice from ~~the a Designated Officer Vice President, Finance and Administration or the Vice President, People, Culture & Diversity~~
- ~~1.7 If a report is made concurrently through more than one policy or procedure the Vice President, Finance and Administration and the Vice President, People, Culture & Diversity will, in discussion with the reporting individual, determine the most appropriate process to follow.~~

32 DEFINITIONS

~~3.12.1~~ For the purpose of this policy and the ~~Protected Public Interest Disclosure (Whistleblower) Procedure (B.310.1)~~, the following definitions apply:

~~“Agent” means an individual who is authorized by the University to act on its behalf.~~

~~“Audit and Risk Committee” means the University Board of Governors Audit and Risk Committee.~~

~~“Board” means the University Board of Governors.~~

~~“Contractor” means an individual retained under contract to supply goods or perform services for the University.~~

~~“Designated Officer” -the senior official(s) designated by the President to receive requests for advice and Disclosures and to investigate disclosures under this pPolicy. As of the date of this Policy, the Designated Officers are:~~

~~a) the Vice President, People, Culture & Diversity; or~~

b) if the request for advice or Disclosure relates to alleged financial Wrongdoing, the Vice President Finance and Administration.

~~“Discloser” means a current or former an Employee Member of the University (as defined in this policy) Community who makes a Disclosure or seeks advice about making a Disclosure under this Policy or pursuant to a law.~~

~~“Disclosure” means any written submission of information reporting alleged Wrongdoing as in an acceptable form outlined in this Policy to the appropriate University official~~

~~“Employee” means any person employed by the University. For the purposes of this policy and its supporting procedure all references to Employee also includes:~~

- ~~a) individuals who were employed by the University; and/or~~
- ~~b) current and former Capilano University Board of Governors Members who were on the Board~~

~~at the time the Wrongdoing occurred or when the Wrongdoing was discovered~~

~~“Fraud” means any deliberate act of deception committed for the purpose of gaining an unauthorized benefit or depriving the University of a benefit. Fraud includes, but is not limited to, an act, irregularity or activity that is unethical, dishonest, improper, or illegal such as:~~

- ~~a) misappropriation, misapplication, theft, destruction, removal or concealment of University funds, securities, assets, property, supplies, inventory, furniture, fixtures or equipment, records, trade secrets and intellectual property or services;~~
- ~~— any breach of a finance-related fiduciary duty or obligation of confidentiality;~~
- ~~b) forgery, falsification, or alteration of any paper or electronic documents or records;~~
- ~~b) inappropriate use of computer systems including hacking and software piracy;~~
- ~~b) authorizing or receiving payment for goods or services not received or performed;~~
- ~~b) authorizing or receiving payment for time not worked;~~
- ~~b) false claims and/or misrepresentation of information and/or documents;~~
- ~~b) altering or deliberately reporting incorrect financial or personal information for either a personal or University advantage;~~
- ~~b) any claim for reimbursement of expenses that are not incurred for the benefit of the University;~~
- ~~b) bribery, kickbacks or rebates (given or received)~~
- ~~b) identify theft; and~~
- ~~b) misrepresentation of credentials or status with the University.~~

“Good Faith” ~~means~~ honestly intended actions based on reasonable belief and which are not improperly motivated, malicious, frivolous or vexatious in nature.

“President” ~~means~~ the President of the University.

“Members of the University Community” ~~means~~ employees, students, agents, Board members and volunteers.

“Protected Disclosure” ~~means any report~~ Disclosure of Wrongdoing made under this Policy when one is acting in Good Faith and on the basis of a reasonable belief of Wrongdoing

“Procedural Fairness” (fair process) relates to the steps taken before and after making a decision or responding to a complaint. Procedural Fairness requires that:

- a) those directly impacted are given advance notice and adequate information in order to be able to meaningfully participate, enabled to state their case or communicate their concerns and be heard in the decision-making process;
- b) decisions are timely, with well explained reasoning for decisions provided, including:
 - i) the decision-making criteria, policy or legislation (decision making rules);
 - ii) the information and evidence (the facts) considered; and
 - iii) how the decision-making rules were applied to the facts;
- c) decision makers are impartial, unbiased and free from any conflict of interest; and
- d) there is an adequate appeal/review process.

“Reprisal” ~~means~~ an act of retaliation against an Employee, including such as to harass, discriminate, threaten, demotion, discipline, suspend, dismissal or any other measure that wise disadvantage the individual, adversely affects the Employee individual’s employment or enrolment, working conditions, or a to or threaten to take any of those measures learning conditions, or deny the individual a benefit.

“Respondent” a person alleged or found to have committed Wrongdoing

“Supervisor” in this policy means:

- a) for Employees, the Employee’s supervisor, manager, or administrator, as applicable; or
- b) for the University President or Board members Governors, the Chair of the Board of Governors.

“Wrongdoing” ~~means any deliberate act of commission or omission in the context of University related duties and activities that is dishonest, unethical, or involves a conflict of interest including but not limited to~~ is defined as:

- a) a serious misuse of public trust funds or assets;

- b) an act or omission that creates a substantial and specific danger to the life, health or safety of endangering any persons or the environment, other than a danger that is inherent in the performance of an employee's duties or functions;
- b) ~~Fraud or serious financial misconduct ;~~
- c) ~~breach of University policy and/or procedures;~~
- d)c) -a serious act or omission that, if proven, would constitute an offence under an enactment such as laws, violation of a legal or regulations ory requirement and statutes of British Columbia or Canada;
- e)d) gross or systemic mismanagement or abuse of authority; or
- f) ~~any other act or omission that could seriously damage the University's operations, reputation, or financial standing;~~
- g)e) knowingly directing or counselling a person to commit any act or omission described in a) to d) above Wrongdoing or colluding with another to commit Wrongdoing;
- d) ~~obstructing a person's right to disclose Wrongdoing as outlined in this Policy and~~
- e) ~~any Reprisals for seeking advice about or reporting Wrongdoing or participating an investigation of Wrongdoing.~~

63 SCOPE

6.13.1 This Policy applies to all Employees and former Employees members of the University Community who were employed at the time the Wrongdoing occurred or was discovered, and to current Board members and previous members of the Board who were serving at the time the Wrongdoing occurred or was discovered and deals with acts of Wrongdoing ~~that are committed by employees, students, contractors, agents or volunteers~~ within the University or closely related to the function of the University.

6.23.2 In accordance with PIDA, contractors, volunteers, students and members of the public are not able to make Disclosures under this Policy. This does not restrict the ability of those individuals to raise a complaint through any other policy that may be applicable.

3.3 This Policy is not intended to replace policies and procedures developed by the University to manage for conduct related issues that do not meet the definition of Wrongdoing. the following specific matters, h However if the administrator of any ~~of these~~ such policies receives a report from an Employee that might be considered a Wrongdoing they should seek advice from the Designated Officer as soon as possible and advise the Employee they can make a Disclosure under this policy.

- ~~)- Unsafe acts must be immediately reported to a supervisor under B.420 Safety and Emergency Services Policy or if life threatening to 911 and then to Campus Security;~~

- ~~f) — suspected fraud or theft or misuse of university assets must be reported to under B.217 Fraud Prevention and Investigation Policy and B.217.1 Fraud Investigation Procedure;~~
- ~~f) — suspected discrimination, bullying or harassment must be reported in line with B.5.11 Discrimination, Bullying and Harassment Policy and B.511.1 Discrimination, Bullying and Harassment Procedure;~~
- ~~f) — human rights, diversity, inclusion and equity concerns that are not discrimination, bullying or harassment related may be reported under B.512 Human Rights, Diversity, Inclusion and Equity Policy;~~
- ~~f) — reports about student non-academic misconduct that is not harassment, discrimination, or sexual violence should be raised in accordance with B.701 Student Code of Conduct Policy and associated procedures;~~
- ~~f) — suspected academic and research integrity matters should be reported and managed in line with S2017.05 Academic Integrity Policy and S2017.05.1 Academic Integrity Procedure;~~
- ~~f) — disclosures and reports relating to Sexual Violence will be managed with the B.401 Sexual Violence Policy and B.401.1 Sexual Violence Procedures.~~

3.4 ~~If the Designated Officer determines that the Disclosure does not warrant investigation under this Policy but involves a matter which may be appropriately addressed through another policy or process (including the grievance process), the Designated Officer will re-direct the matter to the administrator responsible for that policy or process.~~

~~6.103.5~~ Nothing in this Policy shall limit or amend the provisions of collective agreements entered into by the University and its employee groups.

~~6.113.6~~ 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, and will fully cooperate in any criminal investigation.

~~7.0~~ ~~To clarify article 2.1, this Policy is not designed to question financial or other decisions taken by the University, the Senate, the Board of Governors or the Government of BC.~~

~~8.0~~ ~~This Policy is intended to encourage and enable members of the University Community to raise serious concerns regarding Wrongdoing within the University rather than seeking resolution outside the University.~~

94 POLICY STATEMENT

9.14.1 Requests for Advice

~~4.1.1~~ ~~An Member of the University Community Employee~~ who is considering making a ~~Protected~~ Disclosure may request advice from:

- a) their Supervisor;
- b) their union representative;
- c) a lawyer;
- d) the Designated Officer; or
- e) the Office of the BC Ombudsperson (the "Ombudsperson")

~~9.1.14.1.2~~ The ~~Supervisor, Designated Officer or Ombudsperson Vice President, Finance and Administration or the Vice President, People, Culture & Diversity. The Vice President, Finance and Administrator or the Vice President, People, Culture & Diversity~~ may require the request for advice to be in writing. ~~Care should be taken to when requesting advice to only include personal information that is necessary in order to request advice.~~

9.24.2 Disclosure of Wrongdoing

~~9.2.14.2.1~~ ~~Employees~~Members of the University Community who observe or become aware of ~~action~~conduct (including actions that they believe are about to happen) that they believe, in Good Faith ~~and on reasonable grounds~~, constitutes Wrongdoing, ~~including being asked to commit a Wrongdoing, can~~should make a ~~Protected~~Disclosure ~~immediately~~in writing to their Supervisor, ~~or the Designated Officer or the Ombudsperson Vice President, Finance and Administration.~~ Disclosures should be made as soon as practicable, to support a timely response. Supervisors who receive a ~~Protected~~Disclosure must forward them as soon as possible to the Designated Officer Vice President, Finance and Administration. If the Disclosure is about one of the Designated Officers, the alternate Designated Officer should be notified or the Discloser advised to make their Disclosure to the Ombudsperson's office.

~~9.2.24.2.2~~ Disclosures may be made by email or mail or through the University's dedicated Public Interest Disclosure reporting form. ~~The University has also established a dedicated email address (whistleblower@caplanou.ca), which can be used to report Protected Disclosures. Emails sent to this address will be received by the Audit and Risk Committee Chair and the Board Chair. Any Protected Disclosures that are reported using the dedicated email address will be shared with the a Vice President, Finance and Administration with the exception of disclosures that allege that the Vice President, Finance and Administration or the President are engaged in Wrongdoing.~~

~~9.2.3~~ ~~In the event that~~ If the Discloser a Member of the University Community has reasonable grounds to believe that ~~the a Designated Officer Vice President, Finance and Administration or the President are engaged in Wrongdoing, the Protected Disclosure can~~ should be made ~~directly~~ to the ~~alternate Ddesignated Officer, Audit and Risk Committee Chair and the Board Chair or the Ombudsperson.~~

~~9.2.4~~ All Protected Disclosures will then be reported to the President with the exception of reports that involve the President.

~~9.2.54.2.3~~ Disclosures and requests for advice may be made anonymously, however investigations will only occur under this policy if it can be determined that the Discloser is an Employee or former Employee (or a Board or former Board member) and the Wrongdoing occurred or they learned of the Wrongdoing during their employment at the University. Anonymous Disclosers should also be aware that investigation may not be possible if they do not contain enough information to conduct an investigation and do not provide a means for contact to allow for follow up questions.

4.3 Public Disclosure in the case of imminent danger.

4.3.4 In limited, exceptional circumstances, Employees may make a Disclosure to the public which will be treated in accordance with this Policy. Those circumstances are where: Employees may only make a disclosure to the public in the following exceptional circumstances:

- a) ~~they~~the Employee reasonably believes there is an imminent risk of a substantial and specific danger to the life, health or safety of persons or to the environment;
- b) ~~they~~the Employee has ~~have~~consulted with the relevant authority ~~as per~~required by PIDA Section 16(1), which is either the provincial health officer, Emergency Management BC, or the police; and
- c) ~~they~~the Employee ~~are~~is following the direction of that relevant authority to make a public disclosure.

Immediately after a public disclosure is made the Employee must advise their supervisor or the Designated Officer.

4.4 Investigation of Wrongdoing

4.4.1 The University will take all appropriate action in a timely manner to carefully, fully proportionately and fairly investigate ~~Protected~~ Disclosures, ~~including legal action as necessary.~~

4.4.2 Investigations of ~~Protected~~ Disclosures will be overseen and coordinated by the Designated Officer ~~Vice President, Finance and Administration unless otherwise directed by the Chair of the Audit and Risk Committee and the Chair of the Board~~ following B.310 Public Interest Disclosures Procedure or where relevant the advice of the Ombudsperson.

4.4.3 The Designated Officer will review the Disclosure and determine whether to investigate to notify the Chief Executive ~~President~~ of the decision to investigate. If the ~~Chief Executive~~ President is alleged to be responsible for the wrongdoing, the Designated Officer will notify the Chair of the Board of Directors.

~~4.4.3~~ ~~Investigations will be conducted with an appropriate level of confidentiality, and with respect to the requirements of any relevant legislation or applicable collective agreement or other agreements in effect at that the time of the Wrongdoing.~~

4.4.1 Designated officers are also required under PIDA to investigate disclosures referred from the Ombudsperson, a ministry, government body or office, and may request assistance from the Ombudsperson for an investigation, or part of an investigation, or refer a Disclosure, in whole or in part, to the Ombudsperson. If a Disclosure is referred to the Ombudsperson the Designated Officer must notify the Discloser.

9.34.5 Fair Treatment and Confidentiality

9.3.14.5.1 All Members of the University Community involved in allegations of Wrongdoing Respondents will be treated fairly and impartially in accordance with the principles of Procedural Fairness and will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies, and collective agreements in effect at the time of the alleged Wrongdoing.

9.3.2 The University is committed to protecting the privacy of All Protected Employees that request advice or make Disclosures made under this Policy, as required by legislation and in order to mitigate Reprisal risk. and All requests for advice, Disclosures and investigations will be handled in a confidential and sensitive manner and in compliance with B.700 Privacy and Access to Information Policy any other relevant legislation or applicable collective agreement or other agreements in effect at that the time of the Wrongdoing. In accordance with PIDA All information supplied and documents provided or created in the course of an investigation under this Policy is considered privileged to the extent identified by section 44 of PIDA.

9.3.34.5.2 The University will make reasonable efforts to keep confidential the name(s) of all person(s) reporting allegations of Wrongdoing and the details of the Protected Disclosure to the extent possible under legislation, regulation, University policy, and collective agreements in effect that the time of the disclosure. However, disclosure may be required in order for the University investigate the matter or to take disciplinary or other actions. Confidentiality is not the same as anonymity, and those individuals who are reported will, in most cases, be entitled to know the name of the person who has reported them.

4.5.3 Designated Officers and Supervisors may collect, use and disclose personal information under this Policy and in accordance with PIDA where the personal information is included in a request for advice or Disclosure or is required for the purpose of an investigation or report.

4.5.4 Personal information about a Discloser that could enable their identification must not be shared unless:

Where it is determined to be 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) the provision or use of the information is for PIDA purposes, including to ensure a full and fair investigation into the Disclosure/complaint;

- ~~e)a) implement corrective measures; 8.2.4 obtain legal advice; or~~
- ~~b) disclosure is to~~ inform law enforcement of reasonably suspected criminal activity or serious risk of bodily harm to an individual in keeping with privacy legislation
- ~~c) the provision or use of the information is in connection with another lawful purpose;~~
- ~~d) the personal information has previously been lawfully published; or~~
- ~~e) the Discloser has given express consent, in writing, to the release or use of their personal information.~~

~~9.3.4~~ All ~~Members of the University Community those~~ involved in a ~~Protected~~ Disclosure or an investigation ~~shall must~~ keep the details and results confidential ~~and not disclose any information without authorization. Detailed results of an investigation will not be disclosed or discussed with anyone other than those who have a legitimate need to know, or as required under law.~~

~~9.3.54.5.5~~ A breach of confidentiality is a serious disciplinary offence and may result in discipline, up to and including termination of employment or expulsion from the University as appropriate.

~~9.44.6~~ Protection from Reprisal for Disclosing Wrongdoing

~~9.4.14.6.1~~ The University will not tolerate any Reprisal, either direct or indirect, against anyone who, in Good Faith:

- a) has sought advice about making a Protected Disclosure;
- ~~b) has made disclosed, threatened to disclose or is about to make a Protected~~ Disclosure;
- ~~c)b) has objected or refused to participate in any activity; or~~
- ~~d)c) has cooperated or plans to cooperate in an investigation under this Policy.~~

~~9.4.24.6.2~~ The University will take all reasonable steps to ensure that Disclosers are protected from Reprisals that fall within the authority of the University as a consequence of seeking advice on making a ~~Protected~~ Disclosure, making a ~~Protected~~ Disclosure, ~~declining to participate in a Wrongdoing~~ or cooperating in an investigation of Wrongdoing.

~~4.6.3~~ ~~Any Member of the University Community Employee~~ who ~~commits an act of~~ Reprisal ~~retaliates~~ against a Discloser who seeks advice on making a ~~Protected~~ Disclosure, makes a ~~Protected~~ Disclosure, ~~declines to participate in a Wrongdoing~~ or cooperates in an investigation of Wrongdoing is subject to disciplinary action up to and including termination of employment ~~or expulsion from the University as appropriate.~~

~~9.4.3~~ ~~Any Employee believes that a Reprisal has been taken or directed against them may make a complaint (in writing) to the Ombudsperson.~~

~~9.54.7~~ Disclosures that are Not Good Faith Disclosures

~~9.5.14.7.1~~ A Discloser who knowingly makes a Disclosure that is not a Good Faith Disclosure will be subject to disciplinary action up to and including termination of employment ~~or expulsion from the University as appropriate~~

9.64.8 Protection of ~~Respondents~~ the Person Being Investigated

~~9.6.14.8.1~~ All persons named in or affected by a ~~Protected Disclosure~~ Respondents will be treated fairly and consistently regardless of their position or length of employment at the University, and all reasonable steps will be taken to protect their identity while permitting appropriate investigation and remedial steps under this Policy or any applicable University policy. All Respondents will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies and collective agreements in effect at the time of the ~~Protected~~ Disclosure.

9.74.9 Results of Investigation of Disclosure of Wrongdoing

~~9.7.14.9.1~~ The results of ~~Any resulting actions~~ the investigation of Wrongdoing, including recommendations for corrective action, will ~~normally be provided determined~~ by the Designated Officers to the President (or the chair of the Board of Governors if the President is a Respondent Vice President, Finance and Administration on the advice of the Vice President, People, Culture & Diversity. Should that not be the appropriate body, then the Audit and Risk Committee Chair will make the determination. Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate.

~~9.7.24.9.2~~ The Discloser and the ~~Any individual(s) named in the Protected Disclosure~~ Respondent will be provided with a summary of advised of the results of the investigation report by the ~~Vice President, Finance and Administration~~ Designated Officer ~~after any resulting disciplinary action has been determined. This is a confidential communication.~~

~~9.7.34.9.3~~ A Respondent who is not found to have committed a Wrongdoing shall not be subject to disciplinary action ~~Reprisal~~, and the University shall take all reasonable steps to protect the position, reputation, privacy and confidentiality of such Respondents.

~~9.7.44.9.4~~ All files and documents pertaining to requests for advice made to Designated Officers, the Protected Disclosures, the investigation and the investigator's report shall be safely and securely retained by the ~~Designated Officer~~ Vice President, Finance and Administration for a minimum of five (5) years, unless another retention period is required by applicable law.

105 RESPONSIBILITIES

~~10.15.1~~ It is the responsibility of the President to put into place and ensure that ~~Members of the University Community~~ Employees are made aware of procedures, processes and resources in place to implement this Policy.

~~10.25.2~~ The President has appointed the Vice President, People, Culture and Diversity and the Vice President Finance and Administration ~~with the support of the Vice President People, Culture and Diversity~~ to act as Designated Officers_s for advice, disclosure, investigation and actions arising from Protected-Disclosures. Designated Officers are responsible for familiarizing themselves with this Policy, and executing their functions in accordance with this Policy.

~~10.35.3~~ Members of the University Community It is the responsibility of all Employees to comply with the law and the University's policies, and to report any Wrongdoing or suspected Wrongdoing related to the University. Employees are often in the best position to observe and ~~Disclose~~report Wrongdoing because of their proximity to day to day University operations. The University ~~recognizes the importance of lies on these individuals to Disclosures~~ report such activities in order to take preventative or prompt-corrective action when Wrongdoing has occurred.

~~10.4~~ It is the responsibility of all Members of the University Community to comply with the law and the University's policies, and to report any Wrongdoing or suspected Wrongdoing related to the University.

~~10.55.4~~ Supervisors ~~and managers~~ are responsible for familiarizing themselves with this ~~P~~policy, taking relevant training courses, receiving and responding to requests for advice about ~~Protected~~ Disclosures from Employees, protecting their confidentiality and referring ~~Protected~~-Disclosures to the Designated Officer~~Vice President, Finance and Administration.~~

~~10.6~~ The Board, having the responsibility for the governance and control of the University and its accountability to stakeholders, is committed to ensuring that the University adheres to the highest standards of probity in its operations and provides an avenue for Members of the University Community to make Protected Disclosures within the University. It is the responsibility of the Board to:

- ~~a)~~ provide an avenue for receiving and acting on Protected Disclosures within the University, which includes a channel for direct reporting to the Audit and Risk Committee Chair;
- ~~b)~~ provide an avenue for receiving and acting upon allegations of Reprisal against Disclosers;
and
- ~~c)~~ review reports from the Vice President, Finance and Administration on Protected Disclosures received under this Policy and actions taken.

116 ANNUAL REPORT OF WRONGDOING

~~11.16.1~~ Annually~~Once per academic year~~, the Designated Officers~~Vice President, Finance and Administration~~ will report to the Executive and Human Resources Committee~~Audit and Risk Committee, which report shall include:~~

- a) the number of requests for advice about making a ~~D~~disclosure~~ing information;~~
- b) the number of Disclosures filed by Disclosers and the number acted on and not acted on;

- c) the number of ~~Protected~~ Disclosures investigated;
- d) the findings and recommendations of investigations conducted pursuant to a ~~Protected Disclosure, including those made by the Ombudsperson~~; and
- e) any corrective action taken pursuant to an investigation or the reason(s) why no action was taken.

The ~~report will be published on the University website and annual report of Wrongdoing shall respect the privacy of Disclosers, Respondents, witnesses to the Wrongdoing, and any other person(s) named in a Disclosure or investigation, must not include any information that would~~

- ~~a) identify the Discloser;~~
- ~~b) identify a Respondent; or~~
- ~~11.2c) unreasonably invade any person's privacy~~

~~11.3 The Audit and Risk Committee will receive investigation reports, including the actions taken, and will determine whether changes to University policies, procedures or controls are required.~~

127 GENERAL PROVISIONS

~~12.17.1~~ Nothing in this Policy shall in any way preclude any person from exercising their rights and obligations under collective or employment agreements or other laws that may be applicable.

7.2 Failure to comply with this Policy is a serious ~~disciplinary~~ offence and may result in disciplinary action, up to and including termination of employment ~~or expulsion from the University as appropriate. Contractors and agents who commit Wrongdoing may have their contracts terminated.~~

7.3 It is an offence under PIDA to obstruct, make a false statement to, or mislead or attempt to mislead, a person in the performance of their duties, powers or functions under PIDA.

138 DESIGNATED OFFICER

8.1 The President delegates the responsibility of owning and administering this policy to the Vice-President, People, Culture and Diversity and the Vice-President, Finance and Administration supported by the Strategic Director, People, Culture and Diversity and the Director Risk Management.

149 RELATED POLICIES AND GUIDANCE

B.312 Risk Management

B.217 Fraud Prevention and Investigation Policy

B.401 Sexual Violence Policy

B.506 Standards of Conduct Policy

B.511 Discrimination, Bullying and Harassment Policy

B.512 Human Rights, Diversity, Inclusion, and Equity Policy

[B.517 Conflict of Interest Policy](#)

B.604 Acceptable Use and Security of Electronic Information and Technology

OP.420 Safety and Emergency Services

~~B.701 Student Code of Conduct~~ B.310.1 Public Interest Disclosure Procedure

B.217.1 Fraud Investigation Procedure

B.401.1 Sexual Violence Procedure

B.511.1 Discrimination, Bullying and Harassment Procedure

10 ~~ASSOCIATED GUIDANCE AND OTHER RESOURCES~~ REFERENCES

~~B.310.1 Protected Disclosure (Whistleblower) Procedure~~

~~B.511.1 Discrimination, Bullying and Harassment Procedure~~

[Public Interest Disclosures Act](#)

[PIDA Resources. BC Ombudsperson](#)

[Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman \(2022\).](#)

 CAPILANO UNIVERSITY		POLICY	
Policy No.		Officer Responsible	
B.310		Vice-President, People, Culture and Diversity Vice-President, Finance and Administration	
Policy Name			
Public Interest Disclosure Policy			
Approved by	Replaces	Category	Next Review
Board		Governance	
Date Issued	Date Reviewed	Related Policies	
February 16, 2016		B.511 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy	

1 PURPOSE

- 1.1 In all its activities Capilano University (“the University”) seeks to maintain the highest standards of ethical conduct and to promote a culture based on honest, transparent and accountable behaviour. It is the expectation that all members of the University community will comply with all applicable regulatory frameworks and University policies.
- 1.2 Employees acting in good faith, are encouraged to disclose Wrongdoing through this Policy and its related Procedures without fear of Reprisal. Any such Disclosures will be treated with due confidentiality in accordance with this Policy, the Public Interest Disclosure Act (“PIDA”), and B.700 Privacy and Access to Information Policy to protect the individuals involved.
- 1.3 This Policy provides a mechanism for confidential Disclosures of Wrongdoing, and protection of those who make such Good-Faith Disclosures from any Reprisals. This Policy also sets out the University’s approach for the appropriate investigation of and response to such Disclosures in accordance with PIDA.
- 1.4 Nothing in this Policy relieves those responsible for the administration and management of University academic, administrative or service units from the responsibility of addressing Employee conduct issues arising in accordance with good management practices and existing policies, guidelines and procedures.

- 1.5 This Policy is not intended to replace existing complaint, reporting and disclosure processes in applicable University policies. It is designed to provide an additional avenue for the confidential Disclosure of Wrongdoing (as defined in this Policy), consistent with PIDA. Employees are encouraged to continue to report any misconduct or improper activity in breach of any other applicable University policy, in accordance with the complaint, reporting, or disclosure processes provided for by the applicable policy. This includes, but is not limited to, those policies listed in the Related Policies section of this procedure..
- 1.6 Employees that are unsure which policy or procedure to follow in a particular instance may seek advice from a Designated Officer

2 DEFINITIONS

For the purpose of this policy and the Public Interest Disclosure Procedure (B.310.1), the following definitions apply:

“Designated Officer” the senior official(s) designated by the President to receive requests for advice and Disclosures and to investigate disclosures under this Policy. As of the date of this Policy, the Designated Officers are:

- a) the Vice President, People, Culture & Diversity; or
- b) if the request for advice or Disclosure relates to alleged financial Wrongdoing, the Vice President Finance and Administration.

“Discloser” an Employee (as defined in this policy) who makes a Disclosure or seeks advice about making a Disclosure under this Policy.

“Disclosure” any written submission of information reporting alleged Wrongdoing as outlined in this Policy

“Employee” any person employed by the University. For the purposes of this policy and its supporting procedure all references to Employee also includes:

- a) individuals who were employed by the University; and/or
- b) current and former Capilano University Board of Governors Members who were on the Board at the time the Wrongdoing occurred or when the Wrongdoing was discovered

“Good Faith” honestly intended actions based on reasonable belief and which are not improperly motivated, malicious, frivolous or vexatious in nature.

“President” the President of the University.

“Procedural Fairness” (fair process) relates to the steps taken before and after making a decision or responding to a complaint. Procedural Fairness requires that:

- a) those directly impacted are given advance notice and adequate information in order to be able to meaningfully participate, enabled to state their case or communicate their concerns and be heard in the decision-making process;
- b) decisions are timely, with well explained reasoning for decisions provided, including:
 - i) the decision-making criteria, policy or legislation (decision making rules);
 - ii) the information and evidence (the facts) considered; and
 - iii) how the decision-making rules were applied to the facts;
- c) decision makers are impartial, unbiased and free from any conflict of interest; and
- d) there is an adequate appeal/review process.

“Reprisal” an act of retaliation against an Employee, including demotion, discipline, dismissal or any other measure that adversely affects the Employee’s employment or working conditions, or a threat to take any of those measures.

“Respondent” a person alleged or found to have committed Wrongdoing

“Supervisor” in this policy means:

- a) for Employees, the Employee’s supervisor, manager, or administrator, as applicable; or
- b) for the President or Board members , the Chair of the Board of Governors.

“Wrongdoing” is defined as:

- a) a serious misuse of public funds or assets;
- b) an act or omission that creates a substantial and specific danger to the life, health or safety of persons or the environment, other than a danger that is inherent in the performance of an employee’s duties or functions;
- c) a serious act or omission that, if proven, would constitute an offence under an enactment such as laws, regulations and statutes of British Columbia or Canada;
- d) gross or systemic mismanagement; or
- e) knowingly directing or counselling a person to commit any act or omission described in a) to d) above;

3 SCOPE

- 3.1 This Policy applies to all Employees and former Employees of the University who were employed at the time the Wrongdoing occurred or was discovered, and to current Board members and previous members of the Board who were serving at the time the Wrongdoing occurred or was discovered and deals with acts of Wrongdoing within the University or closely related to the function of the University.
- 3.2 In accordance with PIDA, contractors, volunteers, students and members of the public are not able to make Disclosures under this Policy. This does not restrict the ability of those individuals to raise a complaint through any other policy that may be applicable.
- 3.3 This Policy is not intended to replace policies and procedures developed by the University to manage conduct related issues that do not meet the definition of Wrongdoing. However if the administrator of any such policies receives a report from an Employee that might be considered a Wrongdoing they should seek advice from the Designated Officer as soon as possible and advise the Employee they can make a Disclosure under this policy.
- 3.4 If the Designated Officer determines that the Disclosure does not warrant investigation under this Policy but involves a matter which may be appropriately addressed through another policy or process (including the grievance process), the Designated Officer will re-direct the matter to the administrator responsible for that policy or process.
- 3.5 Nothing in this Policy shall limit or amend the provisions of collective agreements entered into by the University and its employee groups.
- 3.6 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 and will fully cooperate in any criminal investigation.

4 POLICY STATEMENT

4.1 Requests for Advice

- 4.1.1 An Employee who is considering making a Disclosure may request advice from:
 - a) their Supervisor;
 - b) their union representative;
 - c) a lawyer;
 - d) the Designated Officer; or
 - e) the Office of the BC Ombudsperson (the "Ombudsperson")

4.1.2 The Supervisor, Designated Officer or Ombudsperson may require the request for advice to be in writing.

4.2 Disclosure of Wrongdoing

4.2.1 Employees who observe or become aware of actions (including actions that they believe are about to happen) that they believe, in Good Faith, constitutes Wrongdoing, , can make a Disclosure in writing to their Supervisor, the Designated Officer or the Ombudsperson. Disclosures should be made as soon as practicable, to support a timely response. Supervisors who receive a Disclosure must forward them as soon as possible to the Designated Officer. If the Disclosure is about one of the Designated Officers, the alternate Designated Officer should be notified or the Discloser advised to make their Disclosure to the Ombudsperson's office.

4.2.2 Disclosures may be made by email or mail or through the University's dedicated Public Interest Disclosure reporting form.

4.2.3 If the Discloser has reasonable grounds to believe that a Designated Officer or the President are engaged in Wrongdoing, the Disclosure can be made to the alternate Designated Officer, the Board Chair or the Ombudsperson. Disclosures and requests for advice may be made anonymously, however investigations will only occur under this policy if it can be determined that the Discloser is an Employee or former Employee (or a Board or former Board member) and the Wrongdoing occurred or they learned of the Wrongdoing during their employment at the University. Anonymous Disclosers should also be aware that investigation may not be possible if they do not contain enough information to conduct an investigation and do not provide a means for contact to allow for follow up questions.

4.3 Public Disclosure in the case of imminent danger.

4.3.4 In limited, exceptional circumstances, Employees may make a Disclosure to the public which will be treated in accordance with this Policy. Those circumstances are where:

- a) the Employee reasonably believes there is an imminent risk of a substantial and specific danger to the life, health or safety of persons or to the environment;
- b) the Employee has consulted with the relevant authority required by PIDA Section 16(1), which is either the provincial health officer, Emergency Management BC, or the police; and
- c) the Employee is following the direction of that relevant authority to make a public disclosure.

Immediately after a public disclosure is made the Employee must advise their supervisor or the Designated Officer.

4.4 Investigation of Wrongdoing

4.4.1 The University will take all appropriate action in a timely manner to carefully, proportionately

and fairly investigate Disclosures.

- 4.4.2 Investigations of Disclosures will be overseen and coordinated by the Designated Officer following B.310 Public Interest Disclosures Procedure or where relevant the advice of the Ombudsperson.
- 4.4.3 The Designated Officer will review the Disclosure and determine whether to investigate to notify the President of the decision to investigate. If the President is alleged to be responsible for the wrongdoing, the Designated Officer will notify the Chair of the Board of Directors.
- 4.4.1 Designated officers are also required under PIDA to investigate disclosures referred from the Ombudsperson, a ministry, government body or office, and may request assistance from the Ombudsperson for an investigation, or part of an investigation, or refer a Disclosure, in whole or in part, to the Ombudsperson. If a Disclosure is referred to the Ombudsperson the Designated Officer must notify the Discloser.

4.5 Fair Treatment and Confidentiality

- 4.5.1 Respondents will be treated fairly and impartially in accordance with the principles of Procedural Fairness and will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies, and collective agreements in effect at the time of the alleged Wrongdoing.
- 4.5.2 The University is committed to protecting the privacy of Employees that request advice or make Disclosures under this Policy, as required by legislation and in order to mitigate Reprisal risk. All requests for advice, Disclosures and investigations will be handled in a confidential and sensitive manner and in compliance with B.700 Privacy and Access to Information Policy any other relevant legislation or applicable collective agreement or other agreements in effect at the time of the Wrongdoing. All information supplied and documents provided or created in the course of an investigation under this Policy is considered privileged to the extent identified by section 44 of PIDA.
- 4.5.3 Designated Officers and Supervisors may collect, use and disclose personal information under this Policy and in accordance with PIDA where the personal information is included in a request for advice or Disclosure or is required for the purpose of an investigation or report.
- 4.5.4 Personal information about a Discloser that could enable their identification must not be shared unless:
 - a) the provision or use of the information is for PIDA purposes, including to ensure a full and fair investigation into the Disclosure;
 - b) disclosure is to inform law enforcement of reasonably suspected criminal activity or serious risk of bodily harm to an individual in keeping with privacy legislation
 - c) the provision or use of the information is in connection with another lawful purpose;
 - d) the personal information has previously been lawfully published; or

- e) the Discloser has given express consent, in writing, to the release or use of their personal information.

4.5.5 All those involved in a Disclosure or an investigation must keep the details and results confidential. Detailed results of an investigation will not be disclosed or discussed with anyone other than those who have a legitimate need to know, or as required under law. A breach of confidentiality is a serious disciplinary offence and may result in discipline, up to and including termination of employment or expulsion from the University as appropriate.

4.6 Protection from Reprisal for Disclosing Wrongdoing

4.6.1 The University will not tolerate any Reprisal, either direct or indirect, against anyone who, in Good Faith:

- a) has sought advice about making a Protected Disclosure;
- b) has made a Disclosure; ; or
- c) has cooperated or plans to cooperate in an investigation under this Policy.

4.6.2 The University will take all reasonable steps to ensure that Disclosers are protected from Reprisals that fall within the authority of the University as a consequence of seeking advice on making a Disclosure, making a Disclosure, or cooperating in an investigation of Wrongdoing.

4.6.3 Any Employee who commits an act of Reprisal against a Discloser who seeks advice on making a Disclosure, makes a Disclosure, or cooperates in an investigation of Wrongdoing is subject to disciplinary action up to and including termination of employment.

Any Employee believes that a Reprisal has been taken or directed against them may make a complaint (in writing) to the Ombudsperson.

4.7 Disclosures that are Not Good Faith Disclosures

4.7.1 A Discloser who knowingly makes a Disclosure that is not a Good Faith Disclosure will be subject to disciplinary action up to and including termination of employment

4.8 Protection of Respondents

4.8.1 Respondents will be treated fairly and consistently regardless of their position or length of employment at the University, and all reasonable steps will be taken to protect their identity while permitting appropriate investigation and remedial steps under this Policy or any applicable University policy. All Respondents will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies and collective agreements in effect at the time of the Disclosure.

4.9 Results of Investigation of Disclosure of Wrongdoing

- 4.9.1 The results of the investigation of Wrongdoing, including recommendations for corrective action, will be provided by the Designated Officers to the President (or the chair of the Board of Governors if the President is a Respondent). Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate.
- 4.9.2 The Discloser and the Respondent will be provided with a summary of the investigation report by the Designated Officer.
- 4.9.3 A Respondent who is not found to have committed a Wrongdoing shall not be subject to disciplinary action, and the University shall take all reasonable steps to protect the position, reputation, privacy and confidentiality of such Respondents.
- 4.9.4 All files and documents pertaining to requests for advice made to Designated Officers, Disclosures, the investigation and the investigator's report shall be safely and securely retained by the Designated Officer for a minimum of five (5) years, unless another retention period is required by applicable law.

5 RESPONSIBILITIES

- 5.1 It is the responsibility of the President to put into place and ensure that Employees are made aware of procedures, processes and resources in place to implement this Policy.
- 5.2 The President has appointed the Vice President, People, Culture and Diversity and the Vice President Finance and Administration to act as Designated Officers for advice, disclosure, investigation and actions arising from Disclosures. Designated Officers are responsible for familiarizing themselves with this Policy, and executing their functions in accordance with this Policy.
- 5.3 It is the responsibility of all Employees to comply with the law and the University's policies, and to report any Wrongdoing or suspected Wrongdoing related to the University. Employees are often in the best position to observe and Disclose Wrongdoing because of their proximity to day to day University operations. The University recognizes the importance of Disclosures in order to take preventative or corrective action when Wrongdoing has occurred.
- 5.4 Supervisors are responsible for familiarizing themselves with this Policy, taking relevant training courses, receiving and responding to requests for advice about Disclosures from Employees, protecting their confidentiality and referring Disclosures to the Designated Officer.

6 ANNUAL REPORT OF WRONGDOING

- 6.1 Annually, the Designated Officers will report to the Executive and Human Resources Committee:
- a) the number of requests for advice about making a Disclosure;
 - b) the number of Disclosures filed by Disclosers and the number acted on and not acted on;

- c) the number of Disclosures investigated;
- d) the findings and recommendations of investigations conducted pursuant to a Disclosure, including those made by the Ombudsperson; and
- e) any corrective action taken pursuant to an investigation or the reason(s) why no action was taken.

The report will be published on the University website and must not include any information that would

- a) identify the Discloser;
- b) identify a Respondent; or
- c) unreasonably invade any person's privacy

7 GENERAL PROVISIONS

- 7.1 Nothing in this Policy shall in any way preclude any person from exercising their rights and obligations under collective or employment agreements or other laws that may be applicable.
- 7.2 Failure to comply with this Policy is a serious disciplinary offence and may result in disciplinary action, up to and including termination of employment .
- 7.3 It is an offence under PIDA to obstruct, make a false statement to, or mislead or attempt to mislead, a person in the performance of their duties, powers or functions under PIDA.

8 DESIGNATED OFFICER

- 8.1 The President delegates the responsibility of owning and administering this policy to the Vice-President, People, Culture and Diversity and the Vice-President, Finance and Administration supported by the Strategic Director, People, Culture and Diversity and the Director Risk Management.

9 RELATED POLICIES AND GUIDANCE

- B.217 Fraud Prevention and Investigation Policy
- B.401 Sexual Violence Policy
- B.506 Standards of Conduct Policy
- B.511 Discrimination, Bullying and Harassment Policy
- B.512 Human Rights, Diversity, Inclusion, and Equity Policy
- B.517 Conflict of Interest Policy
- B.604 Acceptable Use and Security of Electronic Information and Technology
- OP.420 Safety and Emergency Services

B.310.1 Public Interest Disclosure Procedure

B.217.1 Fraud Investigation Procedure

B.401.1 Sexual Violence Procedure

B.511.1 Discrimination, Bullying and Harassment Procedure

10 REFERENCES

Public Interest Disclosures Act

PIDA Resources. BC Ombudsperson

Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman (2022).

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.310	Vice-President, Finance and Administration		
Policy Name			
Protected Disclosure (Whistleblower) Policy			
Approved by	Replaces	Category	Next Review
Board		Governance	June 2028
Date Issued	Date Reviewed	Related Policies	
February 16, 2016	June 27, 2023	B.511 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy B.701 Student Code of Conduct	

1 PURPOSE

- 1.1 In all its activities Capilano University (“the University”) seeks to maintain the highest standards of ethical conduct and to promote a culture based on honest, transparent and accountable behaviour. It is the expectation that all members of the University community will comply with all applicable regulatory frameworks and University policies. In the event that situations arise where the expected standards are not met, the University recognizes that the good faith disclosure of Wrongdoing (“whistle blowing”) is a necessary and valuable service to all its stakeholders and must not be cause for reprisals.
- 1.2 The University is committed to acting immediately on any reported Wrongdoing. So that the University can take prompt action, Members of the University community, acting in good faith, are encouraged to responsibly disclose to University authorities Wrongdoing without fear of reprisal. Members of the University community can expect that such disclosures will be treated with due confidentiality in accordance with B.700 Privacy and Access to Information Policy and protection of the individuals involved.
- 1.3 This Policy provides a mechanism for confidential good-faith disclosures, protection of those who make such disclosures from reprisals, and sets out the University’s approach for the appropriate investigation of and response to such disclosures.
- 1.4 Nothing in this Policy relieves those responsible for the administration and management of University academic, administrative or service units from the responsibility of addressing situations of Wrongdoing in accordance with good management practices and existing policies, guidelines and procedures.

- 1.5 All Members of the University Community are encouraged to report Wrongdoing through the complaint, reporting, or disclosure processes provided for by applicable policies and procedures of the University, described in 2.2 below, or using the Protected Disclosure (Whistleblower) Procedure (B.310.1).
- 1.6 Any Member of the University community who is uncertain about their possible duty to report or unsure which policy or procedure to follow in a particular instance may seek advice from the Vice President, Finance and Administration or the Vice President, People, Culture & Diversity
- 1.7 If a report is made concurrently through more than one policy or procedure the Vice President, Finance and Administration and the Vice President, People, Culture & Diversity will, in discussion with the reporting individual, determine the most appropriate process to follow.

2 DEFINITIONS

- 2.1 For the purpose of this policy and the Protected Disclosure (Whistleblower) Procedure (B.310.1), the following definitions apply:

“Agent” means an individual who is authorized by the University to act on its behalf.

“Audit and Risk Committee” means the University Board of Governors Audit and Risk Committee.

“Board” means the University Board of Governors.

“Contractor” means an individual retained under contract to supply goods or perform services for the University.

“Discloser” means a Member of the University Community who makes a written report of alleged Wrongdoing under this Policy or pursuant to a law.

“Disclosure” means any written submission of information reporting alleged Wrongdoing in an acceptable form outlined in this Policy to the appropriate University official

“Employee” means any person employed by the University.

“Fraud” means any deliberate act of deception committed for the purpose of gaining an unauthorized benefit or depriving the University of a benefit. Fraud includes, but is not limited to, an act, irregularity or activity that is unethical, dishonest, improper, or illegal such as:

- a) misappropriation, misapplication, theft, destruction, removal or concealment of University funds, securities, assets, property, supplies, inventory, furniture, fixtures or equipment, records, trade secrets and intellectual property or services;
- b) any breach of a finance-related fiduciary duty or obligation of confidentiality;
- c) forgery, falsification, or alteration of any paper or electronic documents or records;

- d) inappropriate use of computer systems including hacking and software piracy;
- e) authorizing or receiving payment for goods or services not received or performed;
- f) authorizing or receiving payment for time not worked;
- g) false claims and/or misrepresentation of information and/or documents;
- h) altering or deliberately reporting incorrect financial or personal information for either a personal or University advantage;
- i) any claim for reimbursement of expenses that are not incurred for the benefit of the University;
- j) bribery, kickbacks or rebates (given or received)
- k) identify theft; and
- l) misrepresentation of credentials or status with the University.

“Good Faith” means honestly intended actions based on reasonable belief and which are not malicious, frivolous or vexatious in nature.

“Members of the University Community” means employees, students, agents, Board members and volunteers.

“Protected Disclosure” means any Disclosure of Wrongdoing made under this Policy when one is acting in Good Faith and on the basis of a reasonable belief of Wrongdoing

“Reprisal” means an act of retaliation such as to harass, discriminate, threaten, demote, discipline, suspend, dismiss or otherwise disadvantage the individual, adversely affect the individual’s employment, enrolment, working conditions or learning conditions, or deny the individual a benefit.

“Wrongdoing” means any deliberate act of commission or omission in the context of University related duties and activities that is dishonest, unethical, or involves a conflict of interest including but not limited to:

- a) abuse of public trust;
- b) endangering any person or the environment;
- c) Fraud or serious financial misconduct ;
- d) breach of University policy and/or procedures;
- e) violation of a legal or regulatory requirement;
- f) gross or systemic mismanagement or abuse of authority;
- g) any other act or omission that could seriously damage the University’s operations, reputation, or financial standing;

- h) knowingly directing or counselling a person to commit a Wrongdoing or colluding with another to commit Wrongdoing;
- i) obstructing a person's right to disclose Wrongdoing as outlined in this Policy and
- j) any Reprisals for seeking advice about or reporting Wrongdoing or participating an investigation of Wrongdoing.

3 SCOPE

- 3.1 This Policy applies to all members of the University Community and deals with acts of Wrongdoing that are committed by employees, students, contractors, agents or volunteers.
- 3.2 This Policy is not intended to replace policies and procedures developed for the following specific matters:
 - a) Unsafe acts must be immediately reported to a supervisor under B.420 Safety and Emergency Services Policy or if life threatening to 911 and then to Campus Security;
 - b) suspected fraud or theft or misuse of university assets must be reported to under B.217 Fraud Prevention and Investigation Policy and B.217.1 Fraud Investigation Procedure;
 - c) suspected discrimination, bullying or harassment must be reported in line with B.5.11 Discrimination, Bullying and Harassment Policy and B.511.1 Discrimination, Bullying and Harassment Procedure;
 - d) human rights, diversity, inclusion and equity concerns that are not discrimination, bullying or harassment related may be reported under B.512 Human Rights, Diversity, Inclusion and Equity Policy;
 - e) reports about student non-academic misconduct that is not harassment, discrimination, or sexual violence should be raised in accordance with B.701 Student Code of Conduct Policy and associated procedures;
 - f) suspected academic and research integrity matters should be reported and managed in line with S2017-05 Academic Integrity Policy and S2017.05.1 Academic Integrity Procedure;
 - g) disclosures and reports relating to Sexual Violence will be managed with the B.401 Sexual Violence Policy and B.401.1 Sexual Violence Procedures.
- 3.2 Nothing in this Policy shall limit or amend the provisions of collective agreements entered into by the University and its employee groups.
- 3.3 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, and will fully cooperate in any criminal investigation.

- 3.4 To clarify article 2.1, this Policy is not designed to question financial or other decisions taken by the University, the Senate, the Board of Governors or the Government of BC.
- 3.5 This Policy is intended to encourage and enable members of the University Community to raise serious concerns regarding Wrongdoing within the University rather than seeking resolution outside the University.

4 POLICY STATEMENT

4.1 Requests for Advice

- 4.1.1 A Member of the University Community who is considering making a Protected Disclosure may request advice from the Vice President, Finance and Administration or the Vice President, People, Culture & Diversity. The Vice President, Finance and Administration or the Vice President, People, Culture & Diversity may require the request for advice to be in writing. Care should be taken to when requesting advice to only include personal information that is necessary in order to request advice.

4.2 Disclosure of Wrongdoing

- 4.2.1 Members of the University Community who observe or become aware of conduct that they believe, in Good Faith and on reasonable grounds, constitutes Wrongdoing, including being asked to commit a Wrongdoing, should make a Protected Disclosure immediately in writing to their supervisor or the Vice President, Finance and Administration. . Supervisors who receive a Protected Disclosure must forward them to the Vice President, Finance and Administration.
- 4.2.2 The University has also established a dedicated email address (whistleblower@capilanou.ca), which can be used to report Protected Disclosures. Emails sent to this address will be received by the Audit and Risk Committee Chair and the Board Chair. Any Protected Disclosures that are reported using the dedicated email address will be shared with the Vice President, Finance and Administration with the exception of disclosures that allege that the Vice President, Finance and Administration or the President are engaged in Wrongdoing.
- 4.2.3 In the event that a Member of the University Community has reasonable grounds to believe that the Vice President, Finance and Administration or the President are engaged in Wrongdoing, the Protected Disclosure should be made directly to the Audit and Risk Committee Chair and Board Chair.
- 4.2.4 All Protected Disclosures will then be reported to the President with the exception of reports that involve the President.
- 4.2.5 Disclosures and requests for advice may be made anonymously, however investigation may not be possible if they do not contain enough information to conduct an investigation.

4.3 Investigation of Wrongdoing

- 4.3.1 The University will take all appropriate action in a timely manner to carefully, fully and fairly investigate Protected Disclosures, including legal action as necessary.
- 4.3.2 Investigations of Protected Disclosures will be overseen and coordinated by the Vice President, Finance and Administration unless otherwise directed by the Chair of the Audit and Risk Committee and the Chair of the Board.
- 4.3.3 Investigations will be conducted with an appropriate level of confidentiality, and with respect to the requirements of any legislation or applicable collective agreement or other agreements in effect that the time of the Wrongdoing.

4.4 Fair Treatment and Confidentiality

- 4.4.1 All Members of the University Community involved in allegations of Wrongdoing will be treated fairly and impartially and will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies, and collective agreements in effect at the time of the alleged Wrongdoing.
- 4.4.2 All Protected Disclosures made under this Policy and all investigations will be handled in a confidential and sensitive manner and in compliance with B.700 Privacy and Access to Information Policy.
- 4.4.3 The University will make reasonable efforts to keep confidential the name(s) of all person(s) reporting allegations of Wrongdoing and the details of the Protected Disclosure to the extent possible under legislation, regulation, University policy, and collective agreements in effect that the time of the disclosure. However, disclosure may be required in order for the University investigate the matter or to take disciplinary or other actions. Confidentiality is not the same as anonymity, and those individuals who are reported will, in most cases, be entitled to know the name of the person who has reported them.
- 4.4.4 Where it is determined to be 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; 8.2.4 obtain legal advice; or
 - d) inform law enforcement of reasonably suspected criminal activity or serious risk of bodily harm to an individual in keeping with privacy legislation.

4.4.4 All Members of the University Community involved in a Protected Disclosure or an investigation shall keep the details and results confidential and not disclose any information without authorization.

4.4.5 A breach of confidentiality is a serious disciplinary offence and may result in discipline, up to and including termination of employment or expulsion from the University as appropriate.

4.5 Protection from Reprisal for Disclosing Wrongdoing

4.5.1 The University will not tolerate any Reprisal, either direct or indirect, against anyone who, in Good Faith:

- a) has sought advice about making a Protected Disclosure;
- b) has disclosed, threatened to disclose or is about to make a Protected Disclosure;
- c) has objected or refused to participate in any activity; or
- d) has cooperated or plans to cooperate in an investigation under this Policy.

4.5.2 The University will take all reasonable steps to ensure that Disclosers are protected from Reprisals that fall within the authority of the University as a consequence of seeking advice on making a Protected Disclosure, making a Protected Disclosure, declining to participate in a Wrongdoing or cooperating in an investigation of Wrongdoing.

4.5.3 A Member of the University Community who retaliates against a Discloser who seeks advice on making a Protected Disclosure, makes a Protected Disclosure, declines to participate in a Wrongdoing or cooperates in an investigation of Wrongdoing is subject to disciplinary action up to and including termination of employment or expulsion from the University as appropriate.

4.6 Disclosures that are Not Good Faith Disclosures

4.6.1 A Discloser who knowingly makes a Disclosure that is not a Good Faith Disclosure will be subject to disciplinary action up to and including termination of employment or expulsion from the University as appropriate

4.7 Protection of the Person Being Investigated

4.7.1 All persons named in or affected by a Protected Disclosure will be treated fairly and consistently regardless of their position or length of employment at the University, and all reasonable steps will be taken to protect their identity. All respondents will maintain the rights, privileges and protections afforded to them through applicable legislation, University policies and collective agreements in effect at the time of the Protected Disclosure.

4.8 Results of Investigation of Disclosure of Wrongdoing

4.8.1 Any resulting actions will normally be determined by the Vice President, Finance and

Administration on the advice of the Vice President, People, Culture & Diversity. Should that not be the appropriate body, then the Audit and Risk Committee Chair will make the determination. Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate.

- 4.8.2 Any individual(s) named in the Protected Disclosure will be advised of the results of the investigation by the Vice President, Finance and Administration after any resulting disciplinary action has been determined. This is a confidential communication.
- 4.8.3 A Respondent who is not found to have committed a Wrongdoing shall not be subject to Reprisal, and the University shall take all reasonable steps to protect the position, reputation, privacy and confidentiality of such respondents.
- 4.8.4 All files and documents pertaining to the Protected Disclosure, the investigation and the investigator's report shall be retained by the Vice President, Finance and Administration for a minimum of five (5) years.

5 RESPONSIBILITIES

- 5.1 It is the responsibility of the President to put into place and ensure that Members of the University Community are made aware of procedures, processes and resources in place to implement this Policy.
- 5.2 The President has appointed the Vice President, Finance and Administration with the support of the Vice President People, Culture and Diversity to act as Designated Officer for advice, disclosure, investigation and actions arising from Protected Disclosures.
- 5.3 Members of the University Community are often in the best position to observe and report Wrongdoing because of their proximity to day to day University operations. The University relies on these individuals to report such activities in order to take prompt corrective action.
- 5.4 It is the responsibility of all Members of the University Community to comply with the law and the University's policies, and to report any Wrongdoing or suspected Wrongdoing related to the University.
- 5.5 Supervisors and managers are responsible for familiarizing themselves with this policy, receiving and responding to requests for advice about Protected Disclosures from employees, protecting their confidentiality and referring Protected Disclosures to the Vice President, Finance and Administration.
- 5.6 The Board, having the responsibility for the governance and control of the University and its accountability to stakeholders, is committed to ensuring that the University adheres to the highest standards of probity in its operations and provides an avenue for Members of the University Community to make Protected Disclosures within the University. It is the responsibility of the Board to:

- a) provide an avenue for receiving and acting on Protected Disclosures within the University, which includes a channel for direct reporting to the Audit and Risk Committee Chair;
- b) provide an avenue for receiving and acting upon allegations of Reprisal against Disclosers; and
- c) review reports from the Vice President, Finance and Administration on Protected Disclosures received under this Policy and actions taken.

6 ANNUAL REPORT OF WRONGDOING

6.1 Once per academic year, the Vice President, Finance and Administration will report to the Audit and Risk Committee, which report shall include:

- a) the number of requests for advice about disclosing information;
- b) the number of Disclosures filed by Disclosers and the number acted on and not acted on;
- c) the number of Protected Disclosures investigated;
- d) the findings and recommendations of investigations conducted pursuant to a Protected Disclosure; and
- e) any action taken pursuant to an investigation or the reason(s) why no action was taken.

6.2 The annual report of Wrongdoing shall respect the privacy of Disclosers, respondents, witnesses to the Wrongdoing, and any other person(s) named in a Disclosure or investigation.

6.3 The Audit and Risk Committee will receive investigation reports, including the actions taken, and will determine whether changes to University policies, procedures or controls are required.

7 GENERAL PROVISIONS

7.1 Nothing in this Policy shall in any way preclude any person from exercising their rights and obligations under collective or employment agreements or other laws that may be applicable..

7.2 Failure to comply with this Policy is a serious disciplinary offence and may result in disciplinary action, up to and including termination of employment or expulsion from the University as appropriate. Contractors and agents who commit Wrongdoing may have their contracts terminated.

8 DESIGNATED OFFICER

8.1 The President delegates the responsibility of administering this policy to the Vice-President, Finance and Administration.

9 RELATED POLICIES

B.312 Risk Management

B.604 Acceptable Use and Security of Electronic Information and Technology

B.511 Discrimination, Bullying and Harassment Policy

B.512 Human Rights, Diversity, Inclusion, and Equity Policy

B.506 Standards of Conduct Policy

OP.420 Safety and Emergency Services

B.701 Student Code of Conduct

B.604 Acceptable Use and Security of Electronic Information and Technology

10 ASSOCIATED GUIDANCE AND OTHER RESOURCES

B.310.1 Protected Disclosure (Whistleblower) Procedure

B.511.1 Discrimination, Bullying and Harassment Procedure

 CAPILANO UNIVERSITY		PROCEDURE	
Procedure No.		Officer Responsible	
B.310.1		<u>Vice President People, Culture and Diversity</u> Vice-President, Finance and Administration	
Procedure Name			
Protected Public Interest Disclosure (Whistleblower) Procedure			
Policy This Procedure is Under		Date of Next Policy Review	
B.310 Protected Public Interest Disclosure (Whistleblower) Policy		June 2028	
Date Issued	Date Revised	Related Policies	
February 16, 2016	June 27, 2023	B.5101 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy B.701 Student Code of Conduct	

1 PURPOSE

1.1 The processes described in this document support B.310 Public Interest Disclosure Policy (the “Policy”), which sets out how Capilano University (the “University”) complies with the Public Interest Disclosure Act (PIDA).

2 DEFINITIONS

2.1 The definitions defined terms found in the that appear in these procedures have the same meaning as the terms defined in the Policy are used in these procedures.

3 REQUESTS FOR ADVICE

- 3.1 Supervisors and Designated Officers who receive requests for advice from an Employee about making a Disclosure must:
- a) acknowledge receipt of the request for advice within 2 working days, or as soon as otherwise where practicable, and if there is ambiguity obtain clarification that the advice is being requested under the Policy;

- b) respond to the request for advice, in writing and within 20 business days providing:
 - i) advice about how to make a Disclosure; and
 - ii) information about the protection of the Employees identity and the prohibition on Reprisal (including the role of the Ombudsperson to investigate Reprisal).

3.2 The request for Advice and the response provided should be documented and must be managed confidentially with records kept secure from unauthorized access.

14 PROTECTED DISCLOSURE OF WRONGDOING

1.14.1 Protected Disclosures should be made in writing to the Disclosing individual's Supervisor, or to Vice President, Finance and Administration, the appropriate Designated Officer or may be made using the dedicated email whistleblower@capilano.ca or the Ombudsperson. Supervisors who receive Protected Disclosures must immediately forward them to the Vice President, Finance and Administration the appropriate Designated Officer.

4.2 As of the date of this Procedure, the Designated Officers are:

- a) the Vice President, People, Culture & Diversity; or
- b) if the request for advice or Disclosure relates to alleged financial Wrongdoing, the Vice President Finance and Administration.

4.3 In the event that a Member of the University Community the Employee has reasonable grounds to believe that the Vice President, Finance and Administration or the President a Designated Officer is engaged in Wrongdoing, the Protected Disclosure can be made to the alternate Designated Officer. If the allegation of Wrongdoing is against the President or any Board member other than the Chair, the Disclosure should may be made to Audit Committee Chair and copied to the Board Chair who will then act as the Designated Officer. Employees also have the option to make Disclosures to the Ombudsperson.

4.4 A Protected Disclosures may be made-:

- a) using the University's dedicated Public Interest Disclosure form;
- b) by email - contact details for Designated Officers are available through the Campus Directory;
- c) by mail in a sealed envelope marked Confidential and labelled *for the attention of the Designated Officer only* c/o the Presidents Office Arbutus Building, 2055 Purcell Way, North Vancouver, B.C. V7J 3H5. If the alleged Wrongdoing is about one of the Designated Officers the envelope should be addressed to the alternate Designated Officer. If the alleged Wrongdoing is about the President or any Board member other than the Chair (as per 4.3) the envelope should be labelled *for the attention of the Chair of the Board;*
- d) through the BC Ombudsperson's office dedicated form: <https://forms.gov.bc.ca/careers-myhr/public-interest-disclosure-form/>

~~1.24.5A Disclosure should provide as much of the following information as possible, if known in writing as clearly as possible:~~

- ~~a) a description of the specific activity thought to be a Wrongdoing;~~
- ~~b) the dates, (or expected date) if known, on which the Wrongdoing activity occurred;~~
- ~~c) the name(s) of the person(s) alleged known to have committed the Wrongdoing be involved;~~
- ~~d) if the Wrongdoing relates to a violation of provincial and federal law, identification of the applicable law;~~
- ~~e) details as to whether the specific activity thought to be Wrongdoing has already been Disclosed and if so whether a response has been received; and~~
- ~~f) any other information that would be useful to an investigation of the allegation(s).~~

~~1.34.6 Disclosures may be made information provided anonymously, however Disclosers should be aware that investigations may be limited if will only be considered at the discretion of the Vice President, Finance and Administration. In exercising such discretion, the Vice President, Finance and Administration will take the following factors into account:~~

- ~~a) whether in sufficient detail is provided by the Discloser or ;~~
- ~~b) the seriousness of the issue(s) raised;~~
- ~~c) the credibility of the concern; and~~
- ~~d) the likelihood that the information can not be independently substantiated by a credible source.~~

~~1.44.7 The University expects that all Disclosures will be made in Good Faith and be based on the Discloser's best understanding of the situation.~~

~~4.8 Upon receiving a Disclosure, the Supervisor or Designated Officer must record or date-stamp reports (if received on paper). Supervisors must then promptly forward the Disclosure and any supporting documents provided to the appropriate Designated Officer.~~

~~4.9 All Disclosures will be managed in confidence and retained securely, in accordance with the Policy.~~

~~24. DISCLOSURE REVIEW AND ASSESSMENT DETERMINATION OF WHETHER AN INVESTIGATION IS WARRANTED~~

~~4.1 The Vice President, Finance and Administration Designated Officer is responsible for conducting a preliminary review of the Disclosure, which may possibly include requests for more information and/or discussions with the Discloser if appropriate and possible.~~

~~4.2 The Designated Officer must assess all Disclosures received for the risk of Reprisal against the Discloser (regardless of whether the Disclosure will be investigated)~~

- 4.3 ~~Where the Protected Disclosure is about the Vice President, Finance and Administration or the President, and the report is made to the Audit and Risk Committee Chair, the Designated Officer Audit and Risk Committee Chair may will seek advice or assistance from refer the matter to external legal counsel, and, where appropriate, to the University external auditor in the case of Financial Wrongdoing, another appropriate expert, or the Ombudsperson, to be investigated and reported on in accordance with University policies, procedures and agreements. The Audit and Risk Committee Chair will follow the advice and recommendations of external legal counsel.~~
- 4.4 After reviewing the allegation(s) Disclosure, the Vice President, Finance and Administration Designated Officer will decide determine within fifteen (15) working days whether there are reasonable grounds to warrant an investigation and, if so, ~~whether~~ the form of the investigation ~~will be conducted internally or externally.~~
- 4.5 If the Designated Officer reasonably believes there is an urgent risk arising from the information provided in a Disclosure, they may report the matter to the relevant authority as per PIDA Section 16(1): the provincial health officer, Emergency Management BC, or the police.
- 4.6 Should the Designated Officer have reason to believe that the urgent risk involves a threat to the safety of a member of the university community OP.418.1 At-Risk Behaviour and Violence Response and Prevention Procedure should be followed and an immediate report made to the Duty of Care Committee through one of the following offices:
- a) Campus Security
 - b) Student Affairs
 - c) Human Resources
 - d) Safety & Emergency Services

Where an investigation is not warranted

- 4.7 ~~The Vice President, Finance and Administration Designated Officer must ay elect not to proceed with an investigation under this Procedure, or to stop an investigation at any time when if~~
- a) ~~the Disclosure does not provide sufficient information to proceed;~~
 - b) ~~the Disclosure may be more appropriately dealt with by another mechanism, policy or procedure;~~
 - a) the Disclosure was not made by an Employee
 - b) the allegations, even if proven, are determined would not to constitute Wrongdoing and can be more appropriately dealt with by another mechanism, policy or procedure; or do not relate to the University; or
 - c) other valid reason PIDA otherwise requires the University to stop or suspend the investigation.

4.8 Investigations are also prohibited where the Disclosure relates primarily to:

- a) a dispute between the employee and the University about their employment;
- b) a law enforcement matter being addressed by the police;
- c) a matter relating to the prosecution of an offence; or
- d) the exercise of an adjudicative function of a court, tribunal or other statutory decisionmaker, including a decision or the processes and deliberations that have led or may lead to a decision.

4.9 The Designated Officer may use their discretion to refuse to investigate if:

- e)a) the initial Disclosure relates to an alleged of Wrongdoing is more than a reasonable time (usually six (6) months) after the activity is believed to have occurred; that occurred so long ago that it would serve no useful purpose to investigate or an investigation cannot reasonably be conducted;
- b) the allegation of Wrongdoing does not have a real and substantial connection to the University;
- c) the Disclosure does not provide sufficient information to proceed;
- d) the Disclosure relates solely to a public policy decision;
- a)e) if it is determined that the Disclosure was not made in Good Faith or does not deal with a sufficiently serious subject matter; The Disclosure is already being or has been appropriately investigated by the Ombudsperson, the University or another appropriate authority; or
- f) it is determined that the Disclosure was not made in Good Faith.

4.10 The Vice President, Finance and Administration Designated Officer~~n~~ must, within ~~fifteen~~fourteen (15~~4~~) working days of their decision, notify the Discloser of the decision not to investigate a disclosure or cease an investigation and give reasons for that decision.

4.11 If the Designated Officer determines that the Disclosure does not warrant investigation under this Policy but involves a matter which may be appropriately addressed through another University policy, procedure or other process (including the grievance process), the Designated Officer will advise the Discloser to redirect the matter to the appropriate officer or body for that policy, procedure or process.

Where an investigation is warranted

~~2.1 Where the Vice President, Finance and Administration concludes that further action is warranted, notification shall be sent to t Discloser in writing of the decision to investigate, the likely timeframe and if:~~

- ~~a) there exists an established University mechanism or procedure for the investigation of the~~

~~Wrongdoing in question, the Vice President, Finance and Administration shall direct the Protected Disclosure to the appropriate officer or body to be dealt with as required by the relevant University policy, procedure or collective agreement as they may exist from time to time; or~~

~~b) there is no established University mechanism or procedure for the investigation of the Wrongdoing in question, the Vice President, Finance and Administration shall assign an investigator to conduct an investigation in accordance with this Procedure.~~

~~4.12 If the Vice President, Finance and Administration Designated Officer determines an investigation in accordance with this Procedure is warranted, the Discloser and the President (or the Chair of the Board if the President is implicated) will be notified of the decision and the scope of the investigation. Investigations it will be initiated as soon as possible and no more than five (5) twenty (20) working days after the Disclosure decision to investigate is received made and the Discloser is notified.~~

~~4.13 Internal investigations will be conducted by an investigation team comprised of the Vice President, People, Diversity and Culture and one other University official appointed by the Vice President, Finance and Administration. If an external investigation is determined appropriate, external legal counsel and, where appropriate the University external auditor will be engaged.~~

~~2.2 In circumstances where either the Discloser or the person who is alleged to have committed the Wrongdoing involves both the University and any affiliated or associated entity, the Vice President, Finance and Administration will determine with directors of the affiliated or associated entity to determine how to proceed with any investigation if deemed necessary.~~

35 INVESTIGATIONS OF WRONGDOING UNDER THIS PROCEDURE

~~5.1 All investigations will be completed as quickly as possible, normally preferably within four (4) three (3) calendar months of receipt of the Protected Disclosure. The Designated Officer may extend this time period if necessary due to the nature and complexity of the allegations or other relevant procedural factors with the agreement of the President.~~

~~3.15.2 Investigations will be conducted in accordance with the principles of pProcedural fFairness, and the requirements of any applicable legislation, ~~or applicable~~ collective agreement term, or other agreements in effect at the time of the investigation. The Designated Officer investigation team may engage bring legal counsel, the University's external auditors in the case of alleged financial Wrongdoing, or other in appropriate specialists to support the team should they deemed it necessary for the purpose of assisting in the conduct of an investigation. The Designated Officer may also and with the approval of the Vice President, Administration and Finance or may refer the case investigation of the Disclosure in part or total to the Ombudsperson. If further instances of Wrongdoing are uncovered during the investigation, the investigation timeline ~~will~~ may be extended or a new investigation initiated if required.~~

~~3.25.3~~ All investigators will have access to all relevant University premises and records. Investigators are entitled to request a confidential meeting with any ~~member of the university community or other relevant individual~~ who may have knowledge of the matter. ~~All Members of the University Community-The University will take all reasonable steps to facilitate access to, and cooperation by, relevant individuals. Individuals identified by the investigator~~ will provide full cooperation with the investigators subject only to ~~their~~ legal rights, including those under relevant collective or other agreements in effect at the time of the investigation.

~~3.35.4~~ Any ~~person named in or affected by a Protected alleged to have committed a Wrongdoing in a Disclosure~~ Respondent will be informed of the ~~facts-allegations,ed~~ ~~provided that the identity of the Discloser and the integrity of the investigation is protected,~~ and given a full opportunity to respond ~~in writing to the allegations,~~ ~~and to meet with the investigators,~~ ~~and provide evidence relevant to the investigation.~~

~~3.4~~ The identity of the Discloser(s) will be kept confidential, so long as it does not hinder or frustrate any investigation. However, it may be judged unfair to conceal the identity of a Discloser from the person about whom it is made.

~~3.55.5~~ Information collected during the course of an investigation of a ~~Protected~~ Disclosure will be kept confidential in compliance with ~~PIDA, the Freedom of Information and Protection of Privacy Act,~~ ~~and~~ B.700 Privacy and Access to Information Policy.

~~3.65.6~~ Any person who knowingly impedes the investigation of a ~~Protected~~ Disclosure ~~is may be~~ subject to disciplinary action up to and including termination of employment or expulsion from the University as appropriate.

46 REPORTING THE RESULTS OF AN INVESTIGATION OF WRONGDOING

~~4.16.1~~ At the conclusion of an investigation, ~~t~~The ~~Designated Officer-investigation team~~ shall ~~prepare~~file a written report of ~~the outcome of their -investigation which will including their findings of regarding Wrongdoing, if any, the reasons to support those findings, conclusions and recommendations for corrective action to the President, or to the Chair of the Audit and Risk Committee if the investigation involves the President. The Designated Officer will prepare this report to the Chair of the Audit and Risk Committee with the Vice President, Finance and Administration~~ as soon as ~~reasonably~~ possible ~~after the investigation concludes,~~ ~~and no later than thirty (30) working days from the date of the investigating team's appointment. This time limit may be extended by a maximum of an additional thirty (30) working days by express authorization of the Vice President, Finance and Administration on the written request of the investigation team.~~

~~4.26.2~~ The ~~Designated Officer Vice President, Finance and Administration~~ will provide ~~a summary report to the Discloser (if known) and the respondent(s) within 20 business days of the investigation being completed.~~ ~~written notice of the results of the investigation. The respondent(s) have fifteen (15) working days to provide a written response to the report. This response will be sent to the~~

~~Vice President, Finance and Administration.~~

4.3 — If, on the basis of the investigation report, ~~the Vice President, Finance and Administration and the Vice President, People, Culture and Diversity~~ it is determined that disciplinary action is justified, the Vice President, People, Culture and Diversity shall ensure proceedings are instituted in accordance with the relevant regulations, policies or collective agreements and in accordance with the principles of Procedural Fairness. ~~A hearing may not be required. In some circumstances the Audit and Risk Committee Chair will make this determination.~~ Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate.

4.4 — ~~The Discloser will be advised of the results of the investigation by the Vice President, Finance and Administration after any resulting disciplinary action has been determined. This communication is confidential.~~

4.56.3 Detailed results of an investigation will not be disclosed or discussed with anyone other than ~~those authorized individuals~~ who have a legitimate need to know. The identity of the Discloser and any individuals who provide evidence during the investigation will be protected in accordance with the Policy.

57 REPORTING PROTECTION FROM REPRISAL

5.1 Any ~~Employee~~ Discloser who experiences Reprisal or threats of Reprisal as a consequence of seeking advice on making a ~~Protected~~ Disclosure, making a ~~Protected~~ Disclosure, or participating in an investigation of a Disclosure ~~declining to participate in a Wrongdoing or cooperating in an investigation of Wrongdoing~~ can ask the Ombudsperson's office to investigate ~~shall immediately inform the Vice President, Finance and Administration, who shall ensure that the matter is investigated, and appropriate action is taken.~~ Under PIDA only the Ombudsperson can investigate reprisal complaints.

5.2 — ~~Any Discloser who experiences Reprisal or threats of Reprisal from the Vice President, Finance and Administration or the President as a consequence of seeking advice on making a Protected Disclosure, making a Protected Disclosure, declining to participate in a Wrongdoing or cooperating in an investigation of Wrongdoing shall immediately inform the Audit and Risk Committee Chair, who shall ensure that the matter is investigated, and appropriate action is taken.~~

68 DESIGNATED OFFICER

The Vice President, People, Culture and Diversity and the Vice President Finance and Administration will have oversight of the development, subsequent revisions to and operationalization of this procedure with the support of the Strategic Director People, Culture and Diversity and the Director, Risk Management.

9 RELATED POLICIES AND GUIDANCE

[B.217 Fraud Prevention and Investigation Policy](#)

[B.401 Sexual Violence Policy](#)

[B.511 Discrimination, Bullying and Harassment Policy](#)

[B.512 Human Rights, Diversity, Inclusion, and Equity Policy](#)

[B.506 Standards of Conduct Policy](#)

[B.517 Conflict of Interest Policy](#)

[B.604 Acceptable Use and Security of Electronic Information and Technology Policy](#)

[OP.420 Safety and Emergency Services Policy](#)

[B.700 Privacy and Access to Information Policy](#)

10 REFERENCES

[Public Interest Disclosures Act](#)

[PIDA Resources. BC Ombudsperson](#)

[Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman \(2022\).](#)

 CAPILANO UNIVERSITY		PROCEDURE	
Procedure No.		Officer Responsible	
B.310.1		Vice President People, Culture and Diversity Vice-President, Finance and Administration	
Procedure Name			
Public Interest Disclosure Procedure			
Policy This Procedure is Under		Date of Next Policy Review	
B.310 Public Interest Disclosure Policy			
Date Issued	Date Revised	Related Policies	
February 16, 2016		B.5101 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy	

1 PURPOSE

- 1.1 The processes described in this document support B.310 Public Interest Disclosure Policy (the “Policy”), which sets out how Capilano University (the “University”) complies with the Public Interest Disclosure Act (PIDA).

2 DEFINITIONS

- 2.1 The defined terms that appear in these procedures have the same meaning as the terms defined in the Policy.

3 REQUESTS FOR ADVICE

- 3.1 Supervisors and Designated Officers who receive requests for advice from an Employee about making a Disclosure must:
- a) acknowledge receipt of the request for advice within 2 working days, or as soon as otherwise practicable, and if there is ambiguity obtain clarification that the advice is being requested under the Policy;
 - b) respond to the request for advice, in writing and within 20 business days providing:
 - i) advice about how to make a Disclosure; and
 - ii) information about the protection of the Employees identity and the prohibition on Reprisal (including the role of the Ombudsperson to investigate Reprisal).

3.2 The request for Advice and the response provided should be documented and must be managed confidentially with records kept secure from unauthorized access.

4 DISCLOSING WRONGDOING

4.1 Disclosures should be made in writing to the Disclosers Supervisor, the appropriate Designated Officer or the Ombudsperson. Supervisors who receive Disclosures must immediately forward them to the appropriate Designated Officer.

4.2 As of the date of this Procedure, the Designated Officers are:

- a) the Vice President, People, Culture & Diversity; or
- b) if the request for advice or Disclosure relates to alleged financial Wrongdoing, the Vice President Finance and Administration.

4.3 In the event that the Employee has reasonable grounds to believe that a Designated Officer is engaged in Wrongdoing, the Disclosure can be made to the alternate Designated Officer. If the allegation of Wrongdoing is against the President or any Board member other than the Chair, the Disclosure may be made to the Board Chair who will then act as the Designated Officer. Employees also have the option to make Disclosures to the Ombudsperson.

4.4 Disclosures may be made:

- a) using the University's dedicated Public Interest Disclosure form;
- b) by email - contact details for Designated Officers are available through the Campus Directory;
- c) by mail in a sealed envelope marked Confidential and labelled *for the attention of the Designated Officer only c/o the Presidents Office Arbutus Building, 2055 Purcell Way, North Vancouver, B.C. V7J 3H5*. If the alleged Wrongdoing is about one of the Designated Officers the envelope should be addressed to the alternate Designated Officer. If the alleged Wrongdoing is about the President or any Board member other than the Chair (as per 4.3) the envelope should be labelled *for the attention of the Chair of the Board*;
- d) through the BC Ombudsperson's office dedicated form: <https://forms.gov.bc.ca/careers-myhr/public-interest-disclosure-form/>

4.5 A Disclosure should provide as much of the following information as possible, if known :

- a) a description of the specific activity thought to be a Wrongdoing;
- b) the dates, (or expected date) if known, on which the Wrongdoing occurred;
- c) the name(s) of the person(s) alleged to have committed the Wrongdoing;
- d) if the Wrongdoing relates to a violation of provincial and federal law, identification of the applicable law;

- e) details as to whether the specific activity thought to be Wrongdoing has already been Disclosed and if so whether a response has been received; and
 - f) any other information that would be useful to an investigation of the allegation(s).
- 4.6 Disclosures may be made anonymously, however Disclosers should be aware that investigations may be limited if :
- a) insufficient detail is provided by the Discloser or
 - b) the information cannot be independently substantiated by a credible source.
- 4.7 The University expects that all Disclosures will be made in Good Faith and be based on the Discloser's best understanding of the situation.
- 4.8 Upon receiving a Disclosure, the Supervisor or Designated Officer must record or date-stamp reports (if received on paper). Supervisors must then promptly forward the Disclosure-and any supporting documents provided to the appropriate Designated Officer.
- 4.9 All Disclosures will be managed in confidence and retained securely, in accordance with the Policy.

4. DISCLOSURE REVIEW AND ASSESSMENT

- 4.1 The Designated Officer is responsible for conducting a review of the Disclosure, which may include requests for more information and/or discussions with the Discloser if appropriate and possible.
- 4.2 The Designated Officer must assess all Disclosures received for the risk of Reprisal against the Discloser (regardless of whether the Disclosure will be investigated)
- 4.3 The Designated Officer may seek advice or assistance from external legal counsel, the University external auditor in the case of Financial Wrongdoing, another appropriate expert, or the Ombudsperson.
- 4.4 After reviewing the Disclosure, the Designated Officer will determine whether there are reasonable grounds to warrant an investigation and, if so, the form of the investigation.
- 4.5 If the Designated Officer reasonably believes there is an urgent risk arising from the information provided in a Disclosure, they may report the matter to the relevant authority as per PIDA Section 16(1): the provincial health officer, Emergency Management BC, or the police.
- 4.6 Should the Designated Officer have reason to believe that the urgent risk involves a threat to the safety of a member of the university community OP.418.1 At-Risk Behaviour and Violence Response and Prevention Procedure should be followed and an immediate report made to the Duty of Care Committee through one of the following offices:

- a) Campus Security
- b) Student Affairs
- c) Human Resources
- d) Safety & Emergency Services

Where an investigation is not warranted

- 4.7 The Designated Officer must not proceed with an investigation under this Procedure if
- a) the Disclosure was not made by an Employee
 - b) the allegations, even if proven, would not constitute Wrongdoing or relate to the University;
or
 - c) PIDA otherwise requires the University to stop or suspend the investigation.
- 4.8 Investigations are also prohibited where the Disclosure relates primarily to:
- a) a dispute between the employee and the University about their employment;
 - b) a law enforcement matter being addressed by the police;
 - c) a matter relating to the prosecution of an offence; or
 - d) the exercise of an adjudicative function of a court, tribunal or other statutory decisionmaker, including a decision or the processes and deliberations that have led or may lead to a decision.
- 4.9 The Designated Officer may use their discretion to refuse to investigate if:
- a) the Disclosure relates to an alleged Wrongdoing that occurred so long ago that it would serve no useful purpose to investigate or an investigation cannot reasonably be conducted;
 - b) the allegation of Wrongdoing does not have a real and substantial connection to the University;
 - c) the Disclosure does not provide sufficient information to proceed;
 - d) the Disclosure relates solely to a public policy decision;
 - e) The Disclosure is already being or has been appropriately investigated by the Ombudsperson, the University or another appropriate authority; or
 - f) it is determined that the Disclosure was not made in Good Faith.
- 4.10 The Designated Officer must, within fifteen (15) working days of their decision, notify the Discloser of the decision not to investigate a disclosure or cease an investigation and give reasons for that decision.

- 4.11 If the Designated Officer determines that the Disclosure does not warrant investigation under this Policy but involves a matter which may be appropriately addressed through another University policy, procedure or other process (including the grievance process), the Designated Officer will advise the Discloser to redirect the matter to the appropriate officer or body for that policy, procedure or process.

Where an investigation is warranted

- 4.12 If the Designated Officer determines an investigation in accordance with this Procedure is warranted, the Discloser and the President (or the Chair of the Board if the President is implicated) will be notified of the decision and the scope of the investigation. Investigations will be initiated no more than twenty (20) working days after the Disclosure is received.

5 INVESTIGATIONS OF WRONGDOING UNDER THIS PROCEDURE

- 5.1 All investigations will be completed as quickly as possible, normally within four (4) calendar months of receipt of the Disclosure. The Designated Officer may extend this time period if necessary due to the nature and complexity of the allegations or other relevant procedural factors with the agreement of the President.
- 5.2 Investigations will be conducted in accordance with the principles of procedural fairness, and the requirements of any applicable legislation, collective agreement term, or other agreements in effect at the time of the investigation. The Designated Officer may engage legal counsel, the University's external auditors in the case of alleged financial Wrongdoing, or other appropriate specialists deemed necessary for the purpose of assisting in the conduct of an investigation. The Designated Officer may also refer investigation of the Disclosure in part or total to the Ombudsperson. If further instances of Wrongdoing are uncovered during the investigation, the investigation timeline may be extended or a new investigation initiated if required.
- 5.3 All investigators will have access to all relevant University premises and records. Investigators are entitled to request a confidential meeting with any individual who may have knowledge of the matter. The University will take all reasonable steps to facilitate access to, and cooperation by, relevant individuals. Individuals identified by the investigator will provide full cooperation with the investigators subject only to their legal rights, including those under relevant collective or other agreements in effect at the time of the investigation.
- 5.4 Any Respondent will be informed of the allegations, provided that the identity of the Discloser and the integrity of the investigation is protected, and given a full opportunity to respond the allegations, meet with the investigators, and provide evidence relevant to the investigation.
- 5.5 Information collected during the course of an investigation of a Disclosure will be kept confidential in compliance with PIDA, the Freedom of Information and Protection of Privacy Act, and B.700 Privacy and Access to Information Policy.

- 5.6 Any person who knowingly impedes the investigation of a Disclosure may be subject to disciplinary action up to and including termination of employment or expulsion from the University as appropriate.

6 REPORTING THE RESULTS OF AN INVESTIGATION OF WRONGDOING

- 6.1 At the conclusion of an investigation, the Designated Officer shall prepare a written report of the outcome of their investigation which will including their findings regarding Wrongdoing, if any, the reasons to support those findings, and recommendations for corrective action to the President, or to the Chair of the Audit and Risk Committee if the investigation involves the President. The Designated Officer will prepare this report as soon as reasonably possible after the investigation concludes.
- 6.2 The Designated Officer will provide a summary report to the Discloser (if known) and the respondent(s) within 20 business days of the investigation being completed.
- 6.3 If, on the basis of the investigation report, it is determined that disciplinary action is justified, the Vice President, People, Culture and Diversity shall ensure proceedings are instituted in accordance with the relevant regulations, policies or collective agreements and in accordance with the principles of Procedural Fairness. Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate. Detailed results of an investigation will not be disclosed or discussed with anyone other than authorized individuals who have a legitimate need to know. The identity of the Discloser and any individuals who provide evidence during the investigation will be protected in accordance with the Policy.

7 REPORTING REPRISAL

- 7.1 Any Employee who experiences Reprisal or threats of Reprisal as a consequence of seeking advice on making a Disclosure, making a Disclosure, or participating in an investigation of a Disclosure can ask the Ombudsperson's office to investigate. Under PIDA only the Ombudsperson can investigate reprisal complaints.

8 DESIGNATED OFFICER

- 8.1 The Vice President, People, Culture and Diversity and the Vice President Finance and Administration will have oversight of the development, subsequent revisions to and operationalization of this procedure with the support of the Strategic Director People, Culture and Diversity and the Director, Risk Management.

9 RELATED POLICIES AND GUIDANCE

B.217 Fraud Prevention and Investigation Policy

B.401 Sexual Violence Policy

B.511 Discrimination, Bullying and Harassment Policy

B.512 Human Rights, Diversity, Inclusion, and Equity Policy

B.506 Standards of Conduct Policy

B.517 Conflict of Interest Policy

B.604 Acceptable Use and Security of Electronic Information and Technology Policy

OP.420 Safety and Emergency Services Policy

B.700 Privacy and Access to Information Policy

10 REFERENCES

Public Interest Disclosures Act

PIDA Resources. BC Ombudsperson

Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman (2022).

 CAPILANO UNIVERSITY		PROCEDURE	
Procedure No.		Officer Responsible	
B.310.1		Vice-President, Finance and Administration	
Procedure Name			
Protected Disclosure (Whistleblower) Procedure			
Policy This Procedure is Under		Date of Next Policy Review	
B.310 Protected Disclosure (Whistleblower) Policy		June 2028	
Date Issued	Date Revised	Related Policies	
February 16, 2016	June 27, 2023	B.5101 Discrimination, Bullying and Harassment Policy B.217 Fraud Prevention and Investigation Policy B.506 Standards of Conduct Policy B.701 Student Code of Conduct	

1 PROTECTED DISCLOSURE OF WRONGDOING

- 1.1 Protected Disclosures should be made to the disclosing individual’s supervisor or to the Vice President, Finance and Administration, or may be made using the dedicated email whistleblower@capilanou.ca. Supervisors who receive Protected Disclosure must forward them to the Vice President, Finance and Administration.
- 1.2 A Protected Disclosure shall provide the following information in writing as clearly as possible:
- a) a description of the specific activity thought to be a Wrongdoing;
 - b) the dates, if known, on which the activity occurred;
 - c) the person(s) known to be involved;
 - d) details as to whether the specific activity thought to be Wrongdoing has already been disclosed and a response received; and
 - e) any other information that would be useful to an investigation of the allegation(s).
- 1.3 Information provided anonymously will only be considered at the discretion of the Vice President, Finance and Administration. In exercising such discretion, the Vice President, Finance and Administration will take the following factors into account:
- a) whether sufficient detail is provided by the Discloser;
 - b) the seriousness of the issue(s) raised;

- c) the credibility of the concern; and
 - d) the likelihood that the information can be independently substantiated by a credible source.
- 1.4 In the event that a Member of the University Community has reasonable grounds to believe that the Vice President, Finance and Administration or the President are engaged in Wrongdoing, the Protected Disclosure should be made in writing to the Audit Committee Chair and copied to the Board Chair.
- 1.5 The University expects that all Protected Disclosures will be made in Good Faith and be based on the Discloser's best understanding of the situation.

2 DETERMINATION OF WHETHER AN INVESTIGATION IS WARRANTED

- 2.1 The Vice President, Finance and Administration is responsible for conducting a preliminary review of the disclosure, possibly including discussions with the Discloser.
- 2.2 After reviewing the allegation(s), the Vice President, Finance and Administration shall decide within fifteen (15) working days whether there are reasonable grounds to warrant an investigation and, if so, whether the investigation will be conducted internally or externally.
- 2.3 Where the Protected Disclosure is about the Vice President, Finance and Administration or the President, and the report is made to the Audit and Risk Committee Chair, the Audit and Risk Committee Chair will refer the matter to external legal counsel and, where appropriate, to the University external auditor, to be investigated and reported on in accordance with University policies, procedures and agreements. The Audit and Risk Committee Chair will follow the advice and recommendations of external legal counsel.

3 WHERE AN INVESTIGATION IS NOT WARRANTED

- 3.1 The Vice President, Finance and Administration may elect not to proceed with an investigation under this Procedure or to stop an investigation at any time when:
- a) the initial Disclosure of Wrongdoing is more than a reasonable time (usually six (6) months) after the activity is believed to have occurred;
 - b) the Disclosure does not provide sufficient information to proceed;
 - c) the Disclosure may be more appropriately dealt with by another mechanism, policy or procedure;
 - d) if it is determined that the Disclosure was not made in Good Faith or does not deal with a sufficiently serious subject matter; or
 - e) other valid reason.
- 3.2 The Vice President, Finance and Administration must, within fourteen (14) working days of their

decision, notify the Discloser of the decision not to investigate a disclosure or cease an investigation and give reasons for that decision.

4 WHERE AN INVESTIGATION IS WARRANTED

4.1 Where the Vice President, Finance and Administration concludes that further action is warranted, notification shall be sent to the Discloser in writing of the decision to investigate, the likely timeframe and if:

- a) there exists an established University mechanism or procedure for the investigation of the Wrongdoing in question, the Vice President, Finance and Administration shall direct the Protected Disclosure to the appropriate officer or body to be dealt with as required by the relevant University policy, procedure or collective agreement as they may exist from time to time; or
- b) there is no established University mechanism or procedure for the investigation of the Wrongdoing in question, the Vice President, Finance and Administration shall assign an investigator to conduct an investigation in accordance with this Procedure.

4.2 If the Vice President, Finance and Administration determines an investigation in accordance with this Procedure is warranted, it will be initiated as soon as possible and no more than five (5) working days after the decision to investigate is made and the Discloser is notified.

4.3 Internal investigations will be conducted by an investigation team comprised of the Vice President, People, Diversity and Culture and one other University official appointed by the Vice President, Finance and Administration. If an external investigation is determined appropriate, external legal counsel and, where appropriate the University external auditor will be engaged.

4.4 In circumstances where either the Discloser or the person who is alleged to have committed the Wrongdoing involves both the University and any affiliated or associated entity, the Vice President, Finance and Administration will determine with directors of the affiliated or associated entity to determine how to proceed with any investigation if deemed necessary.

5 INVESTIGATIONS OF WRONGDOING UNDER THIS PROCEDURE

5.1 All investigations will be completed as quickly as possible, preferably within three (3) calendar months of the Protected Disclosure and will be conducted in accordance with the requirements of any legislation, or applicable collective or other agreements in effect at the time of the investigation. The investigation team may bring in appropriate specialists to support the team should they deem it necessary and with the approval of the Vice President, Administration and Finance

5.2 All investigators will have access to all relevant University premises and records. Investigators are entitled to request a confidential meeting with any Member of the University Community who may have knowledge of the matter. All Members of the University Community will provide full

cooperation with the investigators subject only to legal rights including those under relevant collective or other agreements in effect at the time of the investigation.

- 5.3 Any person named in or affected by a Protected Disclosure will be informed of the facts alleged and given a full opportunity to respond in writing to the allegations and to meet with the investigators.
- 5.4 The identity of the Discloser(s) will be kept confidential, so long as it does not hinder or frustrate any investigation. However, it may be judged unfair to conceal the identity of a Discloser from the person about whom it is made.
- 5.5 Information collected during the course of an investigation of a Protected Disclosure will be kept confidential in compliance with B.700 Privacy and Access to Information Policy.
- 5.6 Any person who knowingly impedes the investigation of a Protected Disclosure is subject to disciplinary action up to and including termination of employment or expulsion from the University as appropriate.

6 REPORTING THE RESULTS OF AN INVESTIGATION OF WRONGDOING

- 6.1 The investigation team shall file a written report of their findings, conclusions and recommendations with the Vice President, Finance and Administration as soon as possible and no later than thirty (30) working days from the date of the investigating team's appointment. This time limit may be extended by a maximum of an additional thirty (30) working days by express authorization of the Vice President, Finance and Administration on the written request of the investigation team.
- 6.2 The Vice President, Finance and Administration will provide to the respondent(s) written notice of the results of the investigation. The respondent(s) have fifteen (15) working days to provide a written response to the report. This response will be sent to the Vice President, Finance and Administration.
- 6.3 If, on the basis of the investigation report, the Vice President, Finance and Administration and the Vice President, People, Culture and Diversity determine that disciplinary action is justified, the Vice President, People, Culture and Diversity shall ensure proceedings are instituted in accordance with the relevant regulations, policies or collective agreements. A hearing may not be required. In some circumstances the Audit and Risk Committee Chair will make this determination. Relevant information will be turned over to law enforcement authorities in circumstances where that action is deemed appropriate.
- 6.4 The Discloser will be advised of the results of the investigation by the Vice President, Finance and Administration after any resulting disciplinary action has been determined. This communication is confidential.
- 6.5 Detailed results of an investigation will not be disclosed or discussed with anyone other than

those who have a legitimate need to know.

7 PROTECTION FROM REPRISAL

- 7.1 Any Discloser who experiences Reprisal or threats of Reprisal as a consequence of seeking advice on making a Protected Disclosure, making a Protected Disclosure, declining to participate in a Wrongdoing or cooperating in an investigation of Wrongdoing shall immediately inform the Vice President, Finance and Administration, who shall ensure that the matter is investigated, and appropriate action is taken.
- 7.2 Any Discloser who experiences Reprisal or threats of Reprisal from the Vice President, Finance and Administration or the President as a consequence of seeking advice on making a Protected Disclosure, making a Protected Disclosure, declining to participate in a Wrongdoing or cooperating in an investigation of Wrongdoing shall immediately inform the Audit and Risk Committee Chair, who shall ensure that the matter is investigated, and appropriate action is taken.

8 DESIGNATED OFFICER

The Vice President, Finance and Administration will have oversight of the development, subsequent revisions to and operationalization of this procedure.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.2: B.506 Standards of Conduct Policy Update	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with background information on B.506 Standards of Conduct Policy and to support the approval of this updated policy. The Executive and Human Resources Committee passed a motion at their April 14, 2025 meeting to recommend updates as set out in the attached, red-lined copy of the Policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised B.506 Standards of Conduct Policy as presented.*

BACKGROUND

Policy Number and Name:	B.506 Standards of Conduct Policy							
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee						
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete: <table border="1"> <tr> <td>Issue Date:</td> <td>Sept 16, 2014</td> </tr> <tr> <td>Revised Date:</td> <td>April 30, 2024</td> </tr> <tr> <td>Next Review Date:</td> <td>March 2030</td> </tr> </table>	Issue Date:	Sept 16, 2014	Revised Date:	April 30, 2024	Next Review Date:	March 2030
Issue Date:	Sept 16, 2014							
Revised Date:	April 30, 2024							
Next Review Date:	March 2030							
Procedure # and Name:	n/a							
VP Responsible:	Kartik Bharadwa, Vice-president, People, Culture & Diversity							
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity							

Rationale for creation, revision or rescinding

This policy which was last updated in April 2024 has been revised to align with the revised B.310 Protected Disclosure Policy (previously named Protected Disclosure (Whistleblowing) Policy)

Context

Public sector organizations are required by the Guide to BC Public Sector Compensation and Expense Policies under the Public Sector Employers' Council Secretariat to have written standards of conduct in place that identify how the organization will address certain matters.

Standards of Conduct are critical to informing our employees of the expectations of all employees regarding topics such as conflict of interest, accepting gifts, as well as personal conduct. It further serves to inform how members of the University community can expect to be treated by our employees.

Issues identified

No issues have been reported in association with this policy since the last update.

Changes

- Increasing the dollar value associated with nominal valued gifts from \$50 to \$200 dollars
- Adding a new clause referring to the receipt of cultural gifts.
- Updating the Allegations of Wrongdoing section to reflect the revisions being made to B.310 Protected Disclosure Policy including
 - aligning the description of wrongdoing to the Public interest Disclosure Act
 - explicitly stating that employees who disclose wrongdoing are protected from reprisal
- have been updating all references to B.310 reflecting the new name of this policy
- As B310 now only addresses significant matters of wrongdoing the reference to using the associated procedure as the mechanism to address breaches of the Standards of Conduct Policy has been removed and new guidance on reporting and responding to Standards of Conduct breaches have been added.

Risk, Benefits and Strategy alignment

The university is required by government to have policy relating to the management of conflict of interest. This policy satisfies that requirement. Clear processes to declare and manage conflicts of interests and commitment assist employees and their supervisors to manage conflicts and perceived conflicts in a transparent and consistent manner that is procedurally fair.

Consultation

As this policy was only recently updated and approved, with that revision process including Frontlines posting for community feedback and legal review, and as the changes being made at this time are limited, mainly accounting for changes to align with the Protected Disclosure Policy, formal consultation has not been undertaken.



Review and approval process timelines

Date	Committee	Purpose
March 10, 2025	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
March 19, 2025	SLC	To review, ask for further amendments if required or approve
April 14, 2025	HR and Executive Committee	Review, request amendments if required or recommend for Board approval
April 29, 2025	Board	Final approval

Plan for associated training or awareness raising

The Standards of Conduct policy is provided to all new employees during on-boarding.

A Constant Contact message will be sent to all employees after policy approval providing an explanation of the changes made to the Conflict of Interest and Standards of Conduct policies. This will be alongside communication about the revision to B.310 Protected Disclosure (previously Protected Disclosure) policy.

Plan for policy monitoring

People Culture and Diversity monitor issues reported and manage investigations of non-compliance with this policy.

Attachment(s)

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



 CAPILANO UNIVERSITY		POLICY	
Policy No.		Officer Responsible	
B.506		Vice-President, People, Culture & Diversity	
Policy Name			
Standard of Conduct Policy			
Approved by		Replaces	Category
Board			HR People, Culture and Diversity
Date Issued		Date Revised	Date in effect
Sept 16, 2014		April 30, 2024	April 30, 2024
			Related Policies B.212 Honoraria and Gifts Policy B.310 Public Interest Protected Disclosure (Whistleblower) B.511 Discrimination, Bullying & Harassment B.512 Human Rights, Diversity, Inclusion and Equity B.517 Conflict of Interest B.700 Privacy and Access to Information OP.418 At-Risk Behaviour and Violence Response and Prevention OP.420 Safety and Emergency Services

1. PURPOSE

- 1.2 This policy details what constitutes civil and respectful conduct, and outlines expectations Capilano University (“the University”) holds of its employees regarding their conduct and general responsibilities when engaged in University Related Activities.
- 1.3 This policy links closely to other policies of the University and to the University’s values. This includes Senate policy S2003-01 Academic Freedom, which remains a commitment of the University. It is every employee’s obligation to learn and understand this policy. Employees should discuss any questions or concerns they may have with the policy or the application of the policy with their supervisor, manager, director/dean, or human resources advisor.
- 1.4 This policy will be applied in a reasonable manner and any alleged breaches will be reviewed using the principles of procedural fairness¹.

2 SCOPE

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

3 DEFINITIONS

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

“Employee” means any person employed by the University.

“Member of the University community” means Employees, Students, board members and volunteers.

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

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

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

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

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

4 PERSONAL CONDUCT

- 4.1 ~~University~~ employees will provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.
- 4.2 The University is committed to providing a respectful learning and working environment that allows for full and free participation of all Members of the University Community as outlined in B.511 Discrimination, Bullying and Harassment Policy.

- 4.3 The University is dedicated to fostering an inclusive environment which is supportive of fair and equitable treatment of all members within its diverse community, no matter their social identity as described in B.512 Human Rights, Diversity, Inclusion and Equity policy. Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.
- 4.4 Further, the conduct of ~~eCapilano e~~Employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. An Employee's conduct must not compromise the integrity of Capilano University or the BC Public Service.
- 4.5 All Employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.
- 4.6 Employees must report any incident of violence as outlined in the OP.418 At-Risk Behaviour and Violence Response and Prevention Policy. Any Employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.
- 4.7 Employees must report safety hazards or unsafe conditions or acts in accordance with the provisions of the *WorkSafeBC Occupational Health and Safety Regulations*. Concerns may be addressed to the Employee's direct supervisor, manager, director/dean, a human resources advisor, the Office of Safety and Emergency Services or ~~their~~our association's representative on the Health and Safety Committee in accordance with the responsibilities as outlined in OP.420 Safety and Emergency Services Policy.

2. CONFLICT OF INTEREST

- 5.1 Employees should avoid situations where their private affairs or financial interests are in conflict, or could be perceived to be in conflict, with their obligations to act in the best interests of the University.
- 5.2 Employees should also recognize the power they have in relation to Students and ensure that relationship is not used for the personal benefit of either party.
- 5.3 Employees who are in doubt as to whether their interest or actions could be considered to constitute a conflict of interest or commitment should disclose the matter to their Administrator in accordance with B.517 Conflict of Interest Policy

Acceptance of Gifts, Entertainment, Benefits and Favours

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

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

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

- a) The benefit is of nominal value (less than \$~~20050~~ and not in cash/credit card/coupon);
- b) The exchange creates no obligation;
- c) Reciprocation is easy; and
- d) It occurs infrequently.

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

5.7 B.212 Honoraria and Gifts Policy sets out the framework and principles for Employees who approve, process, pay or receive gifts and honoraria for volunteer services. This policy includes consideration of ~~or~~ symbolic, low value gifts that are intended to show respect or as a token of appreciation.

5.75.8 Cultural gifts that are given as part of ceremonies coordinated by Indigenous Education and Affairs in partnership with Nation representatives and/or the Elders' Circle may be of non-nominal financial value. Recipients of such gifts will receive guidance from the Director, Indigenous Education and Affairs and a record will be maintained.

Future Employment Restrictions

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

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

PROTECTION OF INFORMATION

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

7 ALLEGATIONS OF WRONGDOING

- 7.1 Employees ~~are encouraged~~have a duty to report, in accordance with B.310 Public Interest Protected-Disclosure (Whistleblower) Policy and Procedure any situation relevant to the University that they believe constitutes a Wrongdoing, in accordance with the Public interest Disclosure Act, that is: ~~a deliberate act of commission or omission in the context of University related duties and activities that is dishonest, unethical, or involves a conflict of interest including but not limited to:~~
- a) a serious misabuse of public ~~trust~~; funds or assets;
 - b) an act or omission that creates a substantial and specific danger to the life, health or safety

of endangering any persons or the environment, other than a danger that is inherent in the performance of an Employee's duties or functions;

~~c) fraud or serious financial misconduct;~~

~~d) breach of University policy and/or procedures;~~

~~e) a serious act or omission that, if proven, would constitute an offence under an enactment such as laws, violation of a legal or regulatory requirement and statutes of British Columbia or Canada;~~

~~f) gross or systemic mismanagement or abuse of authority; or~~

~~g) any other act or omission that could seriously damage the University's operations, reputation, or financial standing;~~

~~h) knowingly directing or counselling a person to commit any act or omission described in a) to d) above. Wrongdoing or colluding with another to commit Wrongdoing;~~

~~i) obstructing a person's right to disclose Wrongdoing as outlined in this Policy and~~

~~j) any Reprisals for seeking advice about or reporting Wrongdoing or participating an investigation of Wrongdoing.~~

7.2 Employees ~~who will not be subject to discipline or reprisal for bringing forward report~~, in good faith, an allegation of Wrongdoing in accordance with B.310 Public Interest Disclosure Policy and the supporting procedure B.310.1 Public Interest Disclosure Procedure will be protected from Reprisal. ~~protected disclosures of Wrongdoing in line with B.310 Protected Disclosure (Whistleblower) Policy and Procedure.~~

8 ALLEGATIONS OF BREACHES OF THIS POLICY

8.1 Members of the University Community who become aware of a situation where an Employee's conduct breaches this policy but does not constitute Wrongdoing should report their concern to their supervisor, manager, director/dean, or human resources business partner.

8.2. Supervisors, managers, directors or deans who receive a report of a breach of this policy should seek guidance from their human resources business partner. Employees who report in good faith will not be subject to discipline and will be protected to the greatest extent possible from retaliatory actions.

89 DESIGNATED OFFICER

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

People, Culture & Diversity.

RELATED POLICIES AND GUIDANCE

B.212 Honoraria and Gifts Policy

B.310 ~~Protected Disclosure (Whistleblower)~~ [Public Interest Disclosure](#) Policy

B.511 Discrimination, Bullying & Harassment Policy

B.512 Human Rights, Diversity, Inclusion and Equity Policy

B.700 Privacy and Access to Information [Policy](#)

OP.418 At-Risk Behaviour and Violence Response and Prevention [Policy](#)

OP.420 Safety and Emergency Services [Policy](#)

REFERENCES

Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman (2022).



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.3: Conflict of Interest Policy Update	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with the background information on B.517 Conflict of Interest Policy (“Policy”) and to support the approval of this updated policy. The Executive and Human Resources Committee passed a motion at their April 14, 2025 meeting to recommend updates as set out in the attached, red-lined copy of the Policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the changes to B.517 Conflict of Interest Policy as presented.*

BACKGROUND

Policy Number and Name:	B.517 Conflict of Interest		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable committee:	
		<input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	April 30, 2024
		Revised Date:	n/a
		Next Review Date:	March 2030
Procedure # and Name:	n/a		
VP Responsible:	Kartik Bharadwa, Vice-president, People, Culture & Diversity		
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity		

Rationale for creation, revision or rescinding

This policy which was written and approved in April 2024 has been revised to align with the revised B.310 Protected Disclosure Policy (previously named Protected Disclosure (Whistleblowing) Policy).

Context

This policy provides direction to Employees on identifying, disclosing and reporting Conflicts of Interest and Commitment. The policy is closely related to B.506 Standards of Conduct Policy.

Issues identified

No issues have been reported in association with this policy bar some transitional challenges with accessing the Conflict of Interest form.

Changes

- As B.310 Protected Disclosure Policy now only addresses significant matters of wrongdoing these have been noted as out of scope of this policy. The reference to using the associated procedure as the mechanism to address breaches of this policy has also been removed.
- Guidance on reporting and responding to concerns about undisclosed Conflicts of Interest have been added.
- References to B.310 have been updated reflecting the new name of this policy
- Some language has been changed (e.g. wrongdoing) to avoid confusion where a term is now defined in B.310 Protected Disclosure Policy
- Section 4.3 has been updated to align with policy office style and for more clarity on the receipt of gifts

Risk, Benefits and Strategy alignment

The University is required by government to have policy relating to the management of conflict of interest. This policy satisfies that requirement. Clear processes to declare and manage conflicts of interest and commitment assist employees and their supervisors to manage conflicts and perceived conflicts in a transparent and consistent manner that is procedurally fair.

Consultation

As this policy was only recently approved and the changes being made at this time are purely to align with the Protected Disclosure Policy, consultation has been limited to the People, Culture and Diversity and Risk Management teams.

Review and approval process timelines

Date	Committee	Purpose
March 10, 2025	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
March 19, 2025	SLC	To review, ask for further amendments if required or approve
April 14, 2025	HR and Executive Committee	Review, request amendments if required or recommend for Board approval
April 29, 2025	Board	Final approval



Plan for associated training or awareness raising

A Constant Contact message will be sent to all employees after policy approval providing an explanation of the changes made to the Conflict of Interest and Standards of Conduct policies. This will be alongside communication about the revision to B.310 Protected Disclosure (previously Protected Disclosure (Whistleblowing)) policy.

Plan for policy monitoring

Administrators who receive disclosures are asked, under the policy, to consult with People, Culture & Diversity to review potential conflicts of interest and mitigation, if necessary.

Attachment(s)

#	Name
1	B.517 Conflict of Interest Policy (redlined)



 CAPILANO UNIVERSITY		POLICY	
Policy No.		Officer Responsible	
B.517		Vice President, People, Culture and Diversity	
Policy Name			
Conflict of Interest Policy			
Approved by	Replaces	Category	Next Review
Board	B.311 Employee Student Relationships Policy	People, Culture and Diversity	April 2027
Date Issued	Date Revised	Date in effect	Related Policies
April 30, 2024	NEW	April 30, 2024	B.506 Standards of Conduct Policy B.310 Protected Disclosure (Whistleblower) Policy

1. PURPOSE

- 1.1. This policy will help Employees identify real or perceived Conflicts of Interest or Conflicts of Commitment and understand their obligations to act in the best interests of the University.
- 1.2. It is recognized that a conflict may occur regardless of intent or an implication of ~~wrongdoing~~ misconduct. This policy is intended to assist Employees in recognizing, disclosing, and managing Conflicts of Interest and Conflicts of Commitment, and through an established and transparent process, protect both the University and all Members of the University Community who could be impacted by such conflicts.
- 1.3 This policy will be applied in a reasonable manner and any alleged breaches will be reviewed using the principles of procedural fairness¹.

2. SCOPE

- 2.1. This policy applies to all Employees of the University, and in all situations where an Employee’s activities, whether internal or external to the University, may be in conflict, or perceived to be in conflict, with the interests of the University.
- 2.2. This policy also covers Conflicts of Interest that may or may be perceived to arise out of relationships between employees and students which could give rise to perceptions of bias, unfair advantage, or unfair treatment.

1. Procedural Fairness has been defined by courts and tribunals and refers to the process being fair to participants in that they have the right to be heard and the right to have an impartial person making the decision on the outcome. The Canadian Council of Parliamentary Ombudsmen describe this as ‘fair process’.

2.3. This policy and its supporting procedure *does not* cover:

- a) instances where it is alleged that a deliberate ~~and/or unlawful~~ deception with the intention of obtaining an unauthorized benefit from the University for personal gain has occurred. This is addressed by B.217 Fraud Prevention and Investigation Policy and B.217.1 Fraud Reporting and Investigation Procedure;
- b) situations of Conflict of Interest or Commitment that constitute wrongdoing under the Public Interest Disclosure Act which are managed through B.310 Public Interest Disclosure Policy and its supporting procedure; or
- c) The receipt or exchange of Gifts of minimal value as per B.212 Honoraria and Gifts Policy.

3. DEFINITIONS

“Administrator” means an employee that works in a managerial role. This includes, but is not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers, HR Business Partners and any other equivalent positions. Administrators are excluded from or not represented by a union.

“Conflict of Commitment” means the personal activities of an employee are, or might, be perceived to be so substantial and demanding of the employee’s time and attention as to hinder the completion of the employee’s remunerated responsibilities to the University. Conflicts of Commitment may include (but not limited to) completing personal contract work on University owned equipment; soliciting students as customers for a business you operate outside of your role with the University; working for another employer during your University hours of work.

“Conflict of Interest” means an employee uses, or has the potential to use, their position at Capilano University to benefit themselves, their business or professional interests, or those of a Related Person(s), or otherwise compromises their dedication and obligations to the interests of the University. A Conflict of Interest can be actual, potential, or perceived, and may involve Personal, Financial or other interests.

“Employee” means any person employed by the University.

“Employment” means a remunerated work agreement between the University and an Employee.

“Financial interest” means the expectation to receive remuneration, Gifts, or anything with a significant monetary value. For example, consulting fees, bonuses, speaker’s fees, advisory board remuneration, finders or recruitment fees, or honoraria), equity interests (for example, stocks, stock options or the like), security or other ownership interests, and intellectual property rights (for example, patents, copyrights, royalties or carried interests or options related to such rights).

“Gifts” means not only articles of minimal value as per B.212 Honoraria and Gifts Policy, but also includes and is not limited to travel, accommodation, and money, including those that might be provided by commercial external sponsors of continuing education programs or conferences in which the employee is playing no role other than attendee.

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

“Perceived Conflict of Interest or Commitment” means a situation where there is a possibility that a reasonably well-informed observer perceives the existence of a Conflict of Interest or Commitment.

“Potential Conflict of Interest or Commitment” means a situation where a Private Interest exists that could reasonably be expected to lead to a Conflict of Interest or Commitment with the employee’s obligations to the University but this has not yet occurred

“Private Interest” means an interest that benefits an employee, or their business or profession or to a Related Person(s), and includes Financial or Personal Interests.

“Related Person” means a person related by blood, adoption, marriage or common-law marriage, or a person with whom an individual has, or had, a personal relationship, including a close personal friend, or romantic or intimate (including but not limited to sexual) relationship with the Employee; commercial or business relationships; relationships between persons whose economic interests are closely interrelated; or other significant relationships

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

4. POLICY STATEMENT

4.1. A Conflict of Interest occurs when an Employee’s Private Interests are in conflict, or could result in a perception of conflict, with the Employee’s duties or responsibilities in such a way that:

- a) The Employee’s ability to act in the public interest could be impaired; or
- b) The Employee’s actions or conduct could undermine or compromise:
 - i) the public’s confidence in the Employee’s ability to discharge work responsibilities;
 - ii) a Student’s well-being by way of using the Employee’s position of authority to inappropriately advance, protect, influence, or harm the interests of a Student with whom they have a relationship; or
 - iii) the trust that the public places in the BC Post-Secondary System could be undermined.

- 4.2. While the University recognizes the right of Employees to be involved in activities as citizens of the community, conflict must not exist between Employees' Private Interests and the discharge of their employment duties. Upon accepting a position with Capilano University, Employees must arrange their private affairs in a manner that will prevent actual or perceived Conflicts of Interest from arising, or that could imply that the activity is an official act of the University or is University supported.
- 4.3. It may not be possible to document every instance in which a Conflict of Interest might occur or be perceived to occur. Since such instances are extensive and cannot all be covered by policy, Employees are expected to always conduct themselves with the highest of ethical standards and in a manner which will bear the closest scrutiny. Examples of Conflicts of Interest include, but are not limited to, the following:
- a) Assigning a required book or text for which ~~an Employee~~you receives royalties.
 - b) Involvement in negotiating contracts for the University with a company for which ~~an Employee~~you has ~~ve~~ a financial interest;
 - c) ~~You give~~Preferential treatment is given to an individual, corporation, or organization, including a non-profit organization, in which ~~an Employee~~you , or a Related Person has an interest, financial or otherwise or from whom an Employee has accepted a significant personal Gift or other benefit;
 - d) An Employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the Employee's employment;
 - e) An Employee benefits from or is reasonably perceived by the public to have benefited from, a University transaction over which the Employee can influence decisions (i.e., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments); ~~and/or an Employee accepts a personal gift or benefit.~~

Employee/Student Relationships

- 4.4. It is important to ensure fair methods of instruction, supervision, evaluation and decision-making in relation to Students, and to eliminate any actual, or perceived Conflicts of Interest arising out of relationships between Employees and Students. When an Employee can be rightly accused of actual or perceived conflict, or using their position of authority to inappropriately advance, protect, influence, or harm the interests of a student with whom they have a relationship, there exists a conflict of interest. Such conflicts have the potential to harm the integrity and fundamental mission of the University. Thus, the issue of conflict of interest needs to address situations where there is a reasonable apprehension that a relationship between an employee and a student may confer or may be perceived to confer upon a student an unfair advantage or to subject a student to an unfair disadvantage.

- 4.5. All Employees must recognize the power they have in relation to Students (for example, in grading, practicum supervision, academic advising, counselling, awarding of scholarships, and the provision of references for graduate and professional schools, or employment). This power imbalance between an Employee and a Student must not be used for the personal benefit of either.
- 4.6. Transparency may be a sufficient safeguard following documented disclosure of the relationship to the Administrator responsible for the employee in some situations or a mitigation plan may be required to be put into place including arrangements for instruction, supervision, evaluation or decision-making. The process for disclosing and reporting a potential or an actual conflict of interest between an Employee and a Student is outlined in B.517.1 Employee Student Relationships Procedure.

Conflict of Commitment

- 4.7. A Conflict of Commitment may occur when an Employee engages in activities that are unrelated to the University and are sufficiently demanding of their time to interfere with the discharge of their Capilano University work.
- 4.8. University resources may not be used for activities that do not primarily benefit the University or enhance its reputation. It is considered inappropriate for Employees to make use of University property or other University resources to advance their Private Interests during their employment, including the use of their remunerated University work-time.
- 4.9. Disclosure of an actual, perceived or potential Conflict of Interest or Conflict of Commitment should be done by following the process laid out in article 5 below. Any Employee who knowingly fails to comply with this policy may be subject to disciplinary action.

5. SELF-DISCLOSURE OF POTENTIAL, PERCEIVED OR ACTUAL CONFLICT OF INTEREST OR COMMITMENT

- 5.1. Employees are required under this policy, to avoid Conflicts of Interest or Commitment, ensuring their private affairs do not create a perceived or actual Conflict of Interest or Commitment. Employees are accountable for prompt and accurate disclosure. Employees seeking to disclose a potential or perceived Conflict of Interest, must follow these steps:
 - a) Identify the potential, perceived, or actual Conflict of Interest and disclose verbally to their Administrator.
 - b) Complete Conflict of Interest Disclosure Form
 - c) Submit the Conflict of Interest Disclosure Form to their Administrator as per 5.1.1.

- d) Following form submission, the Administrator will consult with their People, Culture & Diversity representative to determine if there is a conflict and, if so, if it can be resolved or mitigated.

6. REPORTING POTENTIAL, PERCEIVED OR ACTUAL CONFLICT OF INTEREST

6.1. In accordance with B.506 Standards of Conduct, Members of the University Community who become aware of a situation they believe constitutes a deliberate act of commission or omission involving a Conflict of Interest have a duty to report their concern to their supervisor, manager, director/dean, or human resources business partner following the procedures set out in B.310 Protected Disclosure (Whistleblower) Policy and Procedure.

6.1-6.2. Supervisors, managers, directors or deans who receive a reported concern may seek advice from human resources business partner. Employees who report in good faith will not be subject to discipline and will be protected to the greatest extent possible from retaliatory actions.

6.2-6.3. Where a Conflict of Interest or Commitment is determined to be unintentional and absent of there is no dishonesty wrongdoing, the University may opt for resolving in a manner that allows for restoration and/or education.

6.3-6.4. The process for disclosing and reporting a potential or an actual conflict of interest between an Employee and a Student is outlined in B.517.1 Employee Student Relationships Procedure.

7. DESIGNATED OFFICER

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

8. RELATED POLICIES AND GUIDANCE

B.517.1 Employee-Student Relationships Procedure

B.212 Honoraria and Gifts Policy

B.217 Fraud Prevention and Investigation

B.310 ~~Protected Disclosure (Whistleblower)~~ Public Interest Disclosure Policy

B.511 Discrimination, Bullying & Harassment Policy

B.512 Human Rights, Diversity, Inclusion and Equity Policy

9. REFERENCES

Fairness by Design: An Administrative Fairness Assessment Guide. Canadian Council of Parliamentary Ombudsman (2022).



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.4: Chancellor Search Procedure	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 14, 2025	
PRESENTER: Brittany Haavaldsrud, Manager, Philanthropy & Alumni Relations	

PURPOSE

The purpose of this report is to provide the Board of Governors for its approval with the attached, revised documentation that supports the University’s Chancellor’s Search process. The Executive and Human Resources Committee passed a motion at their April 14, 2025 meeting to recommend updates as set out in the attached, red-lined procedure documents.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised Chancellor Search Procedure as presented.*

BACKGROUND

At the EHRC meeting on April 19, 2024, it was confirmed that the University does not require a standalone policy to guide the Chancellor’s selection process, as the University Act—specifically Part 5 (Sections 11–14)—already outlines the necessary guidelines and requirements for appointing a Chancellor.

The committee also received confirmation that a documented process is in place, aligned with CapU’s established practice: the CapU Board of Governors appoints a Chancellor based on a nomination from the CapU Alumni Association, following consultation with the CapU Senate.

It was agreed that the documentation would be reviewed at least one year prior to the end of the current Chancellor’s term, with any proposed revisions to be brought forward to the EHRC for approval.

The documentation revised includes the following:

- Chancellor’s Search Process - overview
- Chancellor Search Criteria and Weighting
- Terms of Reference for the CUAA (CapU Alumni Association) Search Committee

SUMMARY: The next search process will formally begin in June 2025.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 11: Board Governance Manual	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 29, 2025	
PRESENTERS:	Angela Ruggles, Executive Assistant to VP Finance and Administration David Ling, Director, Labour Relations, People, Culture & Diversity

PURPOSE

The purpose of this briefing note is to present to the Board of Governors the proposed changes to the Board Governance Manual related to Labour Relations, Board Officers election procedures and the administration of the Oath of Office and Annual Declarations. The Governance and Planning Committee (GPC) passed a motion at their April 8, 2025 meeting to recommend revisions as presented.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revisions to the Board Governance Manual as presented.*

BACKGROUND

The following is a summary of the changes made to the manual.

- Section B. Board Charter and Mandate 16. Duties and Key Responsibilities of the Board a. Human Resources – updated this section to accurately reflect the role of the Board.
 - Deleted: g), h) and i) would be considered “day-to-day” and completed by President / PCD. Board Members do not directly reach out to and work with Post-Secondary Employer’s Association (PSEA) on collective bargaining
 - Replaced with: g) ratify tentative collective agreements before they proceed to the PSEA board for final approval.
- Section D. Board Bylaws 24. The Board of Governors and 33. Oath of Office and Annual Declaration – updated these sections to clarify the requirements for new and returning Board members.
 - Added references to the Annual Declaration
 - Added that oaths and declarations can be administered at either Board or Board Committee meetings
 - Added that either the Board Chair or Committee Chair can administer the oath or declaration.

- Section D. Board Bylaws 30. Officers of the Board – Election and Term – updated this section to accurately reflect the process of election of the Board Officers.
 - Added “The newly elected or re-elected Chair and Vice-Chair(s) take possession of their office immediately upon the election’s becoming final and assume their roles for the remainder of the meeting and for the following meetings for as long as they hold office.”

Attachments

#	Name
1	Capilano University Board Governance Manual (red-lined version)





CAPILANO UNIVERSITY BOARD GOVERNANCE MANUAL

APPROVED BY THE BOARD OF GOVERNORS

DATE ISSUED: JUNE 2, 2020

DATE REVISED: SEPTEMBER 24, 2024

Commented [AR1]: To be updated with date of Board meeting that this revision is approved at.

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A. INTRODUCTION

1. Board Manual

This Board Governance Manual (“Board Manual”) is approved by the Capilano University Board of Governors.

The Board Manual sets out the responsibilities of the Board and its members, and the governance structure pursuant to which the Board exercises its legislative duty to manage, administer and control the property, revenue, business and affairs of the University: *University Act* section 27.

The Board Manual reflects today’s best governance practices to ensure the University fulfills its mandate.

2. Definitions

In this Board Manual:

“Act” means the British Columbia *University Act*, R.S.B.C. 1996, c.468.

“Appointed Member” means a person appointed to the Board of Governors by the Lieutenant Governor in Council.

“Bylaws” means the rules and regulations by which the Board operates and governs.

“Board” means the Board of Governors of the University and includes committees of the Board.

“Board Member” means a duly elected, appointed or ex-officio member of the University’s Board of Governors.

“Elected Member” means a person elected to the Board of Governors by a constituency group.

“Ex-officio” means a person who holds an appointment by virtue of their position, e.g. the President and the Chancellor are ex-officio members of the Board of Governors.

“Officer of the University” means the University’s President, Vice-Presidents and Registrar.

“Senior Leadership” refers to the University administrators that are members of the Senior Leadership Council.

“President” means the President of Capilano University.

“University” means Capilano University.

“University Executive” includes the President and Vice-Presidents collectively.

3. Bicameral Governance Framework

The University is a publicly funded, special purpose, teaching university operating under a bicameral governance structure in accordance with the *Act*, with a division of powers among the Board and the Senate. Both the Board and the Senate are governing bodies of the University. Bicameral governance delineates the strategic oversight of the Board from the academic responsibility of the Senate.

Pursuant to section 27 the *Act*, the Board is responsible for the “management, administration and control of the property, revenue, business and affairs” of the University.

The Senate is responsible for academic and curriculum-related matters. The powers and duties of the Senate are set out in section 35.2 of the *Act*.

The *Act* provides for Board interaction with the Senate in a number of areas:

- a) the Senate must advise the Board and the Board must seek the advice of the Senate on the development of educational policy as outlined in section 35.2(6) of the *Act*;
- b) the Board must consider recommendation from the Senate for the establishment of faculties and departments with suitable teaching staff and courses of instruction: section 27(2)(i) of the *Act*;
- c) the Board must consult with the Senate on those matters as specified in sections 27 (2)(d) and (e) of the *Act*;
- d) the Board must get approval of the Senate on specified matters set out in sections 27(2)(f), (j), (k), and (r); and
- e) the *Act* also provides that the Board may appoint one member to be a non-voting member of the Senate to serve for one (1) year (section 35.2(2)(k)).

The President of the University is the chief executive officer and must generally supervise and direct the academic work of the University (section 59 of the *Act*). The President also has other powers and responsibilities as set out in sections 28 and 60-63 of the *Act*.

4. Precedence of the University Act

Where any provision of this Board Manual is at variance with the *Act* or at variance with regulations promulgated pursuant to the *Act*, the *Act* and the regulations will take precedence.

5. Commitment

To demonstrate determination and commitment, Board Members should annually review this Board Manual and make the Annual Declaration found at [Appendix “B” Appendix “C”](#).

6. Amendment of the Board Manual

This Board Manual, including the Board Bylaws set out in Part D, may be amended at any Board meeting by a two-thirds (2/3) majority vote, provided written notice of the proposed amendment has been forwarded to Board members prior to the date of the meeting.

7. Seal

The University has a common seal, which is in the custody of the President.

8. Execution of Documents

The execution of documents required to be in writing will be in accordance with the *Act* and the policies of the Board.

9. Records

The public records of the Board are in the custody of the Executive Assistant to the Board at the North Vancouver campus and are open for inspection.

B. BOARD CHARTER AND MANDATE

10. Purpose

The Charter and Mandate explain the statutory authority and obligations, and statement of roles and responsibilities, of the Board and provide guidance to Board members in the performance of their duties.

11. Mandate of the Board

The source of the Board's legislative authority and mandate is the *Act*, under which the Board is responsible for strategic oversight of the business and affairs of the University: Part 6 and Part 10 of the *Act*.

The Board also receives a Mandate Letter from the BC Ministry responsible for post-secondary educational institutions ("Ministry") each year, outlining the respective accountabilities, roles and responsibilities of the University and Government. The mandate letters are signed by institution board chairs upon resolution of all board members. Signed letters are posted on the Ministry and university website.

12. Role of the Board

The Board's role is one of governance and oversight of the University. The Board carries out its responsibilities under the *Act* through a stewardship role and is accountable for ensuring the University fulfills its mandate. The Board's role is to be informed about, but not supervise or direct, the day-to-day activities, risks and successes of the University. The Board sets the overall vision and strategic direction, periodically assesses the operational status relative to that direction, and leaves the day-to-day management and operation of the University to the President and senior leadership team. The Board is responsible for the business of the University – its administration, finances, operations, assets, role in the community and the integrity of such.

The Board's governance role involves a wide range of responsibilities, including:

- overseeing the development of the overarching strategic direction and policy framework for the University;
- approving the University's annual and long-term plans, including a strategic plan;
- ensuring the University's activities are consistent with its mandate;
- monitoring the University's performance;
- ensuring effective stewardship of institutional resources;
- ensuring senior leadership are appropriately qualified;
- ensuring an effective process for identifying, monitoring and managing institutional risk;
- selecting and evaluating the President; and
- overseeing a succession planning process to ensure continued leadership.

These duties are mainly discharged through oversight of the President and senior leadership, who are responsible for the management and day-to-day operations of the University and for implementation of the direction set by the Board.

13. Delegation of Authority

In the absence of a specific reservation of authority in the *Act* or otherwise, and subject to Board policies and Board policy directions, the management of the University and all necessary authority in connection with that is delegated to the President. The President will specify required actions and develop administrative regulations and policies under which the University will be operated. Such actions, regulations and policies give directions on how the University will meet the values, standards and expectations established by the Board and will be in every respect consistent with the policies of the Board. No such actions, regulations or policies will commit the University to expenditures beyond current budget projections.

Nothing in the foregoing will inhibit direct action by the Board when such action is deemed necessary and prudent.

14. Board Culture

The Board culture is advanced through the Board members' consistent practice and attention to the following tenets. The Board will:

- a) embrace leading practice and strive for continuous improvement in governance;
- b) ensure transparency and facilitate communication with stakeholders;
- c) cultivate a collegial and respectful atmosphere within its membership, and in its interactions with University stakeholders; and
- d) act ethically and prudently in regards to University interests.

15. Accountability

The Board is accountable for:

- a) adhering to the *Act* in the execution of its responsibilities;
- b) proactively supporting the University in the achievement of its mission and goals;
- c) focusing on strategic issues, and empowering the President and senior leadership team to manage the University's operations; and
- d) stewardship of the University's resources.

16. Duties and Key Responsibilities of the Board

The duties and key responsibilities of the Board are set out below.

a. Human Resources

The Board has human resources responsibilities including:

- a) in consultation with the Post-Secondary Employers' Association (PSEA) and the Public Sector Employers Council (PSEC), recruiting and appointing the President as chief executive officer of the University, approving the President's compensation, and defining the President's duties and tenure in office;
- b) monitoring and evaluating the President's performance;
- c) overseeing President succession planning and ensuring plans are in place to deal with a planned or emergency departure of the President;
- d) ensuring plans are made for senior leadership succession and development;
- e) providing support and advice to the President in the execution of the President's duties;
- f) appointing or providing through policy for the appointment of faculty, staff and senior administrators to the University;
- ~~f)g) ratify tentative collective agreements before they proceed to the Post-Secondary Employer's Association (PSEA) board for final approval.~~
- ~~g) in consultation with PSEA, providing direction and approval for bargaining unit negotiations;~~
- ~~h) monitoring the progress of bargaining unit negotiations and working with PSEA to confirm that all negotiated terms are within the scope of government guidelines, and are within the University's ability to pay and remain sustainable; and~~
- ~~i) consulting with PSEA regarding direction and approval for any legal actions related to bargaining unit negotiations.~~

b. Communications

The Board has communications responsibilities including:

- a) ensuring the University has a plan in place to engage and communicate effectively with key stakeholders, including students, faculty and staff, senate, donors, alumni, government and communities;
- b) adhering to the Board Communications Protocol (Appendix D) to ensure consistency, accuracy and transparency in communications with stakeholders; and
- c) ensuring the only member authorized to speak on behalf of the Board is the Chair.

c. Strategy

The Board supports strategic planning by:

- a) reviewing and approving the vision, mission and values of the University in collaboration with the Senate;
- b) providing input, reviewing and approving the strategic plan and initiatives;
- c) reviewing and approving the annual operational and capital plans, and key performance indicators;

Commented [DL2]: g) to i) would be considered "day-to-day" and completed by President / PCD.

Board Members would not directly reach out to and work with PSEA on collective bargaining.

g) ratify tentative collective agreements before they proceed to the Post-Secondary Employer's Association (PSEA) board for final approval.

- d) monitoring, on a regular basis, performance against strategic and operational plans, with a focus on key risks and strategies;
- e) approving policies under the jurisdiction of the Board and major transactions;
- f) ensuring compliance with legal and regulatory requirements;
- g) annually reviewing the draft Institutional Accountability Plan and Report prior to its submission to the Ministry; and
- h) creating an excellent working relationship with the Minister and the Ministry to facilitate the University's progress in implementing approved strategies and plans.

d. Financial/Risk

As responsible stewards of University resources, the Board:

- a) understands the key risks affecting the University's operations;
- b) ensures senior leadership has established appropriate systems to manage these risks;
- c) annually reviews the University's risk reduction plans and progress;
- d) receives regular reports on the management of material risks to the University;
- e) reviews and approves annual audited financial statements;
- f) at least quarterly monitors the University's financial position;
- g) receives, reviews and monitors all investment reports related to funds of the University and the Capilano University Foundation; and
- h) ensures that controls, codes or guidelines are in place governing ethical conduct, conflict of interest, environmental protection, personal and public safety, equity and similar concerns.

17. Board Performance

The Board will:

- a) develop and implement a comprehensive orientation program for new members;
- b) conduct an annual performance evaluation the outcomes of which will be used to develop a plan to enhance performance and governance;
- c) oversee the development of the annual Board calendar;
- d) monitor the standing committees' work plans for progress and completion;
- e) develop an annual succession plan to prepare Board members to take on Chair, Vice Chair and committee chair roles; and
- f) set out the skills and characteristics required of future Board members to meet the University's strategic needs.

C. ROLES AND RESPONSIBILITIES

18. Board Members

a. Standards of Conduct

Board members will:

- a) adhere to and annually sign the Annual Declaration found at [Appendix "B" Appendix "C"](#);
- b) comply with policies and Bylaws of the Board and the University, including this Board Manual;
- c) comply with all applicable law, including the Act and regulations;
- d) make full and timely disclosure of any conflicts of interest; and
- e) keep confidential information confidential, including all information associated with closed and *in-camera* meetings. The duty to maintain information in confidence continues after a Board member ceases to be a Board member.

To support the Board in achieving its obligations, Board members will:

- f) act with integrity, in good faith and in the best interests of the University as a whole;
- g) act ethically and prudently in regard to University interests;
- h) represent the University as a whole, rather than the interest of individual constituents;
- i) cultivate a collegial and respectful atmosphere within the Board, and in its interactions with University stakeholders;
- j) engage with the University's communities, facilitate communications with stakeholders and ensure transparency in communications;
- k) contribute to the advancement and objectives of the University;
- l) embrace leading practice and strive for continuous improvement in governance;
- m) strive to be constructive, resourceful and solution-oriented;
- n) respect that the Chair is the only authorized spokesperson for the Board; and
- o) avoid publicly speaking against or undermining any decision of the Board, regardless of whether the Board member agrees with or voted for that decision.

b. Meetings

To facilitate effective and efficient Board and Board Committee meetings, Board members will:

- a) be prepared and well-informed on relevant issues for all Board meetings, Committee meetings and planning sessions;
- b) strive for 100% attendance at Board and Committee meetings. Attendance in person is preferred, however, on occasion if circumstances warrant, a Board member may attend by

an online format. The *Act* directs that a Board member who fails to attend at least half of the meetings of the Board in any year is deemed to have vacated their seat.

- c) Board members who are unable to attend a board or committee meeting are required to notify the Board or Committee Chair and the Executive Assistant to the Board to help determine if quorum will be met.
- d) where possible, provide notice to the Chair about emerging board meeting agenda issues;
- e) be prepared to discuss issues and ask relevant questions; and
- f) respect diversity of opinions and perspectives.

c. Board Orientation and Personal Development

Board members will:

- a) attend the Board's orientation program, and participate, as appropriate, in any professional development program made available by the University to Board members;
- b) take part in the Board's programs of self-assessment for the Board as a whole and for individual Board members;
- c) endeavour to become knowledgeable about the University; and
- d) be familiar with the University's strategic plan, vision, purpose, values, operating environment and basic financial drivers.

19. Capilano University Foundation

The Capilano University Foundation is an independent non-profit society registered under the *British Columbia Society Act* and a public charitable foundation registered with the Canada Revenue Agency. The Foundation's Bylaws provide that Capilano University Board of Governors are members of the Foundation. As such, they appoint some of the Foundation's Directors and attend the Foundation's Annual General Meeting where they receive a report on the Foundation's activities and approve the Foundation's financial statements. The Foundation Bylaws are Appendix "G" to this manual.

20. Officers of the Board

a. Role of the Chair

The Chair of the Board provides leadership to the Board and the President.

The Chair will have excellent leadership, communication, negotiation, team building, and networking skills.

b. Responsibilities of the Chair

To fulfill the responsibilities of the position, the Chair will:

- a) act as the spokesperson for the Board;
- b) act as a signing officer on behalf of the Board;

- c) manage conflicts of interest;
- d) build a strong working relationship with the Minister and other government representatives;
- e) build succession for the position of Chair;
- f) build and maintain a sound working relationship with the President and senior leadership;
- g) provide the Board with updates regarding relations and negotiations with key stakeholders;
- h) be available to meet with and discuss issues with stakeholders;
- i) participate in key University events, as required;
- j) conduct committee and member evaluations;
- k) provide guidance and recommendations to Board members regarding roles, responsibilities and conduct; and
- l) perform such other duties as may from time to time be assigned by the Board.

To facilitate effective and efficient Board meetings, the Chair will:

- a) establish agendas for Board meetings and planning sessions, with input from the President;
- b) call meetings of the Board and preside at all meetings of the Board; and
- c) encourage participation of all Board members in discussions and questions.

To support the committees in achieving their obligations, the Chair will:

- a) appoint committee chairs and committee members;
- b) be ex-officio on all committees;
- c) act as a resource to all committee chairs; and
- d) ensure committees are fulfilling their responsibilities and reporting requirements.

c. Responsibilities of the Vice-Chair

To fulfill the responsibilities of the position, the Vice-Chair will:

- a) in the absence of the Chair, preside at Board meetings and perform the responsibilities of the Chair;
- b) act as a signing officer on behalf of the Board;
- c) serve on the Board Executive and Human Resources Committee;
- d) participate in key University events, as required; and
- e) perform such other duties as may from time to time be assigned by the Board.

21. President

a. Role of the President

In accordance with sections 59-63 of the *Act*, the President is the Chief Executive Officer and Vice-Chancellor of the University. The President is appointed by the Board and reports to and is accountable to the Board.

The President must generally supervise and direct the academic work of the University (section 59 of the *Act*). The President has the overall responsibility to lead the University in the development of strategic recommendations for the approval and direction of the Board, and in the day-to-day performance of its business and administration.

Subject to the *Act* and this Board Manual, the President or such person as they may designate, may appoint and define the duties and tenure of such employees as are necessary to carry on the business and operations of the University, other than those positions required by legislation to be appointed by the Board as indicated in section 27(2)(g) of the *Act*.

b. Duties and Responsibilities of the President

The duties and responsibilities of the President include:

Institutional Leadership

- a) leading the University in the day-to-day management, administration and functioning of the University ensuring compliance with all relevant laws, regulations, standards of ethical behavior and university policies;
- b) leading the University in the development of strategic planning processes, including periodic assessments of operational performance relative to such goals, and recommending the strategic plan to the Board for review and approval;
- c) leading the University in developing and implementing the institutional goals set by the Board;
- d) the development and maintenance of an appropriate administrative organization and policy-making structure for the most efficient and effective utilization of University resources;
- e) fostering and enhancing a relationship of mutual trust and openness among the President, the senior leadership, faculty, staff, students and the Board;

Academic Leadership

- f) leading the University in developing and implementing the academic objectives, initiatives and goals of the University;
- g) suspensions and removal of students, subject to the right of appeal to the Senate as set out in section 61 of the *Act*;

Financial and Risk Management

- h) advising the Board on all institutional material risks, obligations and opportunities;

- i) developing and recommending the annual operational and capital plans and budgets to the Board for review and approval. Annual operational and capital plans and budgets are drafted in collaboration with senior leadership and other staff, key constituents and the Board;
- j) leading the appropriate fiscal management of the University, including allocation and supervision of all appropriated and other funds that finance any activities under the jurisdiction of the University;

Human Resources

- k) development and maintenance of a personnel system concerned with recruitment, selection, assignment, supervision, evaluation and promotion of all personnel employed by the University;
- l) supervising and directing the instructional, administrative and other staff of the University;
- m) establishing and maintaining a senior leadership development and succession plan for annual Board approval;
- n) suspension and removal of employees subject to the right of appeal to the Board as set out in section 60 of the Act;

External Relations

- o) acting as primary spokesperson and institutional representative for the University in all external matters, except in matters directly related to the Board which are the responsibility of the Chair;
- p) maintaining a positive working relationship with local, provincial and federal agencies and key stakeholders;

Annual Objectives

- q) establishing, in conjunction with the Executive and Human Resources Committee of the Board, an annual list of personal performance objectives (within the context of the strategic plan) to be achieved in the forthcoming year for approval by the Board; and
- r) exercising such powers and performing such other duties as are assigned by the Board.

c. Offices of the President

Pursuant to section 63 of the Act, the President:

- a) is a member of the Board and must attend Board meetings;
- b) is the chair of Senate;
- c) is a member of all standing committees of Senate, except the standing committee on appeals;
- d) is a member of each faculty; and
- e) in the absence of the Chancellor, is the chair of Convocation and must confer all degrees, honorary degrees, diplomas and certificates.

d. Compensation

The President is paid for services rendered in an amount determined by resolution of the Board, subject to the parameters set for executive compensation by the BC Public Sector Employers' Council.

The President will be reimbursed for any reasonable travelling and other out-of-pocket expenses necessarily incurred in the discharge of their duties in accordance with applicable University policies and procedures.

22. Board Secretary

The Board Secretary will be the University's Vice President of Finance and Administration, or such other person as the Board appoints.

23. Chancellor

The Chancellor is responsible for carrying out the ceremonial and official functions of the University. Under sections 5 and 17 of the *Act*, the Chancellor serves as the chair of Convocation, and confers all degrees, honorary degrees, diplomas and certificates.

The Chancellor is appointed by the Board on nomination by the Alumni Association and after consultation with Senate. The Chancellor is appointed for a term of three (3) years and after that until a successor is appointed.

The Chancellor may be appointed for a maximum of two consecutive terms.

In the absence of the Chancellor or where there is a vacancy in that office, the President will act in the Chancellor's place.

If the President is absent or unable to act, another person designated by the Board will act in the Chancellor's place.

D. BOARD BYLAWS

24. The Board of Governors

The powers and duties of the Board will be as defined in the *Act*.

The affairs of the University will be managed by the Board as set out in the *Act*.

Board members will be appointed or elected in the manner provided in section 19 (1) of the *Act*.

The Board or Committee Chair will administer to each Board member, at the first Board or Board Committee meeting they attend, the Oath of Office (for new members) or the Annual Declaration (for returning members) - attached as Appendix "B" Appendix "BC".

25. Composition of the Board

Pursuant to section 19 (1) of the *Act*, the Board is composed of 15 members as follows:

- a) the Chancellor;
- b) the President;
- c) two faculty members elected by faculty members;
- d) eight persons appointed by the Lieutenant Governor in Council, two of whom are appointed from individuals nominated by the alumni association;
- e) two students elected by students; and
- f) one person elected by and from University employees who are not faculty members.

26. Term of Office

Board members hold office for terms of varying lengths as set out in section 20 of the *Act*:

- a) Faculty and University employee representatives are elected for three-year terms;
- b) Student representatives are elected for one-year terms;
- c) Appointed members are appointed for term lengths up to three years at the Government's discretion; and
- d) The Chancellor and the President are ex officio members of the Board and, therefore, are members for so long as they hold their respective offices.

Appointed members are eligible for re-appointment and elected members are eligible for re-election, but those members may not hold office for more than six consecutive years (section 21 of the *Act*).

27. Eligibility

Pursuant to section 23 of the *Act*, the following persons are not eligible to be or remain Board members:

- a) members of the Parliament of Canada;
- b) members of the Executive Council or of the Legislative Assembly of British Columbia;
- c) a member of the public service in the ministry; and
- d) a member of the public service designated by the Minister.

28. Vacancies on the Board

Sections 24 and 25 of the *Act* set out the process for declaring and filling vacancies on the Board and the effect of the vacancy.

If a vacancy arises on the Board before the end of the term of the office for which a member has been appointed or elected, the Executive Assistant to the Board will enter the vacancy in the minutes of the Board.

If a vacancy exists in respect of an appointed member, the Lieutenant Governor in council will appoint a person to fill the vacancy. The Executive and Human Resources Committee of the Board develops recommendations for the appointment of Board members.

If a vacancy exists in respect of an elected member, the Registrar will conduct by-elections in accordance with the Capilano University Board Election Procedures and the Act.

Persons appointed or elected to fill a vacancy hold office for the remainder of the term for which the person's predecessor was appointed or elected.

A vacancy on the Board does not impair the authority of the remaining Board members to act.

29. Board Election Process

The election process is set out in the Capilano University Board Election Procedures (Appendix E). The Election Procedures have been developed to meet the requirements for elections as set out in the Act.

The elections are conducted by the Registrar.

30. Officers of the Board – Election and Term

The Chair and Vice-Chair(s) will be elected annually by the Board from among its appointed members, consistent with section 19.2(1) of the Act.

An Acting Chair, when necessary, will be elected from among the Board's appointed members, consistent with section 27 (2) (b) of the Act.

The Chair and Vice-Chair(s) will hold office for one (1) year or until a successor is elected.

The Chair and Vice-Chair(s) are eligible for re-election.

The Chair and Vice-Chair(s) may be removed from office by resolution of the Board.

The President will conduct the election as per the process outlined in Appendix EF.

The newly elected or re-elected Chair and Vice-Chair(s) take possession of their office immediately upon the election's becoming final and assume their roles for the remainder of the meeting and for the following meetings for as long as they hold office.

31. Resignation and Removal

a. Form of Resignation

The resignation of a Board member will be made by notice in writing, addressed and delivered to the Chair or the President and, for appointed members, also delivered to the Minister designated under the Act. The resignation will take effect on the date specified in the notice.

b. Reporting

The Chair will report to the Board at Board meetings all resignations not previously reported to the Board.

c. **Deemed Resignation**

If a Board member fails to attend at least half of the Board's meetings in any year, the Board will consider whether to permit continued service of that Board member pursuant to section 22 (2) of the Act.

32. Conduct of Board and Committee Meetings

a. **General Conduct**

All Board and Committee meetings will be conducted in accordance with:

- a) the Act;
- b) these Bylaws; and
- c) Robert's Rules of Order Newly Revised in respect of procedural matters not governed by the Act, and where these Bylaws are silent.

Board meetings will entertain only those motions presented that are germane to the Board's responsibilities as set out in the Act.

Board members may participate in a Board meeting or any 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. A Board member participating in accordance with this provision will be deemed present at the meeting, will be counted in the quorum therefore, and will be entitled to speak and vote thereat.

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.

Asynchronous Board and Board Committee meetings may be held over email when synchronous meetings are not practical. To preserve the deliberative nature of committee proceedings held by email, the following rules will apply;

- a) The Chair of the Board or the Chair of the committee will establish a timeline for discussing and voting on a resolution when the Board or committee begins consideration of the resolution;
- b) All emails concerning the proposed motion will be sent to all Board or committee members, including designated resource people, and to no other person;
- c) To preserve the confidentiality of discussions, no committee member will forward emails to or from the Board's or committee's discussions;
- d) At the designated time, discussion will end and Board or committee members can propose amendments to the motion by emailing the Chair of the Board of the Board or of the committee;
- e) When the designated time for amendments has passed, the Chair of the Board or Chair of the committee will send the motion and all proposed amendments to all Board or

committee members in a single email and request that they vote by indicating their support or otherwise for the motion and each amendment; and

- f) Voting will take place over three business days, by email.

b. Public Input at Open Board Meetings

At the discretion of the Chair, the Board may hear presentations or answer questions from a member or members of the University community or the public at an open Board meeting on matters within the purview of the Board. The rules governing public input are as follows:

- a) Any person who wants to make a presentation or ask a question will email the Board Secretary no fewer than fourteen (14) days in advance of the scheduled open Board meeting;
- b) The email will contain the person's name, contact information and a submission outlining the topic and purpose of their presentation, or details of the question they intend to ask the Board;
- c) If permitted to speak, the person's presentation before the Board will be limited to five minutes; and
- d) If not permitted to speak, the email submission may be entered as correspondence for the Board's consideration.

c. Time, Place and Attendance

Board meetings will be held at one of the Capilano University campuses.

The Board will meet at least once every three months in accordance with section 26 (1) of the *Act*.

Board meetings will be held on Tuesdays unless otherwise determined by the Board.

Board member attendance at meetings will meet the requirements of the *Act*.

The Board will endeavour to connect periodically with local representatives and groups within the University's geographic region to discuss common concerns.

The Chair or the President will call a special meeting of the Board upon written request of a majority of Board members.

Any Board meeting may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted on at the adjourned meetings.

d. Board Meeting Types

i. Open Board Meetings

All Open Board meetings will be considered open to observers from the University community and members of the public unless specified.

ii. Closed Board Meetings

Closed meetings typically precede an Open Board meeting and may continue after the open meeting has concluded. Closed meetings are held in the absence of observers from the University community and members of the public. Closed meetings include members of the University executive and senior leadership as requested by the Board.

The following matters will be considered at the closed session (unless the meeting determines otherwise):

- a) matters relating to salaries, conditions of employment, and collective bargaining;
- b) matters relating to the employment of any particular person, including appointments, transfers, resignations, promotions, demotions, conduct, discipline or suspension;
- c) matters relating to the conduct, discipline, suspension or other dealings with any particular student;
- d) matters involving legal actions, negotiations or opinions, or that concern the liability or interests of the Board or Board members;
- e) matters relating to acquisition, disposition or security of real property;
- f) matters of a commercial nature where it is in the interest of the University to maintain confidentiality; or
- g) other matters contemplated by the Act, these Bylaws, or that are otherwise usually agreed to be confidential and not public.

By resolution of the Board any matter discussed at a closed session may be brought forward for discussion at an open meeting.

iii. *In-Camera* Board Meetings

After the Open 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.

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.

e. Quorum and Voting

A quorum for the transaction of the business of the Board or Board Committee will be a majority of the Board members holding office at the time of the meeting.

Where there is not a quorum present after 10 minutes into a duly called meeting, the meeting will be cancelled. Time sensitive items that require approval will go directly to the Board of Governors or the Executive and Human Resources Committee, at the Board Chair's discretion. Items that are not time sensitive will be added to the next scheduled meeting.

The Chair has the same voting rights as other Board members. In the case of a tie vote on a motion, the motion is defeated and the Chair will so declare.

The President is an ex officio member of the Board (section 19 (1) (b) of the Act).

The Chancellor is an ex officio member of the Board (section 19 (1) (a) of the Act).

f. Agenda

The Chair in consultation with the President and the Board Secretary will prepare the agenda for each Board meeting. The Board Secretariat will forward copies of the agenda and all relevant documentation to Board members far enough in advance of the Board meeting that Board members can ask questions and give an informed vote, but at least 48 hours before each meeting.

The Chair, in consultation with the President and Board Secretary, will prepare the initial portion of the agenda as a consent agenda:

- a) Items on the consent agenda will be matters that do not require discussion or debate.
- b) A single motion and vote will apply to all items on the consent agenda.
- c) Any Board member can request that an item be moved from the consent agenda to the open agenda for discussion and/or debate.
- d) All relevant documentation on consent agenda items, and the proposed motion, will be provided to Board members far enough in advance of the Board meeting that Board members can ask questions and give an informed vote.

The Chair will call for approval of the agenda as the first item of business of each Board meeting. Additions may be proposed by Board members and will be added to the agenda with the approval of the meeting.

For open Board meetings, the agenda and supporting materials are posted on the Board's webpage.

g. Minutes

Minutes of all Board meetings will be:

- a) a record of the formal actions undertaken at the meeting;
- b) stored electronically as a part of a minute book;
- c) circulated to Board members prior to the meeting at which they are to be adopted; and
- d) approved by the meeting of the Board at which they are adopted.

Minutes of open Board meetings will be adopted at the next open Board meeting. Minutes of closed meetings will be adopted at the next closed session. Minutes of *in-camera* meetings will be adopted at the next *in-camera* session.

Due to the significant time between the last meetings in June and the first meetings in September and board composition changes that occur between academic years, the June standing committee and Board meeting minutes will be approved by email in July of the same academic year. Minutes will be sent to all board members in attendance at the respective meeting.

Copies of minutes of Board meetings will be circulated as determined by the Board from time to time and as required by law.

h. Recording and Communication Devices

The Board is responsible for creating a meeting environment that promotes full and frank discussion and the free exchange of ideas in their role of providing strategic oversight for the University. In order to provide an environment where Board members and participants are comfortable to comment, express their opinions and ask questions, any private or unauthorized use of a recording device during meetings of the Board is prohibited. Recording includes any equipment that can be used to record through photography, videotaping or audio recording, an image, a sound or a conversation, including cameras, cellular telephones, smartphones or any similar device.

Participants and guests are also required to turn off or put on silent mode any personal communication device during the meeting.

33. Oath of Office and Annual Declaration

The Oath of Office and the Annual Declaration for Board members is attached as [Appendix "B" Appendix "BC"](#) to this Board Manual.

The Oath of Office is normally to be affirmed or sworn, signed and dated before the Board at the commencement of all members' first meeting with the Board or with a Board Committee. ~~In cases where no meeting of the Board is imminent, and waiting for one will impede the ability of a new Board member to join into the work of the Board, the oath may be sworn before the Chair or designate, along with a staff member from the President's Office.~~

The Annual Declaration is normally to be affirmed or sworn, signed and dated before the Board at the commencement of all returning members first Board or Board Committee meeting of the Academic year.

In cases where no meeting of the Board or Committee is imminent, and waiting for one will impede the ability of a new or returning Board member to join into the work of the Board, the oath and/or annual

declaration may be sworn before the Board Chair or designate, along with a staff member from the President's Office.

34. Confidential Information

The details of any matter discussed at a closed, in-camera, or committee meeting of the Board will be held in strict confidence by all those in attendance. By resolution of the Board, any of the matters discussed at a closed, in-camera, or committee meeting may be brought forward for discussion at an open meeting.

35. Committees

a. Appointing Committees

To more efficiently and effectively carry out its functions and responsibilities, the Board will establish permanent committees that meet separately, each of which will have its own chair ("Standing Committees"). These committees meet to consider matters within their terms of reference before bringing these matters to the Board as a whole.

The Board may also from time to time appoint committees as follows:

- a) Committee of the Whole to allow less formal discussion of a complex or controversial issue which, nevertheless, needs some action to be taken; or
- b) ad hoc committees that are created and meet as necessary.

b. Standing Committees

The Board has four (4) Standing Committees:

Audit and Risk Committee
Executive and Human Resources Committee
Finance Committee
Governance and Planning Committee

c. Proceedings

Standing committee meetings are not public and will 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 committee Chair.

All Board members may attend all meetings of any standing committee, except that only the members of the Executive and Human Resources Committee and the Audit and Risk Committee will attend meetings of those committees.

Matters discussed at standing committee meetings will be held in confidence, subject only to the following:

- a) all matters will be reported to the Board;
- b) matters described in the Part D Board Bylaws section 32 (d) (ii) will be treated as closed topics and be reported at the closed Board meeting;

- c) matters described in the Part D Board Bylaws 32 (d) (iii) will be treated as *in-camera* topics and be reported at the *in-camera* Board meeting;

d. Work and Reporting

Each standing 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.

The standing committees 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 recommendations for Board's approval.

e. Members

The Chair will appoint members to each standing committee in accordance with the committee terms of reference. No standing committee will have fewer than four (4) members. Standing committee quorum will be a majority of the committee members.

Appointments are made based on qualifications and interest, and to avoid potential conflicts of interest.

f. Committee of the Whole

The purpose of a committee of the whole is to suspend a formal meeting in order to address a matter that can better be dealt with informally. Any votes taken during a committee of the whole session are not considered decisions of the Board, but recommendations to the Board (Robert's Rules of Order). The rules are as follows:

- a) The Board members vote to go into committee of the whole.
- b) Committee of the whole functions as a real committee; when it convenes, the Board ceases to be in session.
- c) Committee of the whole can be chaired by a new Chair. The Chair of committee of the whole is appointed by the Chair.
- d) Committee of the whole votes to rise at the conclusion of its session.
- e) Rising implies that committee of the whole ceases to exist and the Board is back in session.

Proceedings of committee of the whole are not entered into the formal minutes of the Board meeting. A brief synopsis of the committee of the whole proceedings will be entered as an appendix to the minutes.

36. Insurance and Indemnification

Under the *Act*, Board members are protected against actions for damages in respect of any act or omission in the course of their duties, except in acts of bad faith. Section 69(1) of the *Act* provides:

An action or proceeding must not be brought against a member of a board, senate or faculties, or against an officer or employee of a university, in respect of an act or omission of a member of a board, senate or faculties, or officer or employee, of the university done

or omitted in good faith in the course of the execution of the person's duties on behalf of the university.

Under the University, College and Institute Protection Program, Board members are provided with insurance coverage against liability claims while performing their duties and responsibilities in good faith, subject to the terms and conditions of the University's liability coverage agreement.

Indemnity

The University will indemnify a Board member against all costs, charges and expenses, including an amount paid to settle an action or satisfy a demand or judgment, reasonably incurred by the Board member in respect of any civil, criminal, administrative, investigative or other proceeding in which the Board member is involved because of their duties or responsibilities to the University, so long as the Board member acted honestly and in good faith with a view to the best interests of the University and except to the extent that any such costs, charges or expenses are occasioned by the Board member's own willful neglect or default.

Every Board member will be deemed to have assumed office on the express understanding that the University will be bound by the above Indemnity.

37. Expenses

The University will reimburse Board members for expenses reasonably incurred to carry out duties of Board members, subject only to reasonable policies of the University from time to time.

E. CODE OF CONDUCT AND ETHICS

38. Overview

The University should behave, and be perceived, as an ethical organization. The fundamental relationship between a Board member and the University is one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

Section 19.1 of the *Act* states, "the members of the board of a university must act in the best interests of the university." In other words, Board members will ensure that their personal and professional interests, or obligations to third parties, do not conflict with their duty to the University.

This Code of Conduct and Ethics outlines how Board members will conduct themselves in accordance with the requirements of the law, the Crown Agencies and Board Resourcing Office (CABRO), Taxpayer Accountability Principles¹, and the Standards of Ethical Conduct Guidelines published by the provincial government.

Each Board member should adhere to the minimum standards described herein and to the standards set out in applicable policies, guidelines or legislation.

¹ Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability (June 2014) [Accountability principles strengthen public sector governance | BC Gov News](#)

39. Duties of a Board Member

All Board members owe certain duties to their organizations under the law. In addition, directors of public agencies in BC will comply with the requirements of the CABRO, which publishes Codes of Conduct from time to time.

Generally, a Board Member owes the following duties to the University:

- a) **Loyalty:** Board Members will act honestly, in good faith and in the best interests of the University. In placing the interests of the University ahead of their own personal or business interests, Board members will:
 - i. Be honest in their dealings with the University and with others on behalf of the University;
 - ii. Avoid situations where they could profit at the expense of the University, appropriate a business opportunity of the University or otherwise put themselves in a position of conflict between their own private interests and the best interests of the University;
 - iii. Remain impartial and loyal to the best interests of the University and not act as a delegate or representative of any interest, stakeholder or group;
 - iv. Avoid speaking against or undermining any decision of the Board, regardless of whether the Board member agrees with or voted for that decision; and
 - v. Avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of the University unless specifically authorized to do so by the University.
- b) **Care:** Board members will exercise the degree of skill and diligence reasonably expected from an ordinary person of their knowledge and experience.
- c) **Confidentiality:** Board members will not divulge confidential information that they receive as Board members to any person unless authorized. The duty to maintain information in confidence continues after a Board member ceases to be a Board member.
- d) **Disclosure:** Board members who become aware of a matter which they have a duty to disclose or report will advise the Chair as soon as is reasonably practical.
- e) **Compliance:** Board members will comply with all applicable laws and regulations and with the University's Bylaws and policies adopted by the Board from time to time, including this Code of Conduct and Ethics. No Board member will commit or condone an illegal act or instruct another Board member to do so. All Board members are expected to follow the spirit as well as the letter of the law.
- f) **Knowledge:** Board members will be familiar with and generally knowledgeable about the University's mandate, vision, goals, strategic direction and operations; the community, business and political environment within which the University operates; and the relevant legislation applicable to the University and to Board members.

Any Board member who knows or suspects a breach of this Code of Conduct and Ethics has a responsibility to report it to the Chair.

40. Conflicts of Interest

a. Definitions

A conflict of interest arises when a Board member's private interests supersedes or competes with their dedication and obligations to the interests of the University. This could arise from actual, potential, or apparent conflict of interest for a Board member or related persons and may be financial or otherwise. For this purpose:

- i. **"actual conflict of interest"** occurs when a Board member exercises an official power or performs an official duty or responsibility and, at the same time, knows that in the performance of this duty or responsibility or in the exercise of power there is the opportunity to further a private interest.
- ii. **"potential conflict of interest"** occurs when there exists some private interest that could influence the performance of a Board member's duty or responsibility or in the exercise of power provided that they have not yet exercised that duty or responsibility.
- iii. **"apparent conflict of interest"** exists when there is possibility that a reasonably well-informed person is concerned that a real conflict of interest exists on the part of the Board member.
- iv. **"related person"** means a spouse, child, parent or sibling of a Board member.

b. General Principles

In general, a conflict of interest exists for Board members who use their position at the University to benefit themselves, friends or families.

A Board member should not use their position with the University to pursue or advance the Board member's personal interests, the interests of a related person, the Board member's business associate, corporation, union or partnership, or the interests of a person to whom the Board member owes an obligation.

A Board member should not directly or indirectly benefit from a transaction with the University over which a Board member can influence decisions made by the University.

A Board member should not take personal advantage of an opportunity available to the University unless the University has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

A Board member should not use their position with the University to solicit clients for the Board member's business, or a business operated by a close friend, related person, business associate, corporation, union or partnership of the Board member, or a person to whom the Board member owes an obligation.

Every Board member should avoid any situation in which there is, or may appear to be, potential conflict which could appear to interfere with the Board member's judgment in making decisions in the University's best interest.

c. Conflict of Interest Situations

Some conflict of interest situations are quite clear, whereas others are less obvious. The following examples of conflict of interest are intended to provide general guidelines for declaring a conflict of interest. These examples should not necessarily be considered exhaustive. Instead, the definitions of conflict of interest and general principles described in sections 41(a) and (b) should be applied in determining the existence of a conflict of interest:

- i. influencing the purchase of goods or services for the University from a company or firm in which the Board member or a related person has financial interest;
- ii. using the position as Board member to obtain employment with the University;
- iii. using confidential or non-public information obtained as a Board member to further a private interest;
- iv. serving on the board of another organization and being in possession of information confidential to the University that is of importance to a matter being considered by the board of the other organization;
- v. assisting a related person, an associate, or an organization in its dealings with the University, when such intervention may result in real or apparent preferential treatment to that person or organization by the University;
- vi. participating in or attempting to influence the appointment, hiring, promotion or evaluation of a related person to positions within the University;
- vii. using the University's resources or facilities for a personal benefit or the benefit of related persons;
- viii. attempting to influence the outcome of a specific program or facility at the University to which the Board member or a related person has made a significant financial contribution; and
- ix. any employment, association, or activity, including political activity, that is, or may reasonably be seen to be, incompatible with the Board member's duties, or otherwise be seen to impair their ability to discharge their duties in an impartial fashion, or cast doubt on the integrity or impartiality of the Board or the University.

d. Constituency Membership

Board members who have been selected to the Board as a representative of a stakeholder group or region owe the same duties and loyalty to the University and when their duties conflict with the wishes of the stakeholder or constituent, their primary duty remains to act in the best interests of the University.

A conflict of interest due to representation of or relation to a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (i.e. students staff, faculty) by a member of that group, who is not a director, officer, or member of the executive of that group, is not considered to be a conflict of interest. Conflict could reasonably be considered to exist however, for the following identified groups in the following situations:

- a) deliberations and decisions directly affecting a specific instructional program in which
 - a. student Board members are enrolled in the program;
 - b. faculty or staff Board members are employed in the program;
 - c. Board members with related persons are enrolled in or employed in the program;
- b) deliberations and decisions related to labour negotiations and labour relations
 - a. for faculty and support staff Board members
 - b. for Board members with related persons who hold faculty and/or support staff positions at the University;
 - c. for Board members with related persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters;
- c) deliberations and decisions related to labour disputes regarding faculty and support staff
 - a. for faculty and support staff Board members who have the responsibility, or joint responsibility with others, to adjudicate disputes regarding faculty and support staff, represent faculty or support staff or their interests in disputes or are involved in any deliberations, decision-making or implementation of any such decisions by or on behalf of faculty or support staff associations;
 - b. deliberations and decisions related to any matter in which the University's interests may not be aligned with those of the faculty or staff association for Board members who hold executive positions with faculty and staff associations.

For the purposes of clarification, student Board members voting on issues related to tuition and fees other than for the specific instructional program in which they are enrolled, is not considered a conflict of interest.

e. Declaration of Conflict

Board members will arrange their private affairs and conduct themselves in a manner to avoid a conflict of interest. In cases where conflict cannot be avoided, a Board member has an obligation to declare a conflict of interest in writing to the Chair prior to discussion or decision of an issue.

Where a Board member is in doubt or unsure of whether a situation involves a conflict, the Board member will immediately seek the advice of the Chair.

If a Board member believes that another Board member is in a conflict of interest situation, the Board member will immediately identify the conflict to the other Board member and request that the conflict be declared. If the other Board member refuses to declare the conflict, the concerned Board member will immediately notify the Chair. If the situation involves a conflict of interest by the Chair, the issue will be referred to the Chair of the Governance and Planning Committee.

A Board member will declare the nature and extent of any conflict at the first meeting of the Board after which the facts leading to the conflict have come to that Board member's attention. Prior to the approval of the agenda at each Board meeting, the Chair will request that Board members declare any conflicts of interest. The disclosure will be recorded in the minutes of the meeting. After declaring the conflict, the Board member:

- a) in an open, closed, or in-camera session, or committee meeting, will absent themselves from the proceedings by leaving the room during discussion and/or voting on the particular matter giving rise to the conflict;
- b) will not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict; and
- c) will be counted in the quorum for a meeting at which the Board member attends, notwithstanding that the Board member is absented while any matter is considered in respect of which a conflict of interest exists for that Board member.

Where a conflict of interest is discovered after the consideration of a matter, the conflict will be declared to the Board and appropriately recorded at first opportunity. If the Board determines that the Board member in conflict influenced the Board's consideration or decision of the matter, the Board without further involvement of the said Board member, will reconsider the matter and may rescind, vary or confirm its decision.

f. Determining Conflicts of Interest

Where a potential conflict of interest has been identified to the Chair pursuant to section 41 (e) above, the Board will determine by majority vote whether or not a conflict of interest exists. Prior to the vote, the Board will be provided with information regarding the nature of the perceived conflict and the Board member perceived to be in potential conflict will be given an opportunity to provide their perspective on whether or not a conflict of interest exists.

The Board member perceived to be in conflict will refrain from voting.

If the Board determines that the Board member is in conflict of interest, the Board member will act in accordance with section 41 (e) above.

41. Outside Business Interests

Board members should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, Board members are required to act in the best interest of the University.

No Board member should hold a significant financial interest, either directly or through a related person or associate, or hold or accept a position as an officer or Board member in an organization in a material relationship with the University, where by virtue of their position in the University, the Board member could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the University, unless that interest has been fully disclosed in writing to the University.

A "significant financial interest" in this context is any interest substantial enough that decisions of the University could result in a personal gain for the Board member.

These restrictions apply equally to interests in organizations that may compete with the University in all of its areas of activity.

42. Confidential Information

Confidential information includes proprietary technical, business, financial, legal, or any other information which the University treats as confidential (including all matters discussed at closed, in-camera and committee meetings). Board members should not either during, or following, their term as a Board member, disclose such information to any outside person unless authorized or required by law.

Similarly, Board members will never disclose or use confidential information gained by virtue of their association with the University for personal gain, or to benefit related persons, friends or associates.

A breach of confidentiality, whether unintended or deliberate, may result in disciplinary action up to and including removal from the Board in accordance with the *Act*.

If in doubt about what is considered confidential, a Board member should seek guidance from the Chair or the President.

43. Investment Activity

Board members will not, either directly or through related persons or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the University which could reasonably affect the value of such securities.

44. Outside Employment or Association

A Board member who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the University's interests, will discuss the implications of accepting such a position with the Chair. Acceptance of such a position might require the Board member's resignation from the Board.

45. Entertainment, Gifts and Favours

It is essential to fair business practices that all those who associate with the University, as suppliers, contractors or Board members, have access to the University on equal terms.

Board members and their related persons will not accept entertainment, gifts, or favours that create or appear to create a favoured position for doing business with the University. Any person or entity offering such inducement should be asked to cease. Any such gifts received by a Board member should be returned to the donor.

Board members will not offer or solicit entertainment, gifts or favours in order to secure preferential treatment for themselves or the University.

Board members will not under any circumstances offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any Board member experiencing or witnessing such an offer should report the incident to the Chair immediately.

Gifts and entertainment should only be accepted or offered by a Board member where such practices are common exchanges to established business relationships for the University. An exchange of such gifts should create no sense of obligation on the part of the Board member.

Full and immediate disclosure to the Chair of borderline situations will always be taken as good-faith compliance with this Code of Conduct and Ethics.

46. Use of the University's Property

Board members may only use property owned by the University for personal purposes, or purchase property from the University, at the same cost and through the same processes available to the general public.

A Board member should not purchase property owned by the University if that Board member is involved in an official capacity in some aspect of the sale or purchase.

47. Breach

A Board member found to have breached their duty to the University by violating the minimum standards set out in this Code of Conduct and Ethics may be liable to censure or removal under section 22 of the Act.

48. Where to Seek Clarification

Normally, the Chair or the Chair of the Governance and Planning Committee should be responsible to provide guidance on any matter concerning standards of ethical behaviour.

APPENDIX “A”

Bicameral Governance under the University Act

Legislative Framework:

Capilano University is a publicly funded, special purpose, teaching university operating under a bicameral governance structure in accordance with the *University Act* (the Act), with a division of powers among the Board and the Senate.

The management, administration and control of the property, revenue, business and affairs of the University are vested in the Board (section 27 of the Act).

The Senate is responsible for academic and curriculum-related matters. The powers and duties of the Senate are set out in section 35.2 of the Act.

The Senate must also advise the Board and the Board must seek the advice of the Senate on the development of educational policy as outlined in section 35.2(6) of the Act.

The President of the University is the chief executive officer and must generally supervise and direct the academic work of the University (section 59 of the Act). The President also has other powers and responsibilities as set out in sections 28 and 60-63 of the Act.

Board Manual - Section 15(c) Accountability:

One of the key responsibilities of the Board set out in the Board Charter and Mandate is that the Board is accountable for “focusing in strategic issues, and empowering the University’s President and executive team to manage the University’s operations”.

Board Manual - Section 13 Delegation of Authority:

In the absence of a specific reservation of authority in the *Act* or otherwise, and subject to Board policies and Board policy directions, the management of the University and all necessary authority in connection with that is delegated to the President. The President will specify required actions and develop administrative regulations and policies under which the University will be operated. Such actions, regulations and policies give directions on how the University will meet the values, standards and expectations established by the Board and will be in every respect consistent with the policies of the Board. No such actions, regulations or policies will commit the University to expenditures beyond current budget projections.

Nothing in the foregoing will inhibit direct action by the Board when such action is deemed necessary and prudent.

Policy Development and Management

Under Policy B.102 Policy Development and Management, the Board and the Senate develop new and review existing policies in accordance with the respective powers and duties of each as set out in the *Act* as well as any other policies that the University might determine are best handled by one of these bodies.

The Senior Leadership Council develops policies that fall outside the jurisdiction of the Board and the Senate, which normally are operational policies.

Powers and Duties of the Board

The management, administration and control of the property, revenue, business and affairs of the University as vested in the Board (section 27(1) of the Act).

Pursuant to section 27(2) of the Act, the Board exercises the following power and duties:

- s. 27(2)(a) to make rules for the meetings of the board and its transactions;
- s. 27(2)(b) to elect from among its members appointed by the Lieutenant Governor in Council a chair, and, when necessary, an acting chair;
- s. 27(2)(c) to appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees' power and authority to act for the board;
- s. 27(2)(g) subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;
- s. 27(2)(h) if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;
- s. 27(2)(l) to receive from the president and analyse and adopt with or without modifications the budgets for operating and capital expenditure for the university;
- s. 27(2)(m) to set, determine and collect the fees
 - i. to be paid for instruction, research and all other activities in the university,
 - ii. for extramural instruction,
 - iii. for public lecturing, library fees, and laboratory fees,
 - iv. for examinations, degrees and certificates,
 - v. for the use of any student or alumni organization in charge of student or alumni activities, and
 - vi. for the building and operation of a gymnasium or other athletic facilities;
- s. 27(2)(n) to pay over
 - i. the fees collected for a student or alumni organization that the organization may request, and
 - ii. in accordance with section 27.1, the fees collected for a student society or a provincial or national student organization;
- s. 27(2)(n.1) in accordance with section 27.1 (1.1),
 - i. to impose fees on and collect fees from students who are not members of a student society, and
 - ii. remit those fees to the student society;
- s. 27(2)(o) to administer funds, grants, fees, endowments and other assets;
- s. 27(2)(p) to select a seal and arms for the university and have sole custody and use of the seal;

- s. 27(2)(q) to provide for student loans;
- s. 27(2)(s) to enter into agreements on behalf of the university;
- s. 27(2)(t) to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the university, including in respect of
 - i. activities and events,
 - ii. vehicle traffic and parking, including bicycles and other conveyances, and
 - iii. pedestrian traffic;
- s. 27(2)(t.1) to regulate, prohibit and impose requirements in relation to noise on or in real property, buildings and structures of the university;
- s. 27(2)(u) to acquire and deal with
 - i. an invention or any interest in it, or a licence to make, use or sell the product of an invention, and
 - ii. a patent, copyright, trade mark, trade name or other proprietary right or any interest in it;
- s. 27(2)(v) to require, as a term of employment or assistance, that a person assign to the board an interest in an invention or an interest in a patent, copyright, trade mark, trade name or other proprietary right resulting from an invention
 - i. made by that person using the facilities, equipment or financial aid provided by the board, or
 - ii. made by that person while acting within the scope of the person's duties or employment, or resulting from or in connection with the person's duties or employment as an officer or employee of the university;
- s. 27(2)(w) to pay to a municipality incorporated under an Act a grant in a year not exceeding the lesser of
 - i. the amount that would be payable as general municipal taxes in the year on property of the university within the municipality if the property were not exempt from these taxes, and
 - ii. the amount specified by the minister or calculated in the manner specified by the minister;
- s. 27(2)(x) to make rules consistent with the powers conferred on the board by this Act;
- s. 27(2)(x.1) to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under this section;
- s. 27(2)(x.1) to provide for the hearing and determination of disputes arising in relation to
 - i. the contravention of a rule or other instrument made in the exercise of a power under this section, and
 - ii. the imposition of a penalty under paragraph (x.1);
- s. 27(2)(y) to do and perform all other matters and things that may be necessary or advisable for carrying out and advancing, directly or indirectly, the purposes of the university and the performance of any duty by the board or its officers prescribed by this Act or the [Sexual Violence and Misconduct Policy Act](#).

Powers and Duties of the Senate

Pursuant to sections 27(2) and 35.2 of the *Act*, the Senate exercises the following power and duties:

A. Powers with final authority resting with the Senate (s. 35.2(5)):

- s. 35.2(5)(a) regulate how its meetings and proceedings are conducted, including the quorum necessary to conduct business and how a vice chair, who is to chair meetings in the absence of the president, is elected;
- s. 35.2(5)(b) set criteria for awarding certificates, diplomas and degrees, including honorary degrees;
- s. 35.2(5)(c) set curriculum content for courses leading to certificates, diplomas and degrees;
- s. 35.2(5)(d) set qualifications for admission;
- s. 35.2(5)(e) set policies concerning examinations and evaluation of student performance;
- s. 35.2(5)(f) set residency requirements for awarding credentials for courses and programs;
- s. 35.2(5)(g) set policies concerning student withdrawal from courses, programs, or Capilano University;
- s. 35.2(5)(h) set criteria for academic standing, academic standards, and the grading system;
- s. 35.2(5)(i) set criteria for awards recognizing academic excellence;
- s. 35.2(5)(j) set policies and procedures for appeals by students on academic matters and establish a final appeal tribunal for these appeals; and
- s. 35.2(5)(k) set policies on curriculum evaluation for determining whether:
 - i. courses or programs, or course credit from another university or body are equivalent to courses, programs, or course credit at Capilano University; and
 - ii. courses or programs, or course credit from one part of Capilano University are equivalent to courses or programs, or course credit in another part of Capilano University.

B. Advisory duties, with final authority given to the Board:

1. The Board must seek, and the Senate must give, advice on the development of educational policy for the following matters (s. 35.2(6)):
 - s. 35.2(6)(a) the mission statement and the educational goals, objectives, strategies, and priorities of the Capilano University;
 - s. 35.2(6)(b) the establishment, revision, or discontinuance of courses and programs at Capilano University;
 - s. 35.2(6)(c) the preparation and presentation of reports after implementation by Capilano University without prior review by the Senate of
 - i. new non-credit courses, or
 - ii. programs offered under service contract;
 - s. 35.2(6)(d) the priorities for implementation of new programs and courses leading to certificates, diplomas, or degrees;

- s. 35.2(6)(e) the establishment or discontinuance of faculties at Capilano University;
- s. 35.2(6)(f) the evaluation of programs and educational services;
- s. 35.2(6)(g) the library and resource centres;
- s. 35.2(6)(h) the setting of the academic schedule;
- s. 35.2(6)(i) the qualifications for faculty members;
- s. 35.2(6)(j) the adjudication procedure for appealable matters of student discipline;
- s. 35.2(6)(k) the terms for affiliation with other post-secondary bodies;
- s. 35.2(6)(l) the consultation with community and program advisory groups concerning Capilano University's educational programs; and
- s. 35.2(6)(m) other matters specified by the Board.

2. In addition, the **Board must consult with Senate on the following matters** (s. 27(2)):

- s. 27(2)(d) the maintenance and keep in proper order and condition the real property of the University, the erection and maintenance of the buildings and structures on it that in the opinion of the Board are necessary and advisable, and the rules respecting the management, government and control of the real property, buildings and structures;
- s. 27(2)(e) the conservation of the heritage sites of the University, including any heritage buildings, structures and land of the University;
- s. 27(2)(i) the establishment of faculties and departments with suitable teaching staff and courses of instruction; and
- s. 27(2)(k) providing for the chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the board and the senate consider advisable.

C. Powers with final authority resting with the Senate and the Board:

- s. 27(2)(f) the establishment of procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;
- s. 27(2)(j) the establishment of faculties and departments the board considers necessary; and
- s. 27(2)(r) the number of students that may in the opinion of the board, having regard to the resources available, be accommodated in the university or in any faculty of it, and to make rules considered advisable for limiting the admission or accommodation of students to the number so determined.

APPENDIX “B”

Oath of Office and Annual Declaration

OATH OF OFFICE

I, [name of Board Member], sincerely promise and swear (or affirm) that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a member of the Board of Governors of Capilano University. I have read and agree to abide by the Capilano University Board Governance Manual, including the Board of Governor’s Bylaws and Code of Conduct and Ethics.

Date at City, British Columbia, this date of month, year.

Signature of Board Member

Print Name

ANNUAL DECLARATION

I have read and considered the Capilano University Board Governance Manual, including the Bylaws and Code of Conduct and Ethics.

I understand and agree that:

- I will conduct myself in accordance with the provisions contained in the Board Governance Manual.
- I have disclosed all activity I am engaged in that could be perceived as a conflict of interest.
- I will not distribute Board and committee materials further, and I will keep in confidence the Board and committee materials designated as confidential and confidential conversations of the Board. I agree that my undertaking of confidentiality extends beyond my term on the Board into perpetuity.
- Should circumstances change, and in particular if a new potential conflict of interest arises, I will update the information in this declaration to disclose any such change as soon as possible.

I certify that the information provided above is true and complete to the best of my knowledge.

Date

Signature of Board Member

Print Name

APPENDIX “C”

Capilano University Board of Governors Communication Protocol

Purpose

Capilano University Board of Governors members (“Board members”) may be approached by members of the public with questions or may receive requests for information related to Capilano University. Because activities and issues evolve over time and it is important that information provided to the community is consistent and as up to date as possible, the following communications protocol has been established. This protocol is intended to support Board members in their responsibility as representatives of Capilano University and to ensure that our response to the community is consistent, timely and accurate.

Protocol

- Key messages related to emerging issues or activities will be provided to Board members as necessary in the Board agenda package. Board members are asked to refer to the key messages to address questions that may be posed informally by community members (e.g. in a social setting).
- If a significant update is available prior to a board meeting, a briefing note, specific to that initiative/issue, will be emailed to all Board members by the President’s Office or Board Secretariat.
- The only spokesperson for Board matters is the Chair or the Chair’s express delegate.
- The only spokesperson for senior leadership is the President or the President’s express delegate.
- Once the Board takes a decision after a fair and objective hearing of different opinions on an issue before it, Board members are expected to stand united in that decision in public.
- Board members are expected to communicate promptly and clearly to the Chair and the President any significant concern or complaint. Any subsequent response would be developed by the President, in consultation with the Chair and supported by knowledge experts and University communications.
- Occasionally, the Chair, or Board members, may be asked to respond to a media request or an inquiry from a representative group. All such inquiries should be directed to the Director, Communications via the Chair and then to the President’s Office. The Director, Communications will undertake any background research required and will work with the Chair, or appropriate spokesperson, to respond to the request. The Director, Communications will ensure the President’s Office remains the conduit to any final communications prepared, that the Board member who originally received the request is copied; and the entire Board is notified of the request and the response is included as part of the next Board meeting agenda package.
- The Board may be asked to receive a signed petition or other appeal, from a group or representative body. The sender receives confirmation of receipt from the Director, Communications and assurance of the process to present the petition to the Board and document it in the Board’s records management system.

APPENDIX "D"

Capilano University

Board Election Procedures

March 2016

Purpose:

The rules and procedures included in this document outline the process to be undertaken by Capilano University for all Board elections. The rules and procedures for elections are in accordance with the *University Act*. In the event of a disagreement between the procedures and the *University Act*, the *University Act* will prevail.

Schedule for Elections:

Regular elections will normally occur in late February. The Registrar is responsible for preparing the election schedule and will distribute the schedule to involved constituency groups prior to the election.

Procedural definitions:

Faculty: An academic educational administrative division of a university constituted by the Board as a Faculty under section 39 of the *University Act*, or the dean and faculty members of a Faculty, as the context requires.

At Capilano University there are five (5) Faculties: Arts and Sciences; Business and Professional Studies; Fine and Applied Arts; Education, Health and Human Development; and Global and Community Studies.

Faculty Member: A person employed by a university as an instructor, lecturer, assistant professor, associate professor, professor, or in an equivalent position designated by Senate.

At Capilano University lab instructors, lab supervisors, private music instructors, instructional associates, special appointees, counselors, and librarians, have also been designated by Senate as faculty members.

Support Staff: Capilano University employees who are not faculty members, and who are staff, including exempt staff and administrators, excluding the President and Registrar.

Term of Office:

Support staff and faculty representatives

The term of office for support staff and faculty representatives on the Board of Governors shall be three (3) years, normally commencing on August 1st.

Student representatives:

The term of office for student representatives on the Board of Governors shall be one (1) year, commencing on August 1st.

Orientation:

Orientation for all new members may occur prior to the official term commencement date. It is the responsibility of the representatives to ensure their participation in the orientation.

Eligibility to Nominate, Vote, Run and Hold Office:

Students

Eligibility to Nominate:

To nominate an individual, students must be enrolled in at least one credit course at Capilano University.

Eligibility to Vote*:

The voters list for the Board student representatives shall be comprised of all students enrolled in at least one credit course at Capilano University.

Eligibility to Stand for Election and Hold Office:

Students elected to the Board must be enrolled in at least one credit course and cannot have the current notation of 'Required to Withdraw' on their record. If an elected student's enrolment is terminated due to being 'Required to Withdraw', student conduct, or any other reason, the position will be declared vacant.

Support staff

Support staff members who are also employed under the category of faculty members shall be designated by the role that has the majority of the workload. If the workload is equal, in order to participate in elections the employee must choose, on a one-time-only basis, to be considered either a faculty member or a non-faculty member for purposes of Board voting and candidacy.

Support staff members who are also students cannot stand for election, nominate, or vote as students.

Eligibility to Nominate:

To nominate an individual, staff must meet the same criteria as those described for eligibility to vote.

Eligibility to Vote*:

The voters list for the Board support staff representatives shall be comprised of all support staff, exempt staff, and administrators who are not officers of the University (President, Registrar, and Vice-Presidents), deans, or faculty members.

Eligibility to Stand for Election and Hold Office:

Support staff elected to the Board of Governors must be employed continuously for the entire three (3) year term of office. If an elected support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

Faculty

For purposes of voting and candidacy, an employee who has both a faculty and a non-faculty position shall be designated by the role that has the majority of the workload. If the workload is equal, in order to participate in elections the employee must choose, on a one-time-only basis, to be considered either a faculty member or a non-faculty member for purposes of the Board voting and candidacy.

Eligibility to Nominate:

To nominate an individual, faculty must meet the same criteria as those described for eligibility to vote.

Eligibility to Vote*:

The voters list for the Board faculty representatives shall be comprised of all faculty members, as designated by Senate, with current appointments during the election period.

Eligibility to Stand for Election and Hold Office:

Faculty members elected to the Board of Governors must have appointments within one or more Faculties of Capilano University as constituted by the Board of Governors. If an elected faculty member's appointment with the University is terminated for any reason, the position will be declared vacant.

*The Registrar is responsible for both maintaining and having the final authority over the voters list. A copy of the voters list will be available for viewing in the Registrar's Office once an election or by-election has been called.

Election Timelines and Process

Timelines:

The Registrar is responsible for establishing timelines and shall post them on the Capilano University website.

Nomination period will be a two-week duration ending at 4:00 pm on the final day. The nomination results will be announced within two (2) working days from the end of the nomination period.

The nomination period must end at least one (1) week before the start of the voting period.

The voting period will be of one week duration beginning at 12:01 a.m. on the first day and ending at 11:59 p.m. on the final day. The voting results will be announced within two (2) working days from the end of the voting period.

Election Process

Nominations:

The Registrar will post timelines and nomination forms on the Capilano University website. Information required for nominations includes full name, signature, date and student ID (for students) or employee ID (for staff or faculty).

Candidates List:

The Registrar will post on the Capilano University website the list of candidates and their respective nomination statements (verbatim).

Campaigning:

A candidates' orientation will be held prior to the start of the campaign period. It is the sole responsibility of the candidate to ensure they are familiar with all the rules of the election, whether they attend the orientation or not.

Promotion of the election, excluding the Capilano University website, but including all-candidates' meeting is the responsibility of the constituent groups.

All campaign material will be in accordance with Human Rights Legislation.

Campaigning is allowed and is undertaken at the individual's expense and in their own time. Campaigning includes, but is not limited to, posters, signs, websites, social media, and telephone/email communications. Encouraging individuals to vote is not considered campaigning if there is no reference to an individual candidate or group of candidates.

Candidates may not abuse Capilano University's resources. All candidates are required to act with honesty and integrity.

Election Results:

The Registrar shall:

1. Post the election results within two (2) working days following each election
2. Inform the President of the results of the election
3. Report the Board election results at the first Board meeting following each election
4. Post results publicly on the University's website including names of candidates who were not successful.

If the number of candidates for a position matches the required number of candidates to be elected, the candidate(s) will be declared elected by acclamation.

If the number of candidates for a position is more than the required number of candidates to be elected, the candidate(s) with the most votes will be declared as elected.

In the case of tie votes, the following will take place:

Ties will be broken by the Registrar via a coin-toss that is administered in the presence of the tied candidates.

Appeals:

It is recognized that there may be challenges to the conduct of the elections. To consider these challenges, an Appeals Committee will be convened.

This committee will:

1. Be composed of one member of each constituent group, appointed by their executive (the member cannot have been a candidate in the election).
2. Be chaired by the Registrar or designate, or by the Vice President, Academic and Provost, or designate, as determined by the nature of the appeal. In either case, the Chair is non-voting.
3. Have a mandate to hear the appeals based on the rules for election.

Appeals Procedure:

All appeals must be received, signed and in writing to the Registrar's Office no later than 3:00 p.m. two (2) working days after the results of the election are announced.

All candidates of the affected constituent group will receive a copy of each appeal prior to the Appeals Committee hearing.

Each candidate will have an opportunity to respond to the appeal in writing. Appeals that question the conduct of candidates or the election process will be chaired by the Registrar or designate. In the case of an appeal against the conduct of the Registrar or designate, the Vice President, Academic and Provost, or designate, will chair the appeals committee. Each response will be signed and received in the Registrar's Office no later than 3:00 p.m. two (2) days after receipt of the appeal.

The Appeals Committee Chair will allow each of these candidates an opportunity to speak to the committee during the designated Appeals Committee Hearing. These candidates must confirm their attendance with the Registrar's Office 24 hours prior to the Appeals Committee Hearing. Time limitations and a schedule will be at the discretion of the Appeals Committee, taking into consideration the number of appeals and candidates wishing to address the committee.

Each confirmed candidate addressing the Appeals Committee will be allowed one support person at the Appeals Committee Hearing. This support person is not able to address the committee.

Once all confirmed candidates have addressed the committee, the committee will consider all evidence presented and take appropriate action, including:

- Over-ruling the objection
- Making recommendations to the Registrar with respect to future elections
- Ordering new procedures
- Requiring a new election

The Appeals Committee decision will be final. So there is no disruption in representation to the Board of

Governors, those who have been declared elected are confirmed in their positions until the appeals have been concluded.

Vacant Positions:

Vacant positions must be filled as soon as reasonably possible, taking into account both the length of time of the election/by-election process and the nature of the academic year. The rules for filling vacant positions will be:

1. By-elections will be held when a position is declared vacant prior to the end of term for that position except as follows:
2. If the vacancy occurs on November 1st, or later, and the person holding the position declared vacant is in the final year of their term, then the position will be filled through the normal elections process in the spring. The person elected will immediately assume the vacant position until July 31st, and then begin their elected term of office.

